CORPORATE REBRANDING IN SERVICE CONTEXT: ITS EFFECTS ON RELATIONSHIP STRENGTH AND FUTURE SHARE OF WALLET

BY

MS. NAREERUT NUNCHASIRI

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
DOCTOR OF BUSINESS ADMINISTRATION (D.B.A.)
MAJOR MARKETING
THE JOINT DOCTORAL PROGRAM IN BUSINESS ADMINISTRATION (JDBA)
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was approved as partial fulfillment of the requirements for the degree of

Doctor of Business Administration (D.B.A.) Major Marketing

on July 29, 2015

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Dissertation Title	CORPORATE REBRANDING IN SERVICE CONTEXT: ITS EFFECTS ON RELATIONSHIP STRENGTH AND FUTURE SHARE OF WALLET
Author	Ms. Nareerut Nunchasiri
Degree	Doctor of Business Administration (D.B.A.)
Major Field	Major Marketing
Faculty	Faculty of Commerce and Accountancy
University	Thammasat University
Dissertation Advisor	Associate Professor Pipop Udorn, Ph.D.
Academic Year	2014

ABSTRACT

Corporate rebranding is one of the business strategies a company implements when encountering changes in its business environment. However, there is no guarantee of the outcome of the rebranding strategy, especially with service companies—whether there will be success in terms of relationship management with their customers.

The purpose of this research is to study corporate rebranding in the service industry context, and its consequences with customer perceptions. This will be done by developing a model incorporating aspects related to changes with company employees and service systems, with the change of the corporate brand as the core element of service company rebranding. These aspects best fit and explain resultant consequences on customer response, through change of the customer-brand partner quality. This empirical study examines the role of each element of corporate rebranding in the service industry context including—from the customer perspective—the perceived similarity between new brand and old brand, the perceived change in employee attitudes and behaviors, and the perceived change in service systems. This study seeks to explain the related influences on customer response in terms of change in relationship strength and future share of wallet, through change in brand partner quality.

The research design uses a survey approach with a questionnaire. An English version of the questionnaire was prepared and submitted to academic experts for review. The questionnaire was translated from English to Thai and from Thai to English. Then, the questionnaire was adjusted recursively responding to the experts' comments. Once the questionnaire was approved, data was collected regarding two rebranded service firms in the telecommunications industry and financial services industry. Five hundred samples were collected for each company. Data analysis was conducted using structural-equation modeling.

The findings show that the perceived similarity between new brand and old brand has statistically insignificant effects on the change in brand partner quality. The perceived change in employee attitudes and behaviors, and perceived change in service systems have statistically significant effects on change in relationship strength and future share of wallet, through the change in brand partner quality. Hence, the research hypotheses are well supported, except one relationship between the perceived similarity between new brand and old brand, and the change in brand partner quality.

This dissertation is anticipated to expand knowledge pertaining to the effects of corporate rebranding in the service industry context in terms of change in customer relationship strength and future share of wallet. After carrying out the rebranding strategy, a service firm must focus on the employees interfacing with customers and its service systems in order to retain the customers by creating a positive perceived change so that brand partner quality increases. Consequently, the customer response likelihood in terms of change in relationship strength and future share of wallet is improved.

Keywords: Service company rebranding, Perceived similarity between new brand and old brand, Perceived change in employee attitudes and behaviors, Perceived change in service systems, Change in brand partner quality, Change in relationship strength, Future share of wallet

ACKNOWLEDGEMENTS

I thank my dissertation advisor, Associate Professor Dr. Pipop Udorn, for his advice, recommendations and support during the development of my dissertation. I thank my dissertation committee chairperson, Associate Professor Dr. Pradit Wanarat, and committee members Assistant Professor Dr. Thanawan Sangsuwan, Dr. Nopporn Ruangwanit, and Dr. Piya Ngamcharoenmongkol, for their comments and suggestions on my dissertation. I thank JDBA officers for their assistance with the dissertation defending process.

I also thank all instructors of the Joint Doctoral Program in Business Administration (JDBA) from Thammasat University, Chulalongkorn University and National Institute of Development Administration for their teaching and educating, and I thank my JDBA friends for their encouragement. In addition, I thank my company, Bangkok Metro PCL, colleagues and friends for their understanding and support, so that I could both work and study harmoniously.

I thank my mother and father, Mrs. Chaleague and Mr. Somboon, for their endless love and support. I thank my brothers, Mr. Paiboon and Mr. S. Chakat, for their full support during this challenging time. I thank my lovely cat Maew for her devotion and faithfulness. And finally, I completely thank my heart and soul for keeping me sane and my life in balance.

Ms. Nareerut Nunchasiri

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β	beta
χ	chi
δ	delta
ε	epsilon
η	eta
γ	gamma
λ	lambda
φ	phi
ψ	psi
ξ	xi
ζ	zeta

CHAPTER 1
INTRODUCTION

1.1 The Importance of Corporate Rebranding

Implementing a rebranding strategy involves huge resources including money, time, and people. Figure 1.1 shows the branding cost of eight famous brands that were rebranded at great expense. This includes the cost of changing the logo; stationary, packaging and label design; marketing campaigns; and other costs incurred in order to expose the rebranding to the market. BP (British Petroleum), for example, paid $211 million (about 6,330 million baht) for its rebranding in 2008, while the rebranding of Posten (Norway Post) in the same year was $55 million (about 1,650 million baht) (retrieved from http://www.imageworksstudio.com/blog/8-famous-brands-and-their-rebranding-cost/index.html).

Figure 1.1

The Rebranding Cost of Eight Famous Brands (US Dollars)

$211 million: The BP logo was redesigned in 2008.

$100 million: The new Accenture logo was designed by Landor Associates in 2000.

$55 million: The new Posten logo was designed in 2008.

$25 million: The new Starz logo was designed in 2008.

$15 million: Australia and New Zealand Banking Group logo was redesigned in 2009.

$1.8 million: The BBC logo was redesigned in 1997.

$1.4 million: The new logo of Tranzlink Card was designed in 2009.

$1 million: The new Pepsi logo was designed by the Arnell Group in 2008.

Three-fourths of these eight famous brands are service firms, which conforms to prior literature showing that most rebranded organizations are service companies. About 40 percent of rebranded service firms are IT-telecommunications and finance / insurance, ranked number one and two respectively (Muzellec & Lambkin, 2006). Consequently the few empirical studies in rebranding literature pay more attention to service industries than to product / manufacturing industries. These studies have looked at the core elements and effects of rebranding in order to provide more comprehensive insights into its nature. Nevertheless, the definition of corporate rebranding itself is still in flux.

From the author's review of prior literature, at least four definitions of corporate rebranding have been proposed—by Muzellec and Lambkin (2006), Merrilees and Miller (2008), Juntenen, Saraniemi and Jussila (2009), and Tevi and Otubanjo (2013). Building on the definition of a brand by the American Marketing Association (AMA), Muzellec and Lambkin (2006) explained the term "Rebranding" by giving the definitions of "Brand" and its prefix "Re" as "The creation of a new name, term, symbol, design or a combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors" (p805). Juntenen et al. (2009) considered corporate rebranding as "A systematically planned and implemented process of creating and maintaining a new favorable image and consequently a favorable reputation of the company as a whole by sending signals to all stakeholders and by managing behavior, communication and symbolism in order to pro-act or react to change" (Tevi & Otubanjo, 2013, p92). Merrilees and Miller (2008) suggested another definition of corporate rebranding as "The disjunction or change between an initially formulated corporate brand and a new formulation". Referring to evolution theory, Tevi and Otubanjo (2013) proposed a new definition of corporate rebranding as "Corporate rebranding is a continuing process whereby an organization responds to the dynamics in its business environment by changing its self-identity in order to survive and thrive" to encapsulate the causative factors of environment (Tevi & Otubanjo, 2013, p92).

Corporate rebranding is a strategic decision of brand management implemented to cope with the changing of the market, growing the target market, or

facing a challenging competitive environment. A company revisits its propositions and reassesses its strategic value to target markets (Hankinson, Lomax & Hand, 2007). The objective is to strengthen a brand by differentiation or refreshment, so that a company can change customer attitudes or appeal to new segments. From prior literature, there are three levels of rebranding: Corporate Rebranding, Business Unit Rebranding, and Product Rebranding. These are defined according to the level of brand hierarchy, which corresponds to a "branded house" architecture, if a master brand spans across all three levels; or to a "house of brand" architecture, if different names for each product line and corporate brand are preserved (Muzellec & Lambkin, 2006). In addition, the factors or rationale of rebranding have been examined and grouped into four main categories constituting change in ownership structure (e.g., mergers and acquisitions), change in corporate strategy (e.g., diversification and divestment), change in competitive position (e.g., outdated image), and change in external environment (e.g., legal obligations) (Muzellec & Lambkin, 2006).

Lomax and Mador (2006) presented the interplay between a change of name and a change of value and attributes, and defined four choices of branding: re-iterating, re-naming, re-defining, and re-starting. The first choice, re-iterating, does not require a change of name, value or attributes; however the other three relate more to the rebranding concept. Re-naming or "apparent change" rejuvenates the corporate image by changing the corporate identity in terms of its artifacts—name, logo or symbols—while maintaining its values and attributes (Hankinson, Lomax & Hand 2007). Re-defining or "cultural incremental change" changes brand values or attributes while maintaining a brand name (Hankinson et al., 2007). And re-starting or "revolutionary change" changes both values and attributes, and name (Hankinson et al., 2007).

Services have many characteristics that are different from manufactured products, e.g., service intangibility, service heterogeneity, service perishability, and production / consumption simultaneity, as well as people involvements—consumer-employee participation—in service processes (Rust & Chung, 2006; Shostack, 1987). Therefore corporate rebranding in a service company is more difficult than in a manufacturing / product company because not only the attitudes or perceptions of customers have to be changed, but also those of employees as well. Several

academics and practitioners believe that service company rebranding will succeed if the changes are apparent both to the visual brand and to changes in the companies' operations, which require the involvement of employees and its systems (Stuart, 2012; Jacobs, 2010). AMA defines a brand as "a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (Lambkin & Muzellec, 2008, p331). The aforementioned definitions of corporate rebranding still are not clear regarding the effects of employees and service systems, which the author would like to incorporate. Therefore the definition of Muzellec and Lambkin (2006) is extended to be "Service company rebranding is the creation of a new name, term, symbol, design or a combination of them, and the creation of new service systems and new employee attitudes and behaviors for an established service company brand with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors".

Even though there have been huge investments in rebranding, the impacts and consequences still are unclear (Jacobs, 2010). Rebranding strategies, especially those by the service industry, may be a failure or success. The following examples are two cases of rebranding in service industries, one showing a failure, the other a success, in outcomes.

1.1.1 Examples of Corporate Rebranding in the Service Industry

The examples of corporate rebranding in the service industry are Abbey and AXA as follows.

1.1.1.1 Abbey

An example of an unsuccessful corporate rebranding case is Abbey.

In 2003 Abbey National plc., a UK-based bank and former building society, announced it would implement an £11million (56 million baht) rebranding campaign as part of a three-year plan to reorganize the bank and resolve its accumulated financial loss problem. The nearly 100-year old brand name "Abbey National" was shortened to "Abbey". The "umbrella couple" was removed from the logo and bright colors were added. Saving account offerings were reduced into three

main product types responding to customer complaints about the complexity of its products. In addition, 600 employees were hired to improve customer relationship management (CRM).

The objective of Abbey was to prominently differentiate itself from other finance institutions. The brand name of Abbey was expected to reflect delighted, friendly, quick and warmly-welcoming services. However, the huge investment of money and resources utilized on the rebranding didn't provide the good results desired. Abbey lost a number of old customers and got fewer new customers than expected. From the analyst's perspective, the unsuccessful rebranding case of Abbey was caused by changing only its outward appearance and not changing its core values, which must be consistent with the new image. The bank's CRM was not much different from its competitors, and moreover Abbey used it only as a billing system, not for adding value to the customers, so real differentiation was not created.

Thus, Abbey could not deliver the services its customers expected from the rebranding campaign. This failure was created by the management attitude that focused more on image buildup than on pushing forward the brand's promised service improvements. Consequently Abbey was taken over and became a wholly-owned subsidiary of Spanish Santander Group in 2004.

Figure 1.2

The Rebranding of Abbey

Before

After

1.1.1.2 AXA

The second case is AXA. AXA is a French-based insurance company, providing insurance, investment, and retirement planning to customers in much of the world with a global network of operations. It is considered a global leader of the finance industry.

In 2005 AXA celebrated 20 years of consistent growth. Its chief executive decided to launch an initiative aimed at becoming the first choice—for customers, partners and employees—in its fields of insurance and asset management. To achieve its target of "preferred choice", the AXA Brand Spirit team was created. This team analyzed opinions of key stakeholders, i.e., executives, customers, and employees, and concluded in 2008, three years after the decision was made, that AXA must win customer trust through the core attributes of being "available", "attentive", and "reliable". The AXA brand slogan was then changed from "Be Life Confident" to "redefining / standards". This was launched internally in an online forum in which 55,000 employees participated worldwide to share their concerns, and to provide new ideas and solutions, so that a big cultural change of AXA could be implemented by the empowerment of its employees. A new brand was designed to be adaptable to multiple business needs; e.g., the motto of "redefining / standards" could be tweaked into "redefining / healthcare", "redefining / pensions" or "redefining / car insurance", while maintaining an overall theme.

In order to move from the concept stage to practical solutions, the Brand Spirit team translated the core attitudes into customer-facing behaviors, backed up by action plans and monitoring schemes. This was accomplished by telling employees what being available, attentive and reliable actually means in practice when dealing with each other and with customers.

After rebranding in 2008, AXA Group's own customer satisfaction index has improved each year and AXA was ranked by Interbrand, the market research firm, as the number one insurance brand worldwide in both 2009 and 2010.

Figure 1.3

The Rebranding of AXA

Before

After

Next, the research gap is reviewed and described.

1.2 Research Gap

Gaps exist in corporate rebranding research, including lack of empirical studies, lack of specific incorporation of the service industry in rebranding, and paradoxical results of corporate rebranding, described as follows.

1.2.1 Lack of Empirical Studies in the Rebranding Area

Most research uses a conceptual approach with few underlying theories when examining rebranding, hence the lack of empirical studies in this area (Tevi & Otubanjo, 2013; Muzellec & Lambkin, 2006). In the few empirical studies, the apparent change in company image or re-naming has been the main focus (Makgosa & Molefhi, 2012; Walsh, Winterich & Mittal, 2011; Salciuviene, Ghauri, Strader, & Mattos, 2010). Rebranding requirements are different at the corporate level, versus requirements at a lower management level (Harris & Chernatony, 2001). This is especially true in the service industry context—corporate rebranding requires more focus within and down the organization, such as greater coordination and integration of internal activities to ensure cohesion and in consequence, consistency in delivery to customers (Harris & Chernatony, 2001). Therefore, employees play crucial roles as brand ambassadors for the achievement of corporate rebranding, by interfacing between the brand's internal and external environments, and affecting customer perceptions of the brand and the organization (Harris & Chernatony, 2001, p441).

1.2.2 Lack of Incorporation of Service Industry into Rebranding

Since there are few studies examining the participation of employees in corporate rebranding, this is an area that future research should cover. The author's understanding is that there are no studies that incorporate changes in the service systems related to corporate rebranding, even though the service industry segment has grown significantly (Dedeke, 2008), and most corporate rebranding is pursued by service companies (Muzellec & Lambkin, 2006). In addition, there are numerous definitions of services and service systems, which require more academic research to gain insight in order to close the gap between academics and practitioners.

1.2.3 Paradoxical Results of Corporate Rebranding

A change of brand name is normally used as the indicator of rebranding but repositioning—a change of value and attributes—is considered to be a more key element of the rebranding practice (Shetty, 2011; Hankinson et al., 2007; Muzellec & Lambkin, 2006). However, there is a corporate rebranding paradox related to creating or destroying corporate brand equity. Brand names and symbols are linked to brand equity; a change of name or symbols can enhance brand recognition or reduce brand awareness, and thus brand equity may be created or destroyed (Chang et al., 2009; Petburikul, 2009; Muzellec & Lambkin, 2006). In addition to the corporate rebranding paradox, there is a significant cost of pursuing a rebranding strategy, yet there is scant empirical research pertaining to the influence of corporate rebranding on corporate performance, including both financial and non-financial aspects (Muzellec & Lambkin, 2006).

Relationship theory offers a comprehensive relationship-oriented view of consumer-brand interactions in terms of brand relationship quality (Fournier, 1998). Brand relationship quality has not yet completely defined its elements, but what is recognized are the multidimensional facets of emotional and functional benefits (Palmatier, Houston, Dant & Grewal, 2013; Fournier, 1998; Bolton, 1998). Brand partner quality is one of six facets defined in the brand relationship quality construct of Fournier (1998). This quality should better reflect the change in customer-brand relationship, in terms of supportive cognitive belief (Fournier, 1998), in the corporate rebranding research model (Nyffenegger, Krohmer, Hoyer & Malaer, 2015). Brand partner quality is a reflective latent variable that affects indicators.

Trust and “a felt positive orientation of the brand towards the customer” are found to be components of brand partner quality (Nyffenegger et. al., 2015; Huber, Vollhardt, Matthes & Vogel, 2010; Fournier, 1998). Brand preference relates to cognitive nature (Dhar & Gorlin, 2013, p530) and affects customers’ purchase intentions (Tolba, 2011), whereas brand trust is believed to be able to reflect the functional benefit effect on brand loyalty (Haijun, 2014). Change in brand partner quality in this dissertation is measured using the scales of brand preference change and brand trust enhancement.

According to customer relationship management (CRM), customers will continue (or end) their relationship with a company when they evaluate and find positive (or negative) outcomes of such a relationship. Customer retention, one aspect of CRM which involves less cost than attracting new customers, can be measured by regarding the intentions of a customer to buy; e.g., customer relationship strength, and customer future share of wallet (Chandon, Morwitz & Reinartz, 2005). These measure customer quality determined by customers’ perceptions (Schijns & Schröder, 1996) which are non-financial aspects of corporate performance and can be used to explore the impacts of corporate rebranding.

Research questions are provided in the next section.

1.3 Research Questions

The research questions, which this study intends to answer, follow.

From the customer perspective, when a service company implements a rebranding strategy:

1) How does the corporate rebranding regarding the changes of brand, employees and service systems affect brand partner quality in terms of change in brand preference and brand trust enhancement?
2) How does the change of corporate identity in terms of the brand, employees and service systems, from the customer’s point of view, determine change in relationship strength and future share of wallet?

1.4 The Purpose of the Study

The purpose of this research is to study corporate rebranding in the service industry context and its consequences on customer perceptions. This will be accomplished by developing a model incorporating the changes of the service systems and employees with the change of corporate brand as the core elements of service company rebranding. These best fit and explain the consequences of customer response likelihood, through change of brand partner quality. This empirical study will examine the role of each element of corporate rebranding in the service industry context including, from the customer perspective, perceived similarity between new brand and old brand, perceived change in employee attitudes and behaviors, and perceived change in service systems. Their influences on customer response likelihood—change in relationship strength and future share of wallet—will be explained by change in brand partner quality in terms of brand preference change and brand trust enhancement scales.

The next chapters explain the conceptual framework of corporate rebranding and previous studies, proposed model and hypotheses, research methodology, results and discussion, and conclusions and recommendations.

CHAPTER 2
REVIEW OF LITERATURE

This chapter reviews the literature pertaining to the customer-firm relationship, which can be created and maintained by branding according to brand relationship theory; and service systems and customer-employee interaction related to systems theory within the service industry context. In addition, customer relationship management (CRM) considering relationship strength related to the RFM concept (defined later), and customer share of wallet are examined because of their roles to segment customers by measurement of the relationship between customer and company. This research is interested in rebranding changes and resultant effects on relationships between customer and company; thus the corporate rebranding framework and change in brand partner quality are also determined in order to build a model of corporate rebranding for companies and its consequences on customer response likelihood through change in brand partner quality.

2.1 Customer-Firm Relationship Concept

The concept of customer-firm relationship involves various aspects such as brand involvement in relationship theory (Fournier, 1998), and employees and service systems in systems theory (Dedeke, 2008), which will be described as follows.

The notion of brand has evolved from the traditional role of differentiating products, to building the corporate image, particularly with services (Palmer, 1996), since a brand can have the meaning of making a product or service "personally meaningful" for customers (Ligas & Cotte, 1999, p609). Brand has both functional and emotional dimensions. The functional dimensions such as reliability and durability once were considered to sufficiently add value to a brand, but now are not considered adequate anymore. The emotional and functional dimensions such as liking and trust (Palmer, 1996) are recognized to play important roles in building the relationship between a company and its customers, which is an extension of the notion of brand in relationship marketing. Relationship marketing traditionally has been

focused heavily on services (Palmer, 1996) because companies try to develop ongoing relationships with their customers from touch points such as customer-employee interactions and the service systems and processes, which are the main service industry's characteristics. The relationship theory of Fournier (1998) has fundamental insights of the customer-brand relationship, and the systems theory of Dedeke (2008) can be used to produce a comprehensive definition of service systems. To build an ongoing competitive advantage, companies must strategically adopt CRM to maintain and improve relationships with their customers (O'Malley & Tynan, 2000), such as using state-of-the-art information technology which enables implementation of customer-centric strategies. The fusion of relationship theory (Fournier, 1998) and systems theory (Dedeke, 2008) are key elements in branding and service marketing, along with CRM operations, as introduced and depicted in Figure 2.1.

Figure 2.1

The Customer-Firm Relationship Model

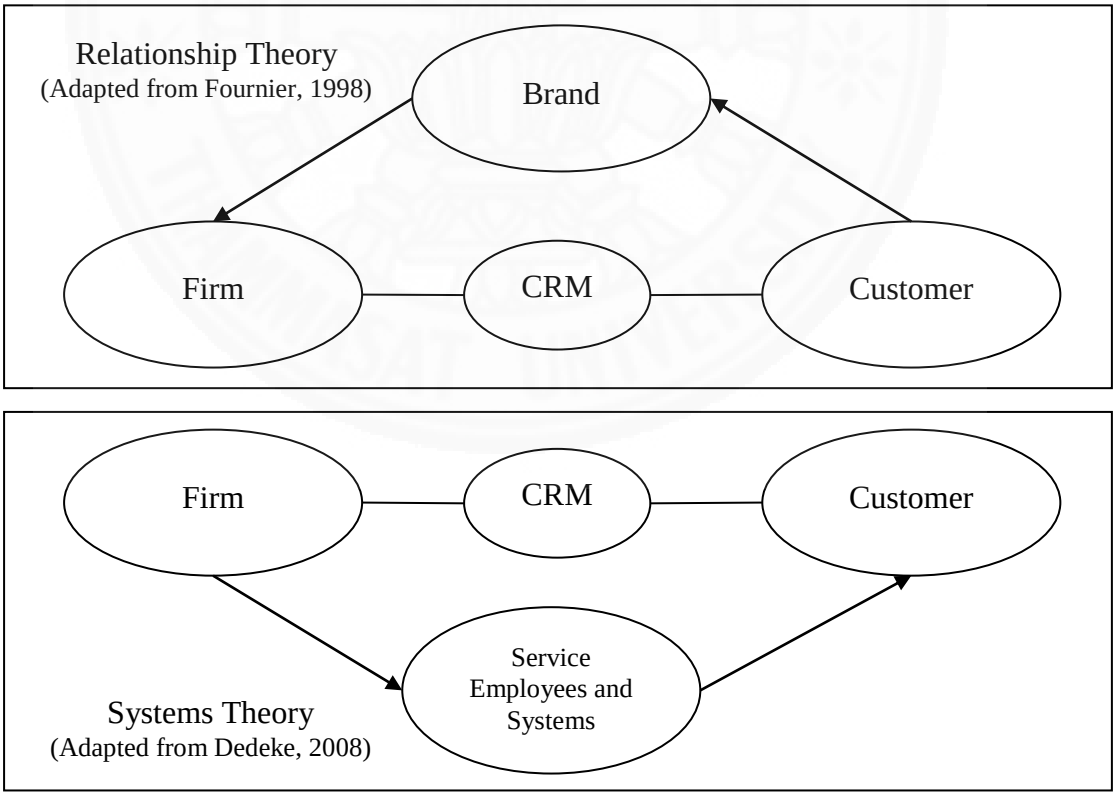
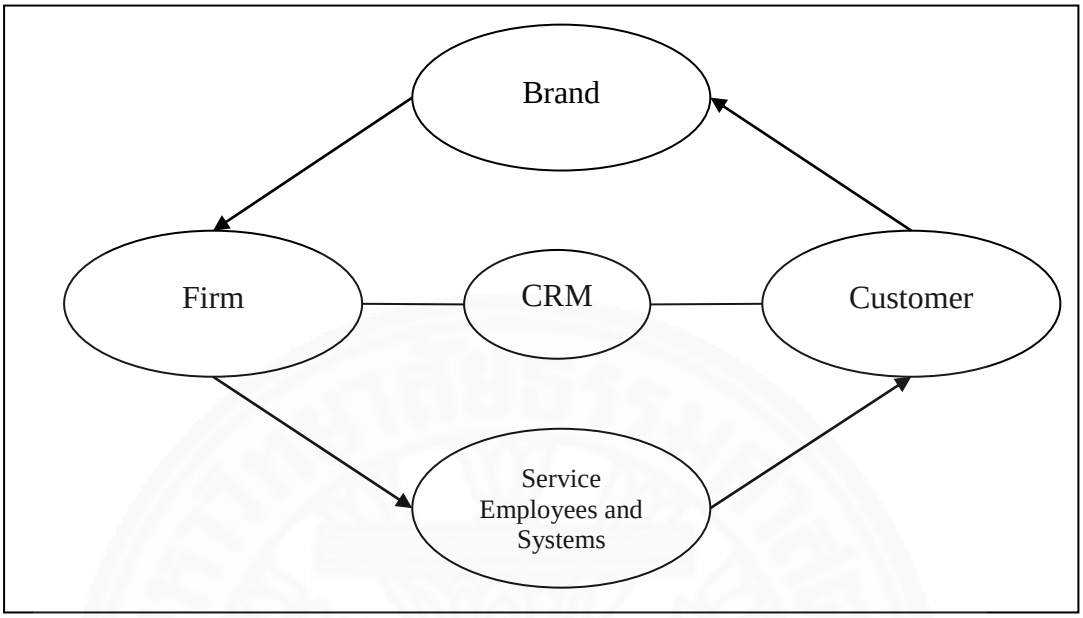


Figure 2.1

The Customer-Firm Relationship Model (Cont.)



When a service company changes its brand, the customer's perception of the brand and its service characteristics in terms of employees and systems may change as well. Customer-firm relationships can vary and the performance of corporate rebranding in terms of customer relationship strength and share of wallet in the future is determined from the customer perspective. Details of the corporate rebranding framework, customer-brand relationship and customer-firm relationship in the service industry and CRM are reviewed as follows.

2.1.1 Corporate Rebranding Framework

In the real world, there are many corporate rebranding events whereas there are few empirical academic studies (Daly & Moloney, 2004).

There are several studies using exploratory design to review changes in brand name, logo or visual identity. Daly and Moloney (2004) proposed a corporate rebranding framework by outlining four approaches for renaming a corporate brand, whereas Melewar, Hussey, and Srivoravilai (2005) applied the academic theory of corporate visual identity in the case of France Télécom using a qualitative approach. For a quantitative approach, there are several studies examining the effects of changes in brand name and logo. These are the research of Salciuviene,

Ghauri, Strader, and Mattos (2010), Walsh et al. (2011), and Makgosa and Molefhi (2012). Salciuviene et al. (2010) examined the effects of brand name in a foreign language (French), country of origin, and the incongruence between the two on brand perceptions of services, using an experiment and survey approach. The findings showed that services with a French brand name are perceived as more hedonic—luxury. For hedonic services, the incongruence between brand names in a foreign language and country of origin led to increased perceptions of services as more hedonic, while for utilitarian services, the same incongruence led to higher perceived suitability and preference for brand names in a foreign language (Salciuviene et al., 2010). Walsh et al. (2011) explored using experiments how consumers respond to logo redesign (from angular to rounded) contingent on brand commitment and self-construal. The results indicated that brand commitment negatively influences evaluation of inconsistent information (i.e. rounded logo), and this negative logo evaluation mediates the impact on brand attitude (Walsh et al., 2011). Makgosa and Molefhi (2012) surveyed students' perceptions of the University of Botswana regarding brand equity after changing its logo. The findings indicated that the brand equity declined after rebranding (Makgosa & Molefhi, 2012).

Some prior research studied the effects of rebranding on employee knowledge, attitudes and behaviors (Hankinson & Lomax, 2006; Hankinson et al., 2007). According to these findings, rebranding had effects on knowledge, attitude and staff retention. In addition, a negative relationship was found between time and the three factors of knowledge, attitude and behavior after rebranding (Hankinson & Lomax, 2006; Hankinson et al., 2007). Petburikul (2009) studied the rebranding strategy of two telecommunications companies in Thailand by examining the impacts of customer demographic and integrated marketing communications (IMC) on brand equity. The findings showed some effects of customer demographics and IMC on brand equity (Petburikul, 2009). Other prior research using qualitative approaches studied brand rejuvenation or rebranding beyond the visible changes, such as the research of Muzellec and Lambkin (2006), Muzellec and Lambkin (2008), Gillian and Golden (2009), and Shetty (2011). The aforementioned previous rebranding studies are summarized in Table 2.1.

Table 2.1

Previous Studies of Rebranding

Study	Purpose	Methodology	Measurement	Results
Daly, and Moloney (2004)	. To outline four approaches for renaming a corporate brand . To propose a corporate rebranding framework	. Exploratory Design	. Qualitative approach	Corporate Rebranding Framework . Analysis . Planning . Evaluation
Melewar, Hussey and Srivoravilai (2005)	. To apply academic theory of corporate visual identity in a real-world case, i.e., France Télécom	. Exploratory Design	. Qualitative approach	. The change in perceptions towards the group after the rebrand proves that visual identity programs are not just 'mere trappings'
Hankinson and Lomax (2006)	. To evaluate the effects of rebranding large UK charities on staff knowledge, attitudes and behavior	. Causal Design	. Quantitative approach using survey (questionnaire)	. Rebranding has an effect on knowledge, moderated by level of seniority, or level of support . Rebranding has an effect on attitudes . Rebranding has an effect on staff retention
Muzellec and Lambkin (2006)	. To examine the drivers of corporate rebranding and its impacts on corporate brand equity	. Descriptive Design	. Qualitative & quantitative approaches using survey (questionnaire)	. A decision to rebrand provoked by structural changes, particularly M&A . Change in marketing aesthetics affects brand equity less than other factors, e.g. employee behavior

Table 2.1

Previous Studies of Rebranding (Cont.)

Study	Purpose	Methodology	Measurement	Results
Hankinson, Lomax and Hand (2007)	. To examine the effects of time on staff knowledge, attitudes and behavior, and the interaction of time with seniority, tenure and level of support for re-branding	. Causal Design	. Quantitative approach using survey (questionnaire)	. After rebranding, a negative relationship was found between time and the three constructs of knowledge, attitudes, and behavior
Lambkin and Muzellec (2008)	. To examine how international banking groups manage their branding in the context of successive mergers and acquisitions	. Exploratory Design	. Investigate four testable propositions in the banking industry	. The analysis suggests that branding problems vary according to the size and international status of the acquisitive bank
Muzellec and Lambkin (2008)	. To explore the interaction between corporate and product brands through the case study of Guinness Ireland Group / Diageo Ireland	. Exploratory Design	. Qualitative approach	. A dynamic brand building model presented to differentiate the product and corporate brand
Gillian and Golden (2009)	. To present “social profit” as a new conceptual framework and determine its strategic value	. Exploratory Design	. Qualitative questions	. The researcher asserts that social profit enterprises (SPEs) impact social improvement more widely and deeply than any other marketing entity

Table 2.1

Previous Studies of Rebranding (Cont.)

Study	Purpose	Methodology	Measurement	Results
Petburikul (2009)	. To study rebranding strategies of two telecommunications companies in Thailand by examining the impacts of customer demographic and integrated marketing communications (IMC) on brand equity	. Causal Design	. Quantitative approach using survey (questionnaire)	. Gender, family status, education have effects on brand loyalty . Gender, economic status have effects on brand awareness . Gender, family status have effects on perceived quality . Gender, family status have effects on brand association . Advertising and PR, direct marketing, sponsorship, internet marketing have effects on brand awareness
Salciuviene, Ghauri, Strader and Mattos (2010)	. To examine the effects of brand name in a foreign language, country of origin, and the incongruence between the two on brand perceptions of services	. Causal Design	. Quantitative approach using experiment and survey	. Services with a French brand name are perceived as more hedonic . For hedonic services, the incongruence between brand names in a foreign language and country of origin leads to increased perceptions of services as more hedonic . For utilitarian services, the same incongruence leads to higher perceived suitability and preference for brand name in a foreign language

Table 2.1

Previous Studies of Rebranding (Cont.)

Study	Purpose	Methodology	Measurement	Results
Shetty (2011)	. To probe the rationale behind the change or makeover, and the key factors which play a major role in the determination of success and failure in the brand rejuvenation efforts in the context of Indian corporations	. Exploratory Design	. Qualitative approach	. Corporations feel that rebranding or brand rejuvenation is a relatively easier way to retain old customers and attract new comers than launching new brands . Brand rejuvenation or rebranding extends beyond the visible changes in logo, tagline, letter head, color and shape of brand logo, etc.
Walsh, Winterich and Mittal (2011)	. To explore consumer responses to logo redesign (from angular to rounded) contingent on brand commitment and self-construal	. Causal Design	. Quantitative approach using experiments	. Brand commitment negatively influences evaluation of inconsistent information (i.e. rounded logo), and this negative logo evaluation mediates the impact on brand attitude . The deleterious effect of inconsistent information (i.e., new logo) is attenuated when the inconsistent information is congruent with the consumers' self-construal
Makgosa and Molefhi (2012)	. To establish the students' perceptions of the University of Botswana regarding brand equity after rebranding	. Causal Design	. Quantitative approach using survey (questionnaire)	. Brand image and brand awareness represent brand equity of both new and old logo in the University of Botswana . Brand equity has declined after rebranding

A manufacturing company can adopt rebranding at the corporate level or the product level by launching a new product brand or by implementing brand extensions (Muzellec & Lambkin, 2006). Corporate rebranding in service industries is more difficult than manufacturing / product rebranding and requires other values or attributes to be changed to conform to the apparent changes of name and artifact. Because "a brand is much more than a name and the physical embodiment of that name on stationary, clothes, equipment, and so on", Daly and Moloney (2004, p30) proposed a corporate rebranding framework, which was divided into three overlapping sections of analysis, planning, and evaluation.

The analysis section involves market analysis to examine the drivers of rebranding by auditing the strengths and weaknesses of the old brand and those of competing brands, and internal marketing to study management and employee attitudes regarding the old brand and firm (Daly & Moloney, 2004).

The second section relates to a set of plans including a communication strategy to internal customers, and a renaming strategy and rebranding marketing plan to external customers (Daly & Moloney, 2004). Internal customers refer to management and employees in the rebranded firm, and external customers refer to customers and prospects purchasing products or services of the rebranded company. The internal communication and training programs are integrated with the external communication programs in order to gain high levels of support and commitment from employees, conforming to the rebranded company's policies and procedures (Daly & Moloney, 2004, p34). The renaming strategy offers management to choose one of four approaches to "introducing the new brand name element of rebranding": interim / dual—interim arrangement before the new name replaces the old name; prefix—when two or more brands merge but none of the existing brands will be used; substitution—switching from the old to the new name (a completely different name); or brand amalgamation—combining strength and values of the merging brands together. The renaming strategy results can be an emotional issue for both internal and external customers (Lambkin & Muzellec, 2008; Daly & Moloney, 2004, p31); as is changing artifacts, e.g. logo or symbols (Lomax & Mador, 2006). Following the general principles of marketing plans, a rebranding marketing plan utilizes "situation analysis, self-analysis, assumptions and scenarios, through

planning and implementation, to resources and budgets" (Daly & Moloney, 2004, p35). This is for each element of the marketing mix, which for the manufacturing / product industry is product, price, place, promotion; and additionally for the service industry, people, physical environment, and process (Daly & Moloney, 2004). A robust rebranding marketing plan is essential for the success of a strategic rebranding project.

The last section of evaluation should be carried out throughout the planning process—for all campaigns, in each stage, and at the end of overall evaluation (Daly & Moloney, 2004). The corporate rebranding framework of Daly and Moloney (2004) requires further empirical study to evaluate how well it works in the real world.

Corporate rebranding is a strategic change implemented by firms, particularly in the service industry (Muzellec & Lambkin, 2006); implementation can generate expected performance gains or unexpected performance losses (Ye, Marinova & Singh, 2007). Nevertheless, despite these aforementioned studies, empirical research pertaining to the impact of rebranding on corporate performance, in terms of both financial and non-financial perspectives, is limited (Muzellec & Lambkin, 2006).

After reviewing the framework of corporate rebranding, customer-brand relationship—including relationship theory and brand partner quality—is discussed.

2.1.2 Customer-Brand Relationship

When companies decide to implement a rebranding strategy, there are several factors driving the decision: change in ownership structure, change in corporate strategy, change in competitive position, or change in external environment (Muzellec & Lambkin, 2006). Corporate rebranding strategy is consistent with CRM—companies would like not only to retain current customers but also to acquire new ones. However, the estimated cost of attracting a new customer is five times that of retaining an existing customer (Cheng & Chen, 2008), so a company's primary focus is to maintain or enhance the relationship with current customers through relationship marketing. Business-to-consumer relationships have been broadly influenced by relationship marketing, which not only defines the differences between

transactional and relational exchanges, but also provides the concept of relational exchange as an interaction between participants. This is so that the attributes of interpersonal relationships can be used to describe the exchange relationships (O'Malley & Tynan, 2000, p797).

Relationship theory is reviewed in the next section.

2.1.2.1 The Relationship Theory

In addition to underlying business-to-consumer relationships, the concept of interpersonal relationship also has been applied to research on consumers and brands. Fournier (1998) developed the relationship theory to offer a comprehensive relationship-oriented view of consumer-brand interactions by analyzing case studies based on four core conditions of relationships as follows: (1) relationships involve reciprocal exchange; (2) relationships are purposive; (3) relationships are multiplex phenomena; and (4) relationships are dynamic process phenomena (p344).

Using the aforementioned conditions, a brand can be thought of as a person and seen as an active partner in the relationship dynamic with a consumer. A brand can exhibit behaviors by performing a role in the relationship, which can have significant meanings in terms of psychological, socio-cultural, and relational contexts for the involved persons (p345). The psychological context relates to the identity activity in three central connection points: existential concerns of life themes—deeply rooted in personal history; important life projects or tasks—involved with a role-changing event; and current concerns towards completion of daily tasks (p346). The five broad socio-cultural contexts: age / cohort, life cycle, gender, family / social network, and culture are considered to influence the relationship attitudes and behaviors (p346). Beyond an individual relationship, the relational context considers the networked nature of relationships (p346). Multiplex forms of relationships emerge to distinguish the various dimensions of relationships; e.g., the nature of the benefits and the types of bonds, particularly "emotional based ranging from superficial affect to simple liking, friendly affection, passionate love, and addictive obsession" (p346). Relationships also have a continuous dynamic nature following a common trajectory, divided into a five-phased developmental model: initiation (or exploratory), growth (or expansion), maintenance (or maturity), deterioration (or

saturation), and dissolution (or decline). Each stage also has a sequence of changes in level of intensity (e.g., intimacy, love, commitment, trust, behavioral interdependence, self-other integration) (Palmatier et al., 2013, p15; Fournier, 1998, p346).

From the study's findings, Fournier (1998) proposed a preliminary model of brand relationship quality and its effects on relationship stability in order to specify the consumer-brand relationship framework. Brand relationship quality attempts to capture the connection's strength formed between the consumer and the brand (Fournier, 1998) and is defined as "the best assessment of relationship strength" in marketing literature (Rašković, Brenčič, Ferligoj & Fransoo, 2013, p40; Palmatier et al., 2006, p136). The proposed relationship quality constructs comprise love and passion, self-connection, interdependence, commitment, intimacy, brand partner quality (Fournier, 1998).

According to previous literature, brand partner quality has a high relevance for relationship quality (Nyffenegger et al., 2015). Brand partner quality is determined by customer perceptions and is seen as a mental dimension to reflect a brand's performance in the partnership role (Fournier, 1998, p365). A set of variables has been used as components of brand partner quality, which is a supportive cognitive belief of brand relationship quality (Fournier, 1998). Fournier (1998) suggested five components: "a felt positive orientation of the brand toward the customer", "judgments of the brand's overall dependability… in executing its partnership role", "judgments of the brand's adherence to the various 'rules' composing the implicit contract", "trust or faith…", and "comfort in the brand's accountability…" (p365). Among the aforementioned factors, brand trust and brand preference are more cognitive in nature (Nyffenegger et al., 2015; Dhar & Gorlin, 2013). More study is required on these factors as dimensions in a reflective model of brand partner quality in the corporate rebranding context.

(1) Brand Trust

Trust is one of the factors that predict future purchase intention. Brand trust is defined as "consumer's confidence that the brand, product, or service is dependable and competent" (Herbst, Finkel, Allan & Fitzsimons, 2012, p910). Trust is determined to be the vital characteristic of the brand that consumers tend to consider. Since brand trust is considered to be one of the measures that prior

literature focuses on, how customers reconsider their trust when corporate rebranding is implemented is an interesting topic to be examined.

(2) Brand Preference

Brand preference is a general aspect used to measure customer affection to a brand (Chang & Liu, 2009), and is determined by how much the presence or absence of value attributes of a particular brand are liked (Bahn, 1986). This research considers brand preference as "a felt positive orientation of the brand toward the customer" component of brand partner quality (Fournier, 1998, p365). Hellier, Geursen, Carr and Rickard (2003, p1765) defined brand preference as "the extent to which the customer favors the designated service provided by his or her present company, in comparison to the designated service provided by other companies in his or her consideration set". Tolba (2011) examined the model relationships by surveying four fuel industry brands in Egypt and found that brand preference is affected by distribution intensity (convenience and availability), perceived quality (functional dimension), affect (emotional dimension), and satisfaction (consumers' experience with the brand), and in turn brand preference affects brand loyalty. From prior brand literature, brand preference is found to be a significant mediator between brand perception and brand choice behavior (Mei-lian, Haibo & Qiong, 2012). Previous academics also examined the relationship between brand preferences and purchase intentions as well as repurchase intentions, and found that brand preferences have direct positive effects on both purchase intentions and repurchase intentions (Chang & Liu, 2009). When a company adopts a rebranding strategy, a change in customer perception of the brand should be expected.

Next, the customer-firm relationship in the service industry is considered in order to acknowledge other main elements, apart from brand, of corporate rebranding in the service industry context. This is comprised of systems, in terms of process and equipment; and employees, in terms of attitudes and behaviors when participating in customer-contact interactions.

2.1.3 Customer-Firm Relationship in the Service Industry

The service industry dominates the economy and hence plays an important role in business activity. The growth of the service sector comes in part from the rapid development of information technology, which allows service systems

to collect and analyze data on customer activities (Rust & Chung, 2006), so that a company can maximize performance in terms of both financial and non-financial aspects. From previous literature, in addition to the key role of IT systems, the importance of the interaction between a salesperson or other frontline employee, and a customer is recognized (Brady & Cronin Jr., 2001; Crosby, Evans & Cowles, 1990). In the literature regarding customer-firm relationships, two major reasons that customers switch service providers are "core service failures and unfavorable service encounters with the company's personnel" (Álvarez, Casielles & Martín, 2011, p146).

There are various models of service quality perceptions developed from a comparison of expected and perceived performance from customers. Grönroos' Nordic Model (1984) suggests two dimensions of technical and functional quality. Parasuraman, Zeithaml, and Berry's SERVQUAL Model (1988) proposed five service characteristics including reliability, responsiveness, assurances, empathy, and tangibility dimensions. Rust and Oliver's Three-Component Model (1994) views overall service quality perceptions of customers, in three dimensions, of customer-employee interaction, service environment and outcome. Dahholkar, Thorpe, and Rentz's Multilevel Model (1996) proposed a hierarchical model of retail service quality as three levels of overall perceptions of service quality and two additional levels of attributes.

Brady and Cronin Jr. (2001) proposed an alternative conceptualization of service quality, of which the construct is viewed as a third-order model underlying three primary dimensions including interaction quality, physical environment quality, and outcome quality. Each of the primary dimensions in turn has three sub-dimensions (total of nine sub-dimensions) comprising respectively attitude, behavior, expertise, ambient conditions, design, social factors, waiting time, tangibles, and valence. There are three variables of reliability, responsiveness, and empathy items to determine the sub-dimensions (Brady & Cronin Jr., 2001).

However, with the rising intensity of competition, only having good results in service quality is inadequate for a company to gain a competitive advantage. Adding ongoing relationships with customers and utilizing powerful and user-friendly customer databases will supplement a company's competitive advantage (Palmer, 1996, p252).

Relationship quality (RQ) is used to measure the strength of relationships in service industry research (Mirpuri & Narwani, 2012). RQ has been defined "as the degree of appropriateness of a relationship to fulfill the needs of the customer associated with the relationship" (Mirpuri & Narwani, 2012, p60; Roberts, Varki & Brodie, 2003, p173; Hennig-Thurau & Klee, 1997, p751). It is a higher order construct consisting of various dimensions including trust in integrity, trust in benevolence, affective commitment, satisfaction and affective conflict (Mirpuri & Narwani, 2012, p60; Roberts, Varki & Brodie, 2003).

Overlaps in the operationalization of the service quality construct and the relationship quality construct have been found; for example, "reliability and assurance dimension of SERVQUAL overlaps with the trust in integrity dimension of RQ, just as empathy dimension of SERVQUAL overlaps with the trust in benevolence dimension of RQ" (Roberts et al., 2003, p181). Roberts et al. (2003) described that service quality is used to measure firm performance along transactional dimensions or core elements of the service, while relationship quality is used to measure intangible aspects of relationship or on-going interactions rather than single transactions or one-off encounters.

2.1.3.1 The Systems Theory

Dedeke (2008) used a systems theory-based methodology to develop a broad definition for service systems. The systems theory referred to "the concepts of science of systems that resulted from Bertalanffy's General Systems theory", and was applied to the service field because of its assumptions on focusing on the structure and interactions between elements of the system as a whole in order to determine the outputs of the service systems (Dedeke, 2008, p634). A service system is defined as follows:

> "***a privately owned and profit-oriented enterprise, which given the intensity of competition in its business environment, allocates its staff and acquired resources to clients and leverages them to achieve negotiated results and relationships, and to shoulder negotiated responsibilities, and risks for and on behalf of its customers, at prices which are sufficiently above the firm's services provision costs.***

> ***Services employees are attracted, hired, and allocated to ensure that customer inputs are interpreted correctly, that resources are operational, and that customer interactions with the services system occur with minimum glitch.***" (Dedeke, 2008, p635).

A variety of service system classification schemes has been introduced in previous literature. These classification schemes have been mostly in two dimensions such as the degree of labor intensity and degree of customer contact (Schmenner, 1986); complexity and divergence (Shostack, 1987); dimensions of customer contact and degree of rigidity / fluidity of processes (Wemmerloev, 1990); customer influence on process and service package structure (degree of customization) (Kellogg & Nie, 1995); and dimensions of number of customer routes built into a service systems, and repeatability of service encounters (Collier & Meyer, 2000).

Dedeke (2008), however, stated that these service classifications still fail to fulfill the expectations of service classification, and hence introduced two new dimensions: "service acts provided to customers and the degree of services coupling between the elements that constitute the services system" (p637) to classify the proposed service positioning matrix including service factories, competence sharing factories, mass processing services, and mass access (membership) services (Dedeke, 2008). The service acts are defined as a continuum between "being mostly standardized when only routine knowledge or skills are required by clients and employees to deliver services outputs", and "being mostly unique" (Dedeke, 2008, p637). Tightly coupled service systems are defined as "those that require that presence of employees, clients, and service targets to be concurrently present in the same place at the same time for service creation to occur, or systems that require a real-time physical connection between clients and a provider's network during services co-production and consumption" and loosely coupled service systems as "those which do not require concurrent presence of employees, clients, service targets at the same place and time for service creation to occur, or those which do not require real-time physical connection between clients and a service provider's network during service consumption" (Dedeke, 2008, p637). Change in service

systems can be thought of as “a process of transformation in the existing structure, function, and / or culture of a system” (Hodges, Ferreira & Israel, 2012, p527; Peirson, Boydell, Ferguson & Ferris, 2011, p308).

(1) Process

Since the nature of service systems is processes, when service companies change their brands, the service processes as structural elements (Shostack, 1987) may be changed as well. The service industry rebranding process is expected to transform or alter customer perceptions on process in two dimensions—convenience and confidence.

1. Convenience

A company devotes resources to improve service convenience reflected in “customers’ perceived time and effort in purchasing and using a service”, and consequent influences on customer evaluation and purchasing behavior (Seiders, Voss & Godfrey, 2007, p144). There is little attention in previous studies to develop convenience measures, both in terms of conceptualization and empirical validation, with the exception of the research of Seiders et al. (2007). This research proposed the conceptualization of five convenience dimensions, reflecting a multistage purchasing process: decision convenience (service purchase or use decision related to customers’ perceived time and effort costs), access convenience (initiating service delivery), benefit convenience (experiencing the core benefits of service offering), transaction convenience (finalizing the transaction), and post-benefit convenience (reestablishing subsequent contact with the company). Seiders et al. (2007) found in the context of a specialty retailer that three of five service convenience dimensions affect repurchase behavior. These dimensions are decision convenience, which affects behavioral intentions and repurchase visits; benefit convenience, which affects behavioral intentions and repurchase spending; and access convenience, which has moderating effects on repurchase visits. The other dimensions—transaction convenience and post-benefit convenience—may act as failure preventers. There are still requirements to study the measurement of convenience constructs and test the generalizability in various contexts (Seiders et al., 2007).

2. Confidence

Confidence of process performance is very important for a customer's decision in purchasing or using a service (Dow & Leitch, 2007). The lack of confidence in the service process may lead to inadequate motivation to adopt or use the new service system (Dow & Leitch, 2007) and may even lead to a decision to not buy the service. The confidence of the consumer may change throughout the interaction process, as an increment if the system meets expectations successfully, or as a decrement if the system fails to meet expectations (Dow & Leitch, 2007).

According to previous research, confidence is a psychological state and "being confident means consumers feel that they have necessary knowledge and skills for handling an issue, or they know that a course of action is correct, and outcomes can be accurately predicted" (Wan & Rucker, 2013, p978). Confidence is generally measured in a continuum with low confidence at one end and high confidence at the other. Regarding one's environment, actions, and ideas—high confidence refers to "a state of feeling sure and certain" whereas low confidence or doubt means "a state of feeling unsure and uncertain" (Wan & Rucker, 2013, p977). The uncertainty is assessed in terms of the variance of possible outcomes associated with a given action (Dow & Leitch, 2007).

(2) Equipment

Service is intangible by nature so apart from employee interaction, the characteristics of environment and tangibles associated with the service encounter, such as appearance of the physical facility and equipment is a key part of service systems because they can strongly influence customers' inferences about service quality (Bebko, Sciulli & Garg, 2006). The modernity and safety of the equipment are indicators to measure this service promise.

1. Modernity

Equipment plays an important role in the service systems, especially when the service consumption does not require concurrent presence of employees and customers at the same time and place. Modern equipment supports a good service environment and condition. Good design and current technology also help customer's expectations to be perceived as fulfilled.

2. Safety

Equipment and the physical facility have to be safe for people and the service environment. Health and environmental risks may be major concerns for customers when using the equipment. Good ergonomic design and good aseptics are important aspects of equipment (Modica, 2007).

(3) Customer-Contact Employee Interaction

Any interaction between a customer and a contact employee is described as a relationship (Palmer, 1996). Relationship quality provides the continuity of interaction and is viewed as the indicator of future wellbeing of long-term relationships (Crosby et al., 1990). From prior research, a customer's perceptions on the service encounter and its service quality, as well as relationship quality, can be strongly influenced positively and negatively by an employee's attitudinal and behavioral responses (Roberts, Varki & Brodi, 2003; Brady & Cronin Jr., 2001; Hartline & Ferrell, 1996, p53). The attitude and behavior of employees play important roles in the customers' perceptions of service, especially the positivity effect that "positive information about a single contact employee leads to inferences that the firm's other service providers are similarly positive" (Folkes & Patrick, 2003, p125).

An attitude means a person's evaluation towards stimuli, which can be internal or external, and includes persons (even oneself), objects and issues (Ing, 2012; Petty & Wegener, 1998). Definitions of attitudes have evolved over time. Thurstone's (1931) definition refers to a person's affect for or against an object, while Allport (1935) defined attitude as "the mental and neural state of readiness to respond". Trandis (1977) developed a multidimensional attitude model with cognition, affect and conation as dimensions; whereas the Ajzen and Fishbein (1980) attitude model has one dimension, belief (Ing, 2012). In general, a person's attitude "refers to how favorably or unfavorably, or how positively or negatively one views stimuli", which can be based on many different types of emotions, beliefs, or past experiences and behaviors (Petty & Wegener, 1998, p323).

Attitude is used to both predict and explain a person's behavior (Ing, 2012; Ajzen & Fishbein, 1977). Behavior can be viewed as observable actions performed by a person and recorded by an investigator. Conforming to the

notion of consistency, a person with a favorable attitude toward the attitude object is expected to perform favorable behaviors with respect to that object (Ajzen & Fishbein, 1977). If considered as an external stimulus, corporate rebranding can be evaluated and acted on by employees under the observation of customers. However, factors need to be incorporated to reflect the change of attitudes and behaviors of employees during pre- and post-implementation of rebranding. The attitude and behavior changes mean the initial attitude and behavior of a person have been modified from one value to another value (Petty & Wegener, 1998).

The business technique or operation widely used to maintain the relationships between customers and companies, particularly in the service industry, is CRM, with relationship strength based on the RFM concept and share of wallet, as discussed below.

2.1.4 Customer Relationship Management

Customer Relationship Management (CRM) is a business philosophy "for acquiring and retaining customers, increasing customer value, loyalty and retention, and implementing customer-centric strategies" (Cheng & Chen, 2009, p4177). CRM is a process to manage long-term relationships between a company and its customers, particularly in the mass-consumer market, in order to build and sustain customer-company relational bonds (O'Malley & Tynan, 2000), and consequently, creating customer lifetime value. CRM is defined as "all aspects of identifying customers, creating customer knowledge, building customer relationships, and shaping their perspectives of the organization and its products" or services (Hunter & Perreault Jr., 2007, p17; Srivastava, Shervani & Fahey, 1999, p169). CRM segments customers into groups such as demographics, buying history, service satisfaction, etc. (Zhang, Lam & Chow, 2009). Customers are managed one at a time by utilizing information technology—"usually through automated or database driven marketing interventions" (Hunter & Perreault Jr., 2007; Zoltners, Sinha & Zoltners, 2001; Rust & Chung, 2006, p573).

A company uses CRM to integrate the business functions related to customers in order to improve relationships with customers and enhance customer value by analyzing data from customer interactions or transactions (Cheng & Chen, 2009). In order to measure the strength of customer relationship in terms of a

behavioral dimension, CRM should be implemented. A behavioral dimension measuring customer relationship strength includes customer quality. This normally can be assessed by various variables such as the relationship length, the RFM measures, and whether the customer simultaneously uses competing companies or only uses the focal company—customer share of wallet (Schijns & Schröder, 1996). However, not only a behavioral dimension but also a mental dimension can be an indicator to measure relationship strength (Schijns & Schröder, 1996).

2.1.4.1 The RFM Concept

The RFM concept introduced by Bult and Wansbeek (1995) comprises three items: Recency (R) of the last purchase, Frequency (F) of the purchases, and Monetary (M) value of the purchases. The relative importance of these three items can be weighted according to the industry's characteristics (Birant, 2011, p92; Cheng & Chen, 2009, p4178). Recency is defined as "the interval between the times that the latest and present consuming or purchasing behaviors happen, where the most-recent purchasers are more likely to purchase again than less-recent purchasers" (Birant, 2011, p92; Cheng & Chen, 2009). Frequency is described as "the number of transactions that a customer has made within a certain period, and it is assumed that the customer with more purchases are likely to purchase products or services more than those with fewer purchases" (Birant, 2011, p92; Cheng & Chen, 2009). Monetary value means cumulative amount of money spent by a customer in a particular period (Birant, 2011; Cheng & Chen, 2009).

The RFM concept can be used to analyze customers' values based on their past purchasing behaviors and to predict customers' future purchase possibilities (Birant, 2011). Customers are classified based on demographic and RFM variables. A company can use this information, typically in a database, to effectively plan CRM for serving customers' expectations and requirements (Birant, 2011).

2.1.4.2 Share of Wallet

Another variable that has been proposed to use as an indicator of relationship strength and basis for customer segmentation is "share of wallet" (Du, Kamakura & Mela, 2007). Share of wallet is defined as "the percentage of customer's expenses in a product or service category" (Sunthonpagasit, 2010, p11; Meyer-Waarden, 2007; Peppers & Rogers, 1999); or "the ratio of a customer's purchases of a

particular category of products or services from supplier X to the customer's total purchases of that category of products or services from all suppliers" (Verhoef, 2003, p30); or "the share of total requirements across all the product or service categories the focal firm offers" (Du et al., 2007, p96). Share of wallet is considered to be a key measurement of a firm's performance in a multi-brand relationship environment (Sunthonpagasit, 2010). From prior literature, share of wallet is frequently used to operationalize loyalty behavior (Cooil, Keiningham, Aksoy & Hsu, 2007). Results indicate that customer's share of wallet has a positive relationship with customer tenure and company profitability (Du et al., 2007).

A company can have cross-selling and up-selling campaigns targeted at current customers in order to increase not only a transaction's value but also reduce the risk of customers switching to or spending with competitors (Kubiak & Weichbroth, 2010). This can magnify customer share of wallet and potentially increase company profitability. Cross-selling, a top strategic priority in many industries—financial services, insurance, and telecommunications (Li, Sun & Montgomery, 2011)—is used by a company to sell additional products or services, which are connected or integrated with items being sold, to existing customers (Kubiak & Weichbroth, 2010). The up-selling technique attempts to sell a more expensive version of the item to current customers and is used by front-line employees after a customer chooses an item, but before the actual purchase (Kubiak & Weichbroth, 2010). Share-of-wallet information facilitates marketing efforts and customer-loyalty programs such as cross- and up-selling. Customers with high transaction volumes with competing firms are expected offer high potential for a firm to gain a larger share of business (Du et al., 2007, p94).

In summary, corporate rebranding in the service industry context requires an examination of the underlying elements of change in not only the brand but also employee attitudes and behaviors, as well as the service systems. How these changes influence brand partner quality, customer relationship strength, and future share of wallet should be understood.

CHAPTER 3
RESEARCH METHODOLOGY

This chapter presents the theoretical framework and conceptual model derived from the reviewed literature. The model's constructs are described, as is the research hypotheses development. Then the research design and methodology are discussed.

3.1 Theoretical Framework

Based on the customer-firm relationship model incorporating brand and service concepts along with the notion of customer relationship management (CRM), this research focuses on the response likelihood of current customers resulting from rebranding of a service company. Under the concept of CRM, customers will continue (or end) their relationship with a rebranded company when they evaluate and determine a positive (or negative) outcome of such a relationship. The theoretical framework is based on the corporate rebranding framework of Daly and Moloney (2004), the relationship theory of Fournier (1998), and the systems theory and service systems definition of Dedeke (2008). It was developed by integrating the affective and cognitive dimensions of corporate rebranding from the customer perspective, as core elements including perceived similarity between new brand and old brand, perceived change in employee attitudes and behaviors, and perceived change in service systems. The model was developed in order to answer the research questions by examining the effects or influences of service industry corporate rebranding on changes to customer response likelihood. This is in terms of both mental and behavioral dimensions, including change in relationship strength and future share of wallet, and consequently the success or failure of corporate rebranding can be determined.

The conceptual framework of this research is enlarged based on the integration of customer perceptions on service company rebranding (three constructs) and customer response likelihood (two constructs), through the change in brand

partner quality (one construct). There is also a moderator in the model—service industry's characteristic—which is expected to moderate the relevant service constructs. The conceptual framework that becomes the proposed model of service industry rebranding and its effects is presented in Figure 3.1.

In the proposed model, there are three constructs (Perceived similarity between new brand and old brand, Perceived change in employee attitudes and behaviors, Perceived change in service systems) playing the role as exogenous latent variables and two constructs (Change in relationship strength and Future share of wallet) acting the role as endogenous latent variables. In addition, there is one construct (Change in brand partner quality) performing the role as mediator and one construct (Service category) playing the role as moderator in the framework model. Each construct is adapted from reviewed literature, and the measurement method is discussed in the research methodology section. The definitions for all seven constructs are provided in Table 3.1.

The proposed conceptual model of corporate rebranding in the service industry context and its consequences in terms of brand partner quality and customer response likelihood is determined by starting from change in brand partner quality, core elements of corporate rebranding, its consequences and a moderator. The constructs are described along with their measures, related relationships and hypotheses in the following sections.

3.1.1 Change in Brand Partner Quality

Brand partner quality is one of the key dimensions of brand relationship quality used to explain the relationship between customers and brands. As suggested by Fournier (1998), a strong brand elicits feelings of love and passion, self-connection, interdependence, commitment, and intimacy. Love and passion is a strong affect ranging from feelings of love from warmth and affection to passion (Fournier, 1998). Self-connection expresses a significant aspect of self, which can support relationship maintenance, and interdependence relates to "frequent brand interactions" (Fournier, 1998). Commitment is an intention to support the brand for relationship longevity, and intimacy is a belief of personal associations and experiences about superior product performance (Fournier, 1998). Brand partner

Figure 3.1

The Proposed Conceptual Model

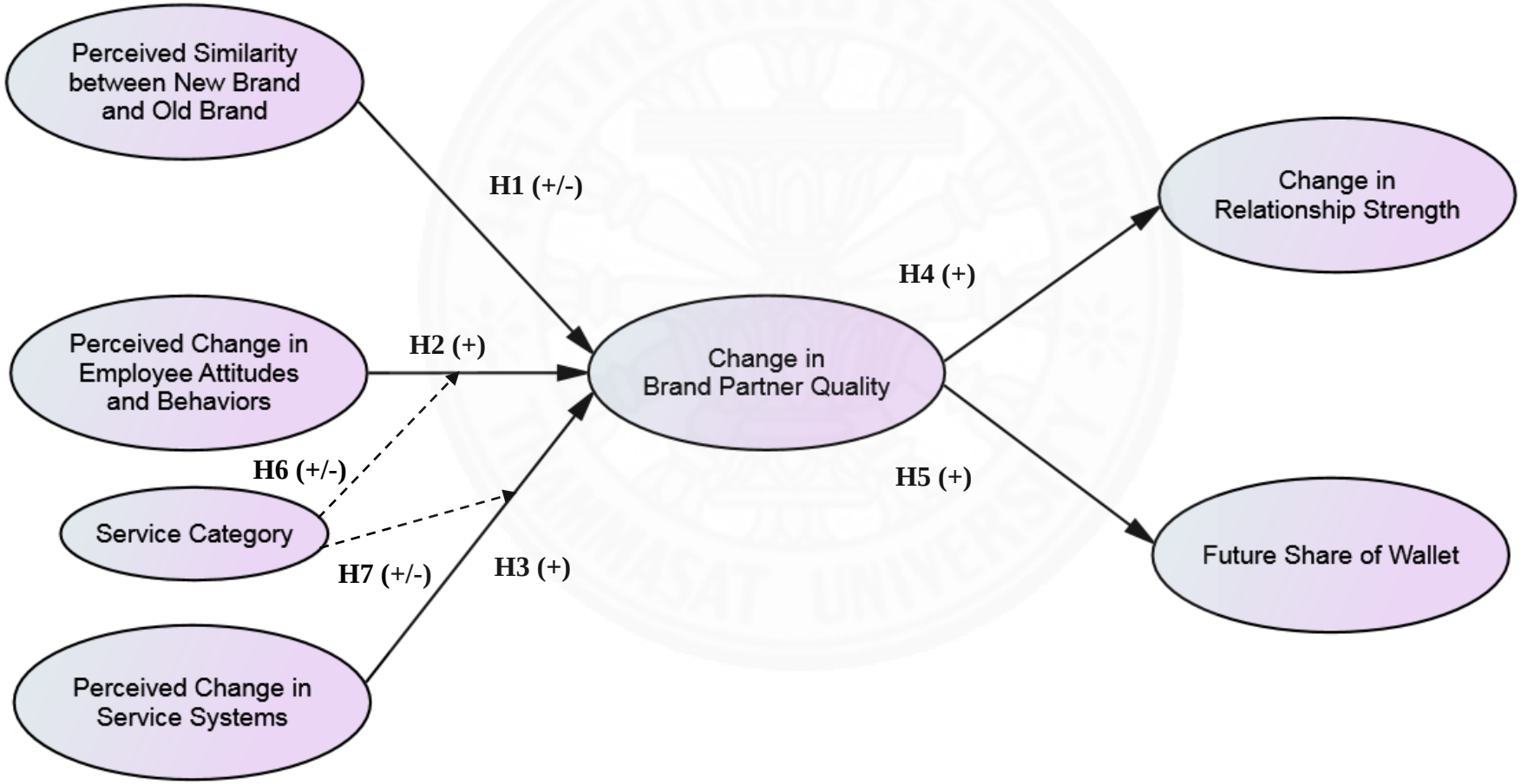


Table 3.1

Summary of Definitions

Construct	Definitions
Perceived similarity between new brand and old brand	Customers' perception of the similarity between new brand and old brand in terms of strong elements of the legacy brand (Lambkin & Muzellec, 2008; Fournier, 1998), which are still retained when the service company implements a corporate rebranding strategy
Perceived change in employee attitudes and behaviors	Customers' perception of the change in employee attitudes and behaviors when the service company implements a corporate rebranding strategy. The attitude change refers to "a person's overall evaluation of persons (including oneself), objects, and issues are modified from one value to another, assessed relative to the person's initial attitude" (Petty & Wegener, 1998, p1-2). The behavior change refers to "a person's intentions to take action about an attitude object" are modified (Solomon, 2009, p284).
Perceived change in service systems	Customers' perception of the change or "transformation in the existing structure, function, and / or culture of a service system" (Hodges, Ferreira & Israel, 2012, p527; Peirson, Boydell, Ferguson & Ferris, 2011, p308)
Change in brand partner quality	Change in key relationship partner components that reflect a strong supportive cognitive belief with a brand (Fournier, 1998). Brand preference change and brand trust enhancement are two dimensions the author focuses on in this study. Brand preference change relates to "the extent to which the customer favors the designated service provided by his or her present company, in comparison to the designated service provided by other companies in his or her consideration set"

Table 3.1

Summary of Definitions (Cont.)

Construct	Definitions
Change in brand partner quality (Cont.)	(Chang & Liu, 2009, p1690; Hellier, Geursen, Carr & Rickard, 2003, p1765). Brand trust enhancement is defined as the increment of "the willingness of average customer to rely on the ability of the brand to perform its stated function" (Chaudhuri & Holbrook, 2001, p82).
Change in relationship strength	Change in "the extent to which the partners are bound in a relationship, and the ability of the relationship to resist both internal and external challenges" (Shi, Shi, Chan & Wang, 2009, p660)
Future share of wallet	The customer's judgment to purchase, in the future, "the percentage of customer's expenses in a product or service category" (Sunthonpagasit, 2010, p11; Meyer-Waarden, 2007; Peppers & Rogers, 1999). This can be more or less if comparing between the future and the current ratios of a particular category of product or service from focal supplier to the customer's total purchases of that category of product or service from all suppliers
Service category	The classification of service category in terms of degree of labor intensity as people oriented, and degree of systems or process intensity as systems oriented (Dedeke, 2008)

quality is used to assess the brand's performance in its partnership role (Nyffenegger et al., 2015; Fournier, 1998). Brand partner quality reflects the customer's evaluation of the brand that makes the customer feel wanted, trusted, cared for, etc. (Fournier, 1998).

This study focuses on preference and trust, which represent emotional and functional benefits respectively, and are used as the scales of brand partner quality. Trust is an essential element in relationship marketing (Herbst,

Finkel, Allan & Fitzsimons, 2011) and normally incorporated in relationship quality along with commitment and liking. As far as the author is aware, no prior literature incorporates trust and preference together in a corporate rebranding framework. The dimensions of preference and trust have been selected to represent the cognitive belief measure items for the brand partner quality construct in this study.

One multidimensional construct is proposed to be examined as a mediator, between the underlying constructs of core elements of corporate rebranding and customer response likelihood. This is change in brand partner quality including the scales measurement of brand preference change and brand trust enhancement.

Change in brand partner quality is defined as change in key relationship partner components that reflect a strong supportive cognitive belief with a brand (Fournier, 1998). The two dimensions of change in brand partner quality in the study are defined below.

3.1.1.1 Brand Preference Change

Brand preference is defined as "the extent to which the customer favors the designated service provided by his or her present company, in comparison to the designated service provided by other companies in his or her consideration set" (Hellier, Geursen, Carr & Rickard, 2003, p1765; Chang & Liu, 2009, p1690). Brand preference is regarded as a consumer's predisposition toward a brand, which can facilitate the choice process (D'Souza & Rao, 1995; Bahn, 1986), meaning that consumers tend to choose their preferred brands (Mei-lian et al., 2012). Brand preference formation is "a function of perceptual and affective development" (Bahn, 1986, p384) and relates to the three factors of customer's characteristics, brand's characteristics, and environmental stimulation (Mei-lian et al., 2012, p142). In general, for a mature brand, the brand preference should not change. But for the rebranded brand, the preference between the new brand and old brand is expected to be different depending upon the effect of change on a customer's salient beliefs or portions of service brand knowledge structures that are activated (D'Souza & Rao, 1995). Corporate rebranding is expected to involve changes of customer-brand relationships in cognitive belief; therefore brand preference change has been selected to be incorporated into the proposed conceptual model as a key dimension in the change in brand partner quality.

3.1.1.2 Brand Trust Enhancement

Brand trust enhancement is defined as the increment of "the willingness of an average customer to rely on the ability of the brand to perform its stated function" (Chaudhuri & Holbrook, 2001, p82). Brand trust enhancement relates to customer's confidence that the brand is more reliable or more dependable.

3.1.2 Customer Perceptions on Service Company Rebranding

Service company rebranding is a strategic change which involves revisiting corporate propositions and strategic values of an organization (Ye et al., 2007). Consistent with the reviewed literature, three core elements underlying service company rebranding are incorporated into the proposed conceptual model: perceived similarity between new brand and old brand, perceived change in employee attitudes and behaviors, and perceived change in service systems.

3.1.2.1 Perceived Similarity between New Brand and Old Brand

A brand is defined as "a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of another seller" by the American Marketing Association (Lambkin & Muzellec, 2008, p331), and referred to as "a valuable asset, communicating a clear set of values to its stakeholders" (Daly & Moloney, 2004, p30). When one of four factors noted earlier, —change in ownership structure, change in corporate strategy, change in external environment, and change in competitive position—drives a service company to implement a rebranding strategy, a legacy or old brand is then changed to a new brand through the rebranding process. This process usually includes brand auditing and market analysis (Daly & Moloney, 2004). A brand audit and analysis shows strengths and weaknesses of the old brand and those of competing brands, and then identifies elements of the old brand to be maintained permanently, retained temporarily, or removed; and a rebranding decision is made in consequence (Daly & Moloney, 2004, p35). Thus, some elements of the old brand may be retained in the new brand. A service company will benefit from retaining those strong parts because customers could still perceive the positive images of their brand that they are emotionally involved with (Lambkin & Muzellec, 2008; Fournier, 1998). Because of the carried-over elements, customers perceive similarity between the new brand and the old brand, and therefore this concept is introduced into the proposed model.

From prior literature, similarity is commonly found among other perspectives in the second-order construct of fit (Aaker & Keller, 1990). The concept of "fit" has been exhaustively defined in brand extension and co-branding literature (Kim, Sung & Lee, 2012). Dimensions or terminologies can be grouped into two key aspects of fit: the logicality of fit that relates to the intangible elements as brand category, and the functional fit that relates to the tangible elements of product or service category (Kim, Sung & Lee, 2012; Dickinson & Barker, 2007). In prior literature, Berens, Riel and Bruggen (2005) focused on logical fit by assessing the similarity aspect between the image of the corporate brand and the image of the product. Kim, Sung and Lee (2012) explored functional fit by proposing three types of fit comprising business fit, activity fit and familiarity fit—with the same underlying item measures of similarity, consistency and complementary—on consumer evaluations of social alliance. The business fit concerns "with whom" while the activity fit relates to "what to do" and the familiarity fit refers to "the similarity's level" between alliances (Kim, Sung & Lee, 2012).

The perspectives or dimensions of the fit construct include similarity, typicality, relatedness or relevance, consistency (Dickinson & Barker, 2007), complementarity, substitutability, and transferability (Aaker & Keller, 1990). Similarity is a popular facet mentioned by researchers (Girardin, Guèvremont, Morhart, Grohmann & Malär, 2013; Schaefer, Daniela, Verena Schoenmueller & Manfred Bruhn, 2012; Spiggle, Nguyen & Cravella, 2012).

In brand extension literature, the transfer of affect from the parent brand to the extension category can be promoted by perception of similarity (Spinggle et al., 2012). Perception of similarity also enhances consumer attitudes, purchase intentions, and willingness to recommend the product or service to others (Spinggle et al., 2012). Perception of similarity is expected to affect the relationship counterpart between customer and brand. Customers may feel positive or negative when perceiving similarity between the new brand and old brand. Customers' beliefs may adjust accordingly in terms of preference, trust and reliability. Brand partner quality is used to assess these beliefs about the relationship (Aaker, Fournier & Brasel, 2004; Fournier, 1998). This study relates to changes from rebranding, thus a customer's perception of similarity between the new brand and old brand is a driver of

change in brand partner quality. And consequently a determinant of the success of rebranding in terms of customer perspective—customer relationship strength and future share of wallet. Hence, the author posits that, for the rebranding perspective, a customer's perception of similarity between the new brand and old brand drives change in brand partner quality.

H1: Perceived similarity between new brand and old brand has an impact on change in brand partner quality.

3.1.2.2 Perceived Change in Employee Attitudes and Behaviors

Services have many characteristics that are different from manufactured products such as service intangibility, service perishability, production / consumption simultaneity, and consumer participation in service processes (Shostack, 1987). More importantly, services involve people, including both customers and employees. Therefore, when a rebranding strategy is implemented, the attitudes of consumers and employees need to be adjusted. Due to the rapid growth of the service industry, employee performance has been acknowledged by both academics and practitioners for its crucial role in the success of a service brand (Morhart, Herzog & Tomczak, 2009). One of the reasons is the difference of customers' perceptions between manufactured-product brands and service brands. Customers' perceptions of a manufactured-product brand mainly arise from a product's tangible attributes, whereas perceptions of a service brand are mainly influenced by the contact employee's behavior (Morhart et al., 2009).

Referring to many researchers' suggestions, Daly and Moloney (2004, p35) stated that "employees play a pivotal role in customer satisfaction and in the achievement of corporate objectives, particularly in people processing services," (Mascio, 2010; Anderson, 2006; Hankinson & Lomax, 2006). The attitudes and behaviors of employees, especially those employees with high customer interactions, are a major focus because the "differences in employees' attitudes and behaviors have been ascribed to organizational characteristics, social environment, or personality" (Mascio, 2010, p63). Corporate rebranding is a strategic process requiring that communications and training programs be provided to

employees prior to implementing the corporate rebranding campaign (Daly & Moloney, 2004). Employee attitudes and behaviors are changed or altered so that the rebranded company gains employee support, and employee performance is according to company policy. Employees of a rebranded company participating in service encounters can affect customers' perceptions on the rebranding (Mascio, 2010). In prior literature, customers' perceptions on the similarity, attractiveness, expertise and competence of employees were found to have an influence on sales success (Crosby et al., 1990).

In addition, referring to the previous literature of Hankinson and Lomax (2006), the effects of rebranding on employee attitudes and behaviors were examined and the findings showed that the level of support for rebranding also has a positive impact on employee attitudes and behaviors, especially for employees having direct contact with customers. The higher level of support for rebranding by employees, the more positive the employees felt about the organization, and employees who supported the organization's rebranding most, behaved better than those who gave less support. Therefore, perceived change in employee attitudes and behaviors is selected to be one of the constructs for customers' perceptions on service company rebranding.

Corporate rebranding is regarded as a change in the organization which involves not only the service systems, but also the employees. The rebranding strategy may be considered a stressor that has both positive and negative effects on employee performance (Ye et al., 2007). In the service industry context, the interaction between customers and employees is very important because it can bind together customers and service companies, as well as induce the heterogeneity of service outcomes (Jones, Mothersbaugh & Beatty, 2000). Thus the author expects that, for the rebranding perspective, perceived change in employee attitudes and behaviors drives change in brand partner quality.

H2: Perceived change in employee attitudes and behaviors has an impact on change in brand partner quality: the greater the positive level of perceived change in employee attitudes and behaviors, the higher the expected positive effect of the change in brand partner quality.

3.1.2.3 Perceived Change in Service Systems

Another element of service company rebranding is perceived change in service systems. This construct has two dimensions—process and equipment. Process is the nature of service systems (Shostack, 1987), which has two underlying factors, convenience and confidence. When service companies change their brands, structural elements of the service systems may also change, and consequently, may induce changes in convenience and confidence in the service process. A five-item, reduced-scale, overall service convenience measure of Seiders et al. (2007) is used for the process dimension of perceived change in service systems in the model. Change of confidence in a process is defined by how the changes impact a consumer's evaluation of the service brand process (Bergkvist, 2009). The measure items of Dow and Leitch (2007) are used in the model. For the other dimension, equipment, two dimensions comprising modernity and safety also are newly developed and used in the conceptual model.

Changes in service systems are to improve the service process and equipment in order to better serve customer requirements (Hodges, Ferreira & Israel, 2012). As part of corporate rebranding, service firms should ensure customers receive better service in terms of having more convenience and confidence in the service process, as well as getting more modern and safer equipment, with the result that customers feel that the company's brand is preferable and more reliable. Hence the author believes that, for rebranding, perceived change in service systems drives change in brand partner quality.

H3: Perceived change in service systems has an impact on change in brand partner quality: the greater the positive level of perceived change in service systems, the higher the expected positive effect of change in brand partner quality.

3.1.3 Customer Response Likeihood

Corporate rebranding involves revisiting corporate propositions and reassessing the strategic value of the organization to target markets. Either expected performance gains or unexpected performance losses can be generated (Ye et al.,

2007). According to CRM's cornerstone, retaining existing customers involves less cost than attracting new ones; therefore customer retention is the primary focus (Hankinson et al., 2007; Daly & Moloney, 2004). Customers maintain relationships with service providers for many reasons (Bolton, Kannan & Bramlett, 2000, Bendapudi & Berry, 1997, Dick & Basu, 1994). Various business strategies have been used by companies for customer retention; e.g., service satisfaction, development of strong interpersonal relationships, imposition of switching costs (Jones et al., 2000).

Customer retention can be measured by the intention of a customer to buy, such as repurchase intention (Chandon, Morwitz & Reinartz, 2005), and relationship strength in terms of customer quality based on the RFM concept. However, interpretation of these studies should be made with caution because the predictive validity of intention measures depends on the service, measurement scale, and nature of the respondents (Bolton et al., 2000, Morwitz, 1997, Morwitz & Schmittlein, 1992). Future share of wallet is also a focus since few previous studies explore intentions of both change in relationship strength and future share of wallet concurrently. In addition, both relationship strength in terms of RFM (recency, frequency, monetary value) and customer share of wallet are main metrics in CRM (Verhoef, 2003). Therefore the consequences of service company rebranding in terms of customer response likelihood to capture change in relationship strength and future share of wallet are focused on.

3.1.3.1 Change in Relationship Strength

Customers continue or discontinue relationships with businesses based on the worth or outcome after comparing benefits and costs of their interactions (Shiau & Luo, 2012). Benefits are things that an individual gets out of a relationship or interpersonal interaction such as fun, friendship and social support; costs involve things that are seen as negatives to the individual such as having to put money, time and effort into a relationship (Shiau & Luo, 2012). All human relationships are formed after individuals take benefits and costs into account to determine the worth of the relationship. When the benefits cover the costs, a positive relationship occurs, and such a relationship tends to be extended or continued; however when the costs are more than the benefits, a negative relationship occurs and those tend to be terminated or abandoned.

Change in relationship strength is defined as change in "the extent to which the partners are bound in a relationship and the ability of the relationship to resist both internal and external challenges" (Shi, Shi, Chan & Wang, 2009, p660). The RFM concept is applied with change in relationship strength as the behavioral intention dimension. From prior literature, the impact of brand preference on purchase and repurchase intentions have been examined and found to be significantly supported (Chang & Liu, 2009; Hellier et al., 2003). The same was found for impact of brand trust on purchase intention (Herbst, Finkel, Allan & Fitzsimons, 2012). Change in brand preference resulting from service company rebranding is expected to be positive, and thus customers' intentions to continue their relationships—especially in terms of the recency, frequency and monetary value model—with the company are predicted to meet company expectations. Brand partner quality is broadly determined to affect the relationship stability and durability (Fournier, 1998). Hence the author expects that change in brand partner quality has a relationship with change in relationship strength.

H4: The greater the positive level of change in brand partner quality, the higher the expected positive effect of change in relationship strength.

3.1.3.2 Future Share of Wallet

The concept of share of wallet is integral to the notion of multi-brand relationships (Sunthonpagasit, 2010). Customers allocate their money by purchasing a brand among multiple brands based on their requirements in a period of time. A particular product or service category of a focal brand may receive a low customer's share while total purchase of that customer in the same category of product or service may be high (Du et al., 2007). According to definitions of share of wallet and zero-sum game concepts, increasing the share of wallet of one brand means decreasing the share of wallet of other brands (Sunthonpagasit, 2010). When a corporate rebranding strategy is implemented, share of wallet can be a good measure of corporate rebranding performance. Value created or added for customers is expected to yield increased customer share of wallet.

Cross- and up-selling programs created from changes of brand value and attributes also may extend to share of wallet and improve company profitability. Future share of wallet when combined with change in relationship strength is expected to yield greater information and insights than when measuring change in relationship strength alone. "Future share of wallet" refers to a customer's judgment, when compared to the present, to make more or less purchases of a brand in the future, resulting in more or less "percentage of customer's expenses in a product or service category" (Sunthonpagasit, 2010, p11; Meyer-Waarden, 2007; Peppers & Rogers, 1999). It is the comparison between the future and the current ratios of a particular category of a product or service from the focal supplier to the customer's total purchases of that category of product or service from all suppliers. Future share of wallet is the behavioral intention of a customer to purchase or buy services in the future. Customer self-reporting is used in this study to assess future share of wallet.

Different customers contribute different shares of wallet to a company within a certain period of time. Accordingly, share of wallet is a key performance measure of customer relations and customers can be segmented so that a company can acknowledge value customers with a larger share of wallet, and potential customers whose shares can be increased. From prior literature, customer's share of wallet and total share are sometimes negatively correlated to a company—a customer with low share in one category to a company has the potential to have high share across the same category in other companies (Du et al., 2007). Brand preference is found to be a key antecedent of share of wallet (Sunthonpagasit, 2010), and brand trust is considered to be an essential factor for future intention (Garbarino & Johnson, 1999). Brand partner quality plays a more important role in a more mature customer-brand relationship (Nyffenegger et al., 2015). Hence, change in brand partner quality, including the dimensions of brand preference change and brand trust enhancement from corporate rebranding, are expected to influence future share of wallet. The author thus posits that change in brand partner quality has a relationship with future share of wallet.

H5: The greater the positive level of change in brand partner quality, the higher the expected positive effect of future share of wallet.

3.1.4 Service Category

According to systems theory, a service firm can be more systems oriented or more people oriented (Dedeke, 2008), which are the service categories. The service category is expected to have an effect in the proposed model on the relationship between perceived change in employee attitudes and behaviors and change in brand partner quality, and on the relationship between perceived change in the service systems and change in brand partner quality. Hence, the author posits that this is the case.

H6: The service category (systems oriented or people oriented) has a moderating effect on the impact to change in brand partner quality from perceived change in employee attitudes and behaviors.

H7: The service category (systems oriented or people oriented) has a moderating effect on the impact to change in brand partner quality from perceived change in service systems.

3.1.5 Length of Relationship

The length of customer relationship with a company is an interesting variable to study in the model. In prior literature, the length of relationship has been found to have significant effects.

According to Bolton (1998), the length or duration of a customer relationship with a firm depends upon the customer's perception of the value received from the relationship. In the research of Cooil, Keiningham, Aksoy and Hsu (2007), length of relationship was found to be significant as a negative moderator for the effects of change in satisfaction or change in share of wallet. Findings from the research of Du et al. (2007) showed that relationship duration and customer's share are not associated and hence are considered to be separate dimensions of customer relationship. Prior literature showed that the duration of customer-company

relationship is positively related to the overall satisfaction with the company and affected repurchase behavior (Bolton et al., 2000). In this study, the length of relationship is not incorporated in the proposed conceptual model but it will be examined for model robustness.

After reviewing the main constructs in the proposed conceptual model, the summary of hypotheses is shown in Table 3.2.

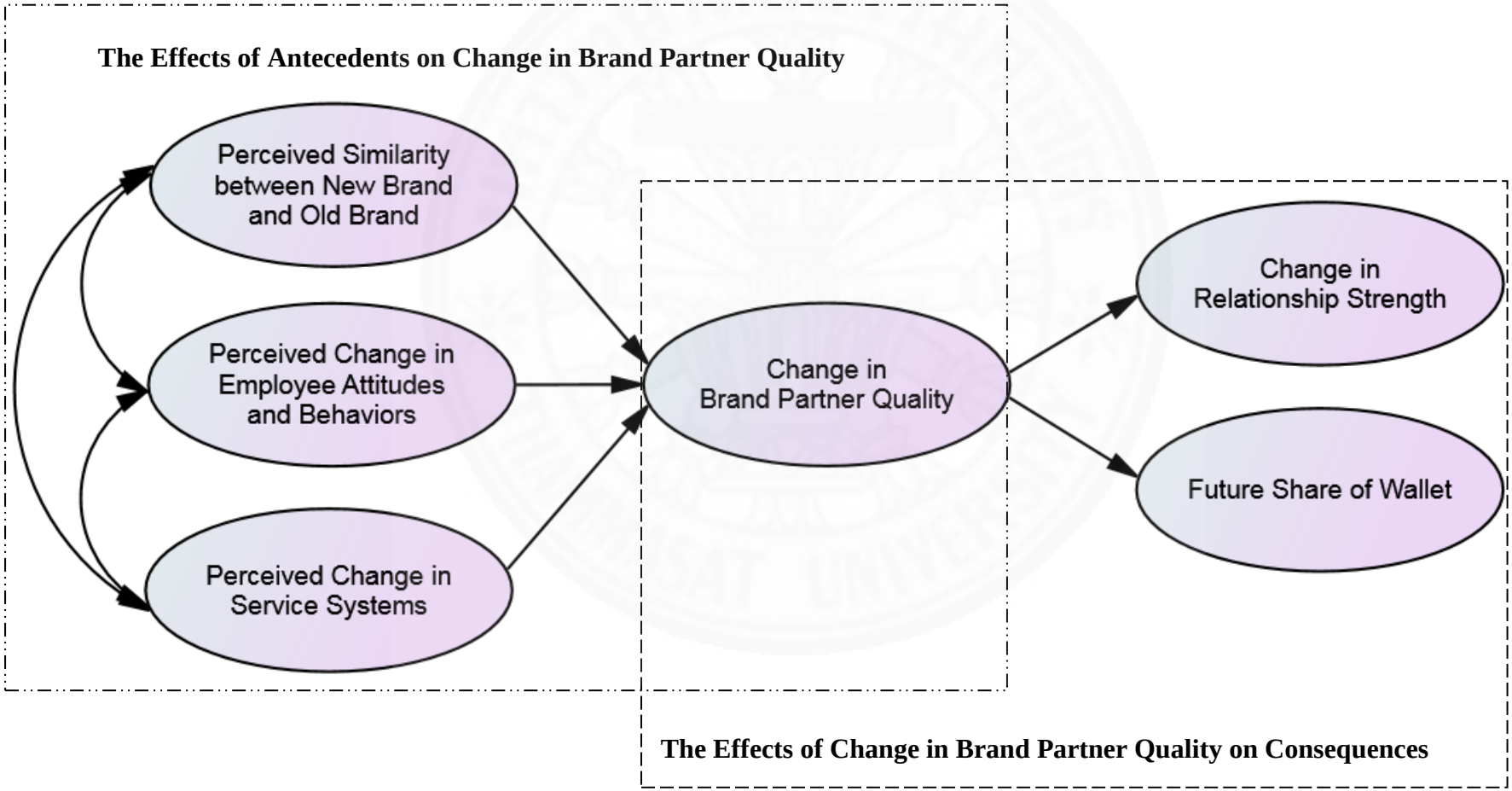
Table 3.2

Summary of Hypotheses

Hypothesis	Description
H1	Perceived similarity between new brand and old brand has an impact on change in brand partner quality
H2	Perceived change in employee attitudes and behaviors has an impact on change in brand partner quality: the greater the positive level of perceived change in employee attitudes and behaviors, the higher the expected positive effect of the change in brand partner quality
H3	Perceived change in service systems has an impact on change in brand partner quality: the greater the positive level of perceived change in service systems, the higher the expected positive effect of change in brand partner quality
H4	The greater the positive level of change in brand partner quality, the higher the expected positive effect of change in relationship strength
H5	The greater the positive level of change in brand partner quality, the higher the expected positive effect of future share of wallet
H6	The service category (systems oriented / people oriented) has a moderating effect on the impact from perceived change in employee attitudes and behaviors to change in brand partner quality
H7	The service category (systems oriented / people oriented) has a moderating effect on the impact from perceived change in service systems to change in brand partner quality

Figure 3.2

The Effects between Constructs for Path Analysis



The proposed model will be studied based on path analysis and multi-group analysis. A path analysis is used to study two consecutive parts, including the effects to change in brand partner quality from antecedents, and the effects to consequences from change in brand partner quality, as shown in Figure 3.2. A multi-group analysis is used for testing the moderating effects of service category.

The research methodology used to test the proposed model and the hypotheses are described in the next section.

3.2 Research Methodology

This section describes the research design and methodology of the dissertation. There are six main parts in the section: research design, industry selection, data collection, measurement and questionnaire developments, and pretest of the measures and results.

3.2.1 Research Design

The research design is a quantitative research methodology using a survey approach with a questionnaire as the instrument to collect primary data from respondents. The respondents are customers who experienced rebranding campaigns of two companies from two service categories—telecommunications and finance. This allows generalization by using one systems-oriented company (in telecommunications) and one people-oriented company (in finance) to be the focal service firms. Structural equation modeling was used for analyzing the data.

3.2.2 Industry Selection

Three criteria were used to select the service industry firms for the study : (1) the company must have been rebranded recently, within three years (the author selected the three-year period because a rebranding campaign usually takes a few years to implement, as in the cases of Abbey and AXA); (2) the service industry needs to have a business-to-consumer (B2C) relationship and be involved with a mass-market product for the general public because of the importance of relationship marketing; (3) one company must be systems oriented and one people oriented, so generalization can be applied.

There have been at least ten service companies rebranded during the period of January 2011 to August 2013 (more details of each company in Appendix A) including:

1) KTB (Krung Thai PCL), the rebranding took place in March 2011
2) AIS (ADVANCED INFO SERVICE PLC), the rebranding took place in September 2011
3) AP (AP (Thailand) PCL), the rebranding took place in August 2012
4) Allianz Ayudhya Life Plc., the rebranding took place in August 2012
5) ITALTHAI Group, the rebranding took place in November 2012
6) RHB OSK Securities (Thailand) PCL, the rebranding took place in November 2012
7) TCEB (Thailand Convention & Exhibition Bureau), the rebranding took place in January 2013
8) JobsDB, the rebranding took place in February 2013
9) CTH (CTH PCL), the rebranding took place in May 2013
10) dtac TriNet co., ltd., the rebranding took place in May 2013

From the rebranded companies in the list, two service firms—AIS in the telecommunications industry and KTB in the finance industry—were selected based on the criteria noted above. Both AIS and KTB are business to consumer and involved in the mass-consumer market.

Telecommunications (e.g., AIS) is considered to be in the systems-oriented service category because it depends heavily on systems, equipment and technology. Service offerings can be easily enhanced by implementing cross- and up-selling campaigns. Because of the highly-competitive telecommunications environment, providers are continually changing product and services, to try to increase customer value.

Finance (e.g., KTB) is considered to be in the people-oriented service category because it has a personal-relationship marketing context, according to Crosby et al. (1990).

Following the rationale of rebranding as classified by Muzellec and Lambkin (2004), change in competitive position and change in corporate strategy were the drivers for implementing the rebranding strategies of AIS and KTB,

respectively. In September 2011, AIS implemented rebranding by renaming its parent company to INTOUCH (from Shin Corporation plc). The company slogan was changed to "Your World Your Way" from "By Your Side". And the logo was changed to a green-leaf smile from a blue globe. The color of Nong Aunjai, its icon, was changed as well, from blue to green.

In March 2011, KTB took the opportunity at its 45-year anniversary to change its logo, color and letter fonts to have a more modern look. This was done in order to satisfy customers whose life styles have changed and to attract new customers. The rebranding also involved changes to products and services, and to appearances of its branches.

3.2.2.1 Population and Sample

AIS, the leading Thai mobile telecommunications service company, has nearly 36 million subscribers throughout Thailand as of December 2012 (retrieved from http://investor.ais.co.th/en/Corporate-Overview1.html). KTB is considered to be Thailand's leading commercial bank with a customer base of approximately 17 million accounts in Thailand as of November 2013 (retrieved from http://www.ktb.co.th/ktb/en/news-detail.aspx?). The population of customers experiencing the rebranding implementations therefore is roughly 36 million persons and 17 million persons for the two companies. The samples aim to be representative of the two populations and their sizes can be determined as follows.

3.2.2.2 Sample Size Determination

Structural Equation Modeling (SEM) was selected to test and analyze the data (depicted as a structural equation model with latent variables in Figure 3.3); hence the sample size is determined according to the SEM statistical concept.

The terms (Jöreskog & Sörbom, 1996) in the model of Figure 3.3 are defined as follow:

y = observed outcome variables

x = observed input variables

η = latent dependent or endogenous variables

ξ = latent independent or exogenous variables

ε = measurement error in y

δ = measurement error in x

λ_y = coefficient of the regression of y on η

λ_x = coefficient of the regression of x on ξ

γ = coefficient of the ξ variables in the structural relationship

β = coefficient of the η variables in the structural relationship

ζ = equation errors in the structural relationship between η and ξ

φ = covariance matrix of ξ

Ψ = covariance matrix of ζ

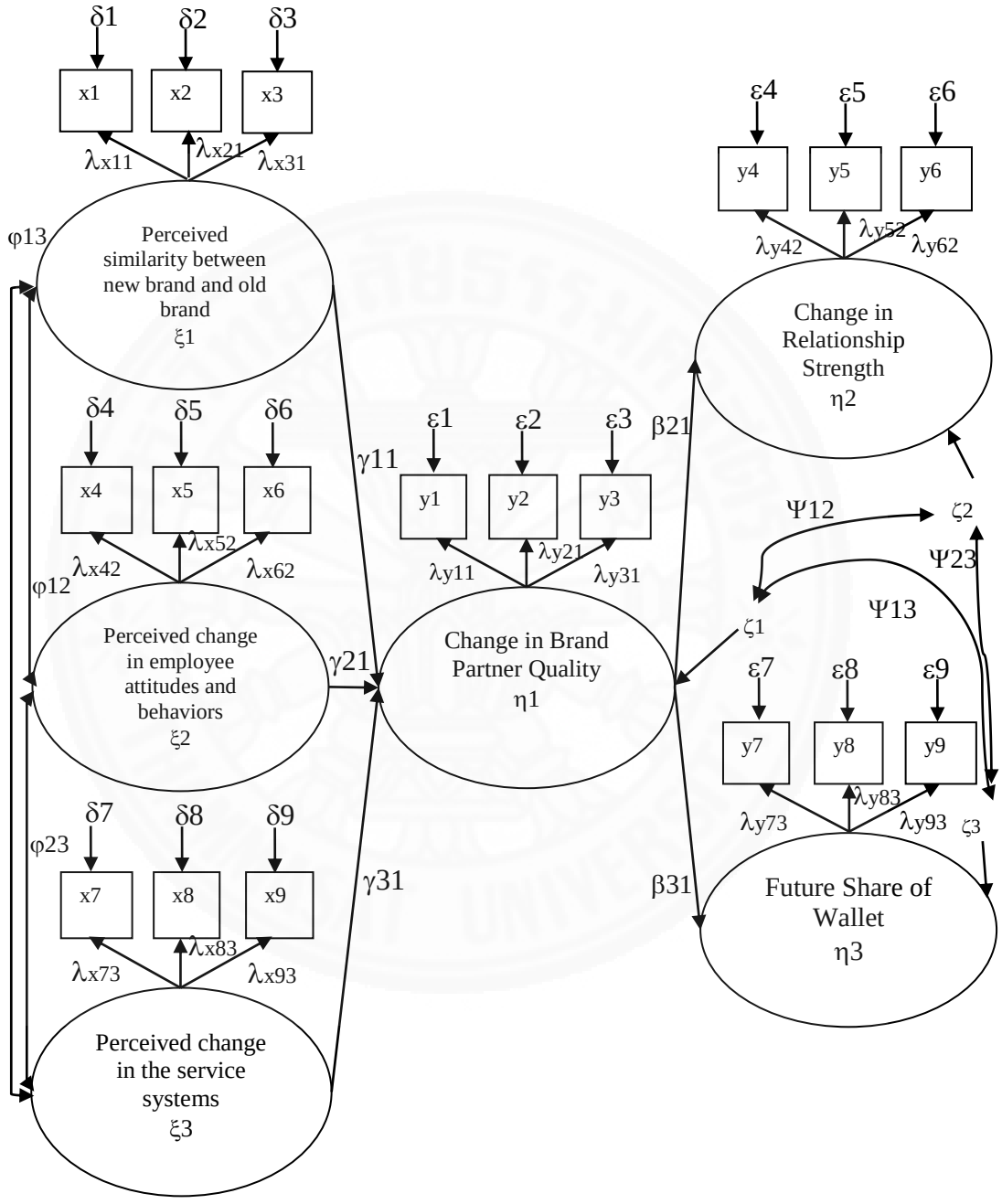
According to Westland (2010), the rule of thumb of ten observations per indicator is the minimum sample size for SEM. The ratio of indicators to latent variables (r) also can be used in the formula of sample size—$n \geq 50r^2-450r+1100$ (Westland, 2010). According to Hair, Black, Babin and Anderson (2010), SEM requires a large sample size due to the effects of five considerations: multivariate normality of the data, estimation technique, model complexity, amount of missing data and average error variance among the reflective indicators. For multivariate normality, a ratio of 15 respondents for each estimated parameter is generally accepted to minimize the problem of deviations from normality. Based on the most common procedure of maximum likelihood estimation, a sample size in the range of 100 – 400 is suggested.

More complex models—more constructs, constructs having fewer than three measured variables, and multi-group analyses—require larger samples. To remedy the problem of missing data, increasing the sample size should be considered. In addition, if communality as average error variance among the reflective indicators becomes smaller, a larger sample size is required for convergence and model stability. From the aforementioned considerations, Hair et al. (2010) suggest minimum sample sizes based on the models' characteristics as follows:

- sample size of 100 for a model containing five or fewer constructs, each with more than three items (observed variables), and with high item communalities ($\geq$ 0.60)
- sample size of 150 for a model with seven or fewer constructs, modest communalities (0.50), and no under-identified (fewer than three items) constructs

Figure 3.3

A Structural Equation Model with Latent Variables



Note. The measured items x and y are shown as examples only and a moderator of service category is not shown.

- sample size of 300 for a model with seven or fewer constructs, lower communalities (0.45), and / or multiple under-identified constructs
- sample size of 500 for a model with seven or fewer constructs, some with lower communalities and / or having fewer than three measured items

The proposed model contains seven constructs. Each construct has three or more measured items, except the service category, with a total of 42 measured items including personal information. According to Westland (2010), a sample size using the rule of ten observations per indicator for this research is 420 for each service company, whereas a sample size using the ratio of indicators to latent variables is 200. According to Hair et al. (2010), a minimum sample size is 500. To satisfy the principles of both Westland (2010) and Hair et al. (2010), the sample size of 500 for each service company was selected to be the proper number; hence the total number of 1,000 was the sample size for both firms combined.

3.2.3 Data Collection

A non-probabilistic sampling technique was used since individuals of the populations were unequally likely to be selected because the sampling technique focused only on the Bangkok metropolitan area, not on the entire country of Thailand. This research used the survey approach with a questionnaire as the instrument to collect cross-sectional data from customers of the focal firms, AIS and KTB. Four surveyors were employed to collect data from 500 customers of each firm. The surveyors were trained before conducting the survey so that they understood the objectives and all questions in the questionnaire, as well as the research procedure thoroughly. The respondents were selected from public places such as public transport systems, particularly at rail mass transit systems including the BTS and MRT, or department stores such as Central department store and Siam Paragon. At least four different places were selected for collecting the data.

For the procedure of collecting data, the surveyor intercepted the respondents, introduced themselves, and asked whether the respondent would like to participate in the study. If the respondent was willing to participate in the study, the surveyor asked a few questions prior to conducting the full survey in order to understand the respondent's awareness of the corporate rebranding of the firm. If the respondent passed the pre-questions (acknowledged awareness of the rebranding), the

surveyor informed the objective and how to respond on the questionnaire. The surveyor gave the time for the respondent to fill in the answer to the question one by one until the end of the questionnaire. After all questions were completed, which takes about 15-20 minutes; the surveyor thanked and gave the respondent a small gift as a token.

3.2.4 Mesurement Development

There are six key constructs and demographic information measured in the research model, with their scales developed or adapted from prior literature. All latent variables except personal information are measured using a five-point Likert scale, because of its simplicity and commonality (Dawes, 2008). According to Dawes (2008), ranges of response scales of five- or seven-point formats are the most commonly used (p62). Responses from five- or seven-point scales have better reliability and validity than those from coarser scales; the responses from more finely graded scales show no further improvement in reliability and validity (Dawes, 2008, p63).

3.2.4.1 Measurement Items

The following measurement items have been designed for each construct.

(1) Change in Brand Partner Quality

There are two dimensions—brand preference change and brand trust enhancement—in this construct.

1. Brand Preference Change

Brand preference change is measured by adapting the measure items of Chang and Liu (2009). There are three items:

1) You think the new brand of the company is superior to the old brand of the company.
2) Comparing between the new brand and old brand, you think the new brand of the company is more superior to other competing brands than the old brand.
3) You prefer the new brand of the company more than the old brand of the company.

2. Brand Trust Enhancement

Brand trust enhancement is measured by altering the measure

items of Chaudhuri and Holbrook (2001). There are three items:

1) For the company, you trust the new brand more than the old brand.
2) For the company, you rely on the new brand more than the old brand.
3) For the company, you think the new brand is more believable than the old brand.

(2) Change in Relationship Strength

Change in relationship strength is measured by modifying the measure items of Mende, Bolton and Bitner (2013); Seiders et al. (2007); Berens et al. (2005); and Jones et al. (2000). There are three items:

1) How likely are you to purchase a service from the company in the near future? (Recency)
2) How likely are you to buy a service more often from the company in the future? (Frequency)
3) How likely are you to increase monetary value spending by purchasing more from the company? (Monetary value)

(3) Future Share of Wallet

Future share of wallet is measured by adjusting one measure item of Sunthonpagasit (2010) and developing two new items relating to cross- and up-selling campaigns, by consulting with academic experts. There are three items:

1) How likely are you to spend with this service company brand more than other service company brands in the future?
2) If you would buy an upgraded version of this service, would you choose to purchase that service from the company more than other companies? (up-selling program) (newly developed)
3) If you would buy an additional service in the future, would you consider buying that service from the company before other companies? (cross-selling program) (newly developed)

(4) Perceived Similarity between New Brand and Old Brand

Perceived similarity between new brand and old brand is measured by applying the measure items of Spinggle et al. (2012) in the following items:

1) The new brand is a good fit with the old brand.
2) The new brand is inconsistent with the old brand. (reverse item)

3) The new brand is similar to the old brand.
4) The new brand is not representative of the old brand. (reverse item)

(5) Perceived Change in Employee Attitudes and Behaviors

Perceived change in employee attitudes and behaviors is measured in terms of attitude and behavior. The measure items of Brady and Cronin Jr. (2001) are altered in the following categories:

1. Change in Employee Attitudes

1) You can count on the employees at the company being friendlier (reliability).
2) The company's employees demonstrate their willingness to help you more (responsiveness).
3) The company's employees show you that they better understand your needs (empathy).

2. Change in Employee Behaviors

1) You can count on the company's employees taking actions to address your needs more (reliability).
2) The company's employees respond more quickly to your needs (responsiveness).
3) The company's employees indicate to you that they better understand your needs (empathy).

(6) Perceived Change in Service Systems

Perceived change in service systems is measured in terms of convenience and confidence of service process, and modernity and safety of equipment. The measure items of Seiders et al. (2007) are adapted for convenience of service process, as are the new items of confidence in service process, and modernity and safety of equipment. These are developed, by consulting with academic experts, in the following categories:

1. Perceived Change in Convenience of Service Process

1) You can more easily determine, prior to purchasing or using, whether the company will offer what you need (decision convenience).
2) You are able to get to the company more easily (access convenience).
3) The service you want at the company can be served more quickly (benefit convenience).

4) The company makes it easier for you to conclude your transactions (transaction convenience).
5) It is easier to take care of returns and exchanges or any service problems at the company (post-benefit convenience).

2. Perceived Change in Confidence in Service Process

1) You feel more confident that there is an understandable sequence of steps, which can be easily followed when participating in the service process (newly developed).
2) You feel more certain that the performance of the company's service process can meet your requirements (newly developed).
3) You feel that the company's service system capability has been increased due to the new service process (newly developed).

3. Perceived Change in Modernity of Equipment

1) You feel that the company's new modern equipment can better meet your requirement of service in a user-friendly manner (newly developed).
2) You feel that the company's new modern equipment makes the service condition better (newly developed).
3) You feel that the company's service system capability has increased due to the modern technology of new equipment (newly developed).

4. Perceived Change in Safety of Equipment

1) You feel that safety of the company's new equipment has reduced health risk (newly developed).
2) You feel safer with the company's new equipment because of its good ergonomic design (newly developed).
3) You feel that the company's service system capability has increased due to safe equipment (newly developed).

(7) Personal Information

Personal (demographic) information—gender, age, education, income, and length of customer relationship—is also measured.

3.2.5 Questionnaire Development

There is one questionnaire for each industry, and each questionnaire has four parts:

- Part 1 provides close-ended questions for awareness on corporate rebranding of the firm. This part includes three questions for checking if the respondent is a customer of the firm and aware of changes to the firm's brand.
- Part 2 provides close-ended questions on corporate rebranding of the firm and uses five-point Likert Scales (1 – Strongly Disagree, 2 – Disagree, 3 – Neutral / Nearly the Same, 4 – Agree, and 5 – Strongly Agree). This part contains six sub-parts: Perceived similarity between new brand and old brand, Perceived change in employee attitudes and behaviors, Perceived change in service systems, Perceived change in brand partner quality (including brand preference change and brand trust enhancement), Customer response likelihood (comprising change in relationship strength, and future share of wallet).
- Part 3 provides an open-ended question—"Any other opinions or suggestions".
- Part 4 provides close-ended questions on personal information including gender, age, education, personal income, household income, and length of relationship.

Because the survey was conducted in Thailand, the questionnaire needed to be in Thai language so the Thai respondents could answer appropriately. An English version was created first, then translated to Thai, and finally back-translated to English. Both questionnaires also were pretested. The questionnaires are presented in Appendix B (telecommunications) and Appendix C (finance). Each respondent required 15-20 minutes to complete the questionnaire.

3.2.6 Pretest and Results

One hundred respondents—one half for telecommunications and one half for finance—were randomly selected for the pretest group which examined and assessed the appropriateness of scale items, and the completeness of the questionnaires. The following survey procedure includes the general guidelines given to surveyors to collect data from each respondent. The surveyor asks the respondent screening questions in part 1, whether the respondent is a current customer of the firm. If the respondent answers yes, the surveyor then asks the next question, when has the respondent been a customer of the firm. If the respondent answers that he or she was a customer of the firm since before the firm's brand was changed, the surveyor then asks the next questions which assess whether the respondent is aware of the corporate rebranding of the firm. The surveyor shows the respondent before-

rebranding and after-rebranding pictures of the logos. If the respondent passes part 1, he or she then will be in the sample for completing the questionnaires. If the respondent didn't pass part 1, it is recorded as a non-sample. The results of the pretest pertaining to Cronbach's alpha reliability of measured items are shown in Table 3.3.

Table 3.3

Reliability Analysis of Measured Items for Pretest

Constructs	No. of Items	Cronbach's Alpha [a]	
		Telecommunications	Finance
Perceived Similarity between New Brand and Old Brand	4	0.700	0.661
Perceived Change in Employee Attitudes and Behaviors	6	0.722	0.818
Perceived Change in Service Systems	14	0.843	0.813
Change in Brand Partner Quality	6	0.661	0.798
Change in Relationship Strength	3	0.705	0.768
Future Share of Wallet	3	0.640	0.788

Note. [a] Acceptable level is 0.70 or higher (Remler & Van Ryzin, 2011; Hair et al., 2010)

In Table 3.3, Cronbach's alpha ranges 0.640 – 0.843 and 0.661 – 0.818 for telecommunications and finance, respectively. A few values are below the acceptable level of 0.70 (Remler & Van Ryzin, 2011; Hair et al., 2010). The results are obtained from only 50 samples for each industry, which may be different from the formal test. The questionnaires were revised reflecting pretest results and feedback from respondents and surveyors. The measured items of constructs were increased from 36 items to 40 items after the revision. The updated Thai and English versions of the questionnaires for telecommunications and finance are presented in Appendix D and Appendix E, respectively.

In this chapter the theoretical framework was described and the hypothesized model proposed. The empirical research is designed for two focal industries, i.e., telecommunications and finance. A survey approach using questionnaires was selected. The measurement scales were then developed as a mixture of adapted items from prior literature and new proposed measures. The

questionnaires as the data collection instruments were produced and pretested. Improved versions of the questionnaires were used for the formal survey. The findings of the formal test including respondent profiles; the overall fit, reliability and validity of the measurement model; the overall fit and hypotheses testing of structural model; and model robustness; are presented in the next chapter of results and discussion.

CHAPTER 4
RESULTS AND DISCUSSION

This chapter provides the research results comprising respondent profiles, data analysis, key findings, and discussion. The sections provided in the chapter are summarized below.

- **4.1 Respondent Profiles and Descriptive Statistics**

This section provides the profiles of respondents in terms of gender, age, education, income and length of relationship. The descriptive statistics also are provided and examined.

- **4.2 Purification of Measured Items**

This section discusses using Exploratory Factor Analysis (EFA) to purify the proposed measured items for the six constructs in the proposed model. Twenty-four purified measured items result.

- **4.3 Measurement Model**

The measurement model of both service industries are tested using Confirmatory Analysis (CFA). The parameter estimates and goodness of fit in various dimensions are examined and described in this section. In addition, the reliability and validity of the six constructs in the model are tested in terms of Cronbach's alpha and composite reliability, as well as convergent and discriminant validity.

- **4.4 Structural Model**

In this section, the structural model of each individual industry is tested using Structural Equation Modeling (SEM). The goodness of fit of the structural models are examined and reported. The proposed hypotheses are tested by using the path analysis for hypotheses H1 to H5 and multi-group analysis to test moderating effects for hypotheses H6 and H7.

- **4.5 Model Robustness**

Model robustness is verified using multi-group analysis on gender, and length of relationship.

- **4.6 Discussion**

The research findings, particularly in terms of hypotheses testing and model robustness, are discussed.

4.1 Respondent Profiles and Descriptive Statistics

This section provides respondent profiles and descriptive statistics of the measured items.

4.1.1 Respondent Profiles

This research collected data from customers of two service industries—telecommunications and finance. During the period of 28th September 2014 to 12th October 2014, five hundred samples that passed the screening questions were collected for each industry from various places. The data collection was made in five types of locations (department stores, educational institutes, rapid transit systems, office buildings and public streets) in Bangkok and vicinity, details in Appendix F. The profiles of respondents in terms of gender, age, education, income and length of relationship are presented in Table 4.1.

4.1.1.1 Telecommunications

Within the sample size of 500 individuals, the ratio of female to male is 4 to 3. About 50% have ages ranging from 21 – 30 years, and about 20% from 31 – 40 years. About 60% of respondents at present are studying for, or already attained, a bachelor's degree as their highest educational level achieved, and about 25% more are studying for or attained a master's degree. For personal monthly income, 30% earn 20,000 baht or less and 35% earn 20,001 – 40,000 baht. For household monthly income, 25% have more than 200,000 baht. About 33% of respondents have a relationship with the focal company for 4 – 6 years.

4.1.1.2 Finance

Within the sample size of 500 individuals, the ratio of female to male is 3 to 2. About 45% have ages ranging from 21 – 30 years, and 30% from 31 – 40 years. About 55% of respondents at present are studying for, or already attained, a bachelor's degree as their highest educational level achieved, and about 35% more are studying for or attained a master's degree. For personal monthly income, 35% earn 20,001 – 40,000 baht and 25% earn 40,001 – 60,000 baht. For household monthly income, 22% have more than 200,000 baht. Nearly 40% of respondents have a relationship with the focal company for 4 – 6 years.

Table 4.1

Respondent Profiles

Characteristics	Telecommunications		Finance	
	Frequency	%	Frequency	%
Gender				
- Male	217	43.4	182	36.4
- Female	283	56.6	318	63.6
Total	**500**	**100**	**500**	**100**
Age (years)				
- Less than 21	59	11.8	18	3.6
- 21 – 30	245	49.0	220	44.0
- 31 – 40	95	19.0	150	30.0
- 41 – 50	73	14.6	84	16.8
- 51 – 60	26	5.2	24	4.8
- Over 60	2	0.4	4	0.8
Total	**500**	**100**	**500**	**100**
Highest level of education				
- Under Bachelor's Degree	66	13.2	48	9.6
- Bachelor's Degree	287	57.4	274	54.8
- Master's Degree	140	28.0	173	34.6
- Doctoral Degree	7	1.4	5	1.0
Total	**500**	**100**	**500**	**100**
Personal monthly income (THB)				
- 20,000 or less	151	30.2	112	22.4
- 20,001 – 40,000	175	35.0	176	35.2
- 40,001 – 60,000	97	19.4	121	24.2
- 60,001 – 80,000	43	8.6	59	11.8
- 80,001 – 100,000	20	4.0	23	4.6
- More than 100,000	14	2.8	9	1.8
Total	**500**	**100**	**500**	**100**
Household monthly income (THB)				
- 40,000 or less	51	10.2	50	10.0
- 40,001 – 80,000	75	15.0	96	19.2
- 80,001 – 120,000	85	17.0	87	17.4
- 120,001 – 160,000	86	17.2	99	19.8
- 160,001 – 200,000	78	15.6	56	11.2
- More than 200,000	125	25.0	112	22.4
Total	**500**	**100**	**500**	**100**
Length of relationship (years)				
- Not over 3	102	20.4	87	17.4
- 4 – 6	179	35.8	191	38.2
- 7 – 9	127	25.4	111	22.2
- Over 9	92	18.4	111	22.2
Total	**500**	**100**	**500**	**100**

In summary, the respondent profiles for both industries are quite similar in all aspects. In the next part, descriptive statistics of measured items are discussed.

4.1.2 Descriptive Statistics

The observed variables for the proposed model were initially examined using SPSS Statistics version 21 software. Item codes and abbreviations have been defined, details in Appendix G, for ease of recognition and graphical presentation.

The abbreviations of proposed constructs are provided in Table 4.2.

Table 4.2

Abbreviations of the Constructs

Abbreviations	Constructs
PBS	Perceived Similarity between New Brand and Old Brand
CIE	Perceived Change in Employee Attitudes and Behaviors
CIS	Perceived Change in Service Systems
CBPQ	Change in Brand Partner Quality
CRS	Change in Relationship Strength
FSW	Future Share of Wallet

The descriptive statistics for five hundred samples of each industry (one thousand samples combined) were analyzed associating the total of 42 original observed variables, including two reverse items; i.e. “New brand is not representative of old brand”, and “New brand is worse than old brand”, as presented in Appendix G. The details of descriptive statistics regarding number of cases, minimum and maximum values, mean and standard deviation, skewness and its standard error, as well as kurtosis and its standard error are presented in Appendix H.

In Table 4.3, the descriptive statistics for all measured items are summarized in ranges of values, corresponding to their proposed constructs. Then, each industry was investigated on its descriptive values.

Table 4.3

Descriptive Statistics

Constructs	Telecommunications				Finance			
	Mean	**SD**	**Skewness**	**Kurtosis**	**Mean**	**SD**	**Skewness**	**Kurtosis**
Antecedents								
Perceived Similarity between New Brand and Old Brand (PBS) (6 Items)	2.25 – 3.75	0.923 – 1.022	-0.584 – 0.584	-0.609 – -0.020	2.39 – 3.61	0.898 – 1.014	-0.453 – 0.446	-0.585 – 0.133
Perceived Change in Employee Attitudes and Behaviors (CIE) (6 Items)	3.50 – 3.64	0.772 – 0.919	-0.261 – 0.108	-0.406 – -0.001	3.32 – 3.44	0.805 – 0.949	-0.144 – 0.112	-0.415 – 0.422
Perceived Change in Service Systems (CIS) (14 Items)	3.54 – 3.93	0.753 – 0.902	-0.482 – -0.050	-0.454 – 0.747	3.39 – 3.75	0.796 – 0.943	-0.382 – -0.012	-0.377 – 0.429
Mediator								
Change in Brand Partner Quality (CBPQ) (7 Items)	3.59 – 3.76	0.790 – 1.063	-0.613 – -0.250	-0.157 – 0.429	3.39 – 3.61	0.792 – 1.004	-0.273 – 0.376	-0.371 – 0.610
Consequences								
Change in Relationship Strength (CRS) (4 Items)	3.04 – 3.57	0.779 – 0.968	-0.184 – -0.024	-0.192 – 0.357	2.94 – 3.36	0.795 – 0.940	-0.267 – 0.015	-0.371 – 0.570
Future Share of Wallet (FSW) (3 Items)	3.59 – 3.60	0.884 – 0.925	-0.326 – -0.209	-0.386 – 0.112	3.35 – 3.38	0.843 – 0.863	-0.179 – 0.015	-0.325 – 0.220

Note. Minimum and maximum are at a range of 1 to 5, for both industries.

Standard errors of skewness and kurtosis are 0.109 and 0.218, respectively, for the industries.

The critical standardized values of normal distribution for skewness and kurtosis are ± 1.96 ($p < 0.05$) and ± 2.58 ($p < 0.01$) (Hair et al., 2010, p73)

4.1.2.1 Telecommunications

For telecommunications, minimum and maximum values for each observed variables obtained are 1 and 5, respectively. Means of all observed variables range from 2.25 – 3.93. The lowest mean value is the measured item of perceived similarity between new brand and old brand, (i.e., "New brand is representative of old brand") and the highest one is the measured item of change in service systems (i.e., "Overall equipment is better") The ranges of standard deviation of all observed variables are from 0.753 – 1.063. The skewness values range from -0.613 – 0.584, with standard error of 0.109, whereas a range of kurtosis values is from -0.609 – 0.747, with standard error of 0.218. The obtained results of skewness and kurtosis show that all proposed measured items are normally distributed at 0.05 significant levels.

4.1.2.2 Finance

The minimum and maximum values obtained for each measured item in finance are the same as those in telecommunications. Means of all observed variables range from 2.39 – 3.75. The lowest and highest mean values belong to the same items as those in telecommunications. The ranges of standard deviation of all observed variables are from 0.792 – 1.014. The skewness and kurtosis values range from -0.453 – 0.446 and from -0.585 – 0.610, respectively. From the values of skewness and kurtosis, the normal distribution of data is also indicated at 0.05 significant levels.

The descriptive statistics of the dataset have been obtained and their results show reasonably normal distributions for all measured items; therefore no measured items or observed variables are eliminated at this stage. Then, the purification of measured items is conducted, details provided in the next section.

4.2 Purification of Measured Items

The purification of measured items was performed by Exploratory Factor Analysis (EFA) as the primary multivariate approach to validate the measurement of data (Homburg & Pflesser, 2000) as unidimensional model (Baumgartner &

Homburg, 1996) and to produce clean construct scale items. This section comprises two parts—EFA and the measured items after purification.

4.2.1 Exploratory Factor Analysis

The execution of EFA was made using SPSS version 21 software and by specifying the methods of Maximum Likelihood Extraction and Oblimin Rotation for all observed variables. Maximum Likelihood Extraction is preferred for use in the common factor model of factor analysis (Treiblmaier & Filzmoser, 2010). Oblimin is one of oblique factor rotation methods that allow the correlated factors to be performed (Hair et al., 2010, p116; Treiblmaier & Filzmoser, 2010). The number of factors is predetermined at six according to the number of latent constructs proposed in the conceptual model. An iteration process (Churchill Jr., 1979) was implemented to review the pattern matrix obtained from SPSS, and whether there are low communalities of the measured items or their cross loadings in the proposed factors, other factors or not. Elimination was undertaken for some of the measured items until the expected clean structure resulted. No-cross loadings were achieved and the measured items have a satisfactory level of communalities. In each iteration step, results of Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity were obtained to check the adequacy of the number of cases for selected measured items as observed variables, and the existence of appropriate correlations of observed variables so that they could be extracted by using the factor analysis technique. After obtaining the clean factor structure, the total variance explained was evaluated.

The explanations of the EFA results for both industries are provided in the following parts.

4.2.1.1 Telecommunications

The EFA results, including the purified measured items of each construct with the communalities, eigenvalues, rotated factor loadings, average factor loadings, total variance explained, as well as KMO and Bartlett's tests' values for telecommunications, are shown in Table 4.4. The following parts will describe these EFA outputs.

(1) KMO and Bartlett's Tests

In order to measure the sampling adequacy and to test the

null hypothesis that the original correlation matrix is an identity matrix, the Kaiser-Meyer-Olkin (KMO) and Bartlett's tests of all retained observed variables are utilized.

In Table 4.4, the results of KMO and Bartlett's tests for telecommunications are provided. The KMO values for all purified observed variables are over 0.90, indicating marvelous results (Beavers et al., 2013, p4; Hair et al., 2010, p104). In addition, the KMO test scores for all variables had a range of 0.742 – 0.966, mixed results of middling, meritorious and marvelous (Beavers et al., 2013, p4; Hair et al., 2010, p104). For Bartlett's test, the significant p-value indicates that there are significant correlations between observed variables (Hair et al., 2010). The results of KMO and Bartlett's tests ensure that the dataset is suitable for using factor analysis.

After the outputs of KMO and Bartlett's tests were examined, the communalities are reviewed and described.

(2) Communalities

For the total amount of variance an original variable shares with all others (Hair et al., 2010, p92), the retained observed variables for telecommunications had ranges of communality values from 0.347 – 0.868. Most of the variables' communalities are over the cut-off value of 0.50 for sufficient explanation (Hair et al., 2010, p119), except three measured items: "Brands are not different", "Employees have fewer errors" and "Equipment is more efficient". Nevertheless, according to the study's purpose and the rule of just-identified constructs (three scale items in the factor) (Hair et al, 2010, p698-699), all of the aforementioned variables are kept in the structure.

Next, the factor loadings from EFA are reviewed.

(3) Factor Loadings

For factor loading as the correlation between the original variables and factors (Hair et al., 2010, p92), in telecommunications, there are clean factor structures for all variables loaded in the single factor. For telecommunications, the factor loadings of retained variables in the factor structure range in the absolute values 0.475 – 0.882. There are two factor loadings lower than 0.50, which are

Table 4.4

EFA Results for Telecommunications

	Extracted Communality	Eigen-value	Rotated Factor Loadings [a]					
			F1	F2	F3	F4	F5	F6
F1 (Perceived Similarity between New Brand and Old Brand)		**1.789**	**0.762**					
Brands are identical in character	0.753		0.871					
Brands are unidirectional images	0.766		0.846					
Brands are not different	0.347		0.570					
F2 (Perceived Change in Employee Attitudes and Behaviors)		**1.195**		**-0.738**				
Employees are more cheery	0.634			-0.771				
Employees are more willing	0.686			-0.812				
Employees have more understanding	0.637			-0.737				
Employees are eager to serve more	0.632			-0.801				
Employees serve more rapidly	0.522			-0.729				
Employees have fewer errors	0.446			-0.578				
F3 (Perceived Change in Service Systems)		**0.923**			**-0.704**			
Equipment is more efficient	0.458				-0.484			
Equipment is more suitable for use	0.699				-0.773			
Overall equipment is better	0.763				-0.857			

Table 4.4

EFA Results for Telecommunications (Cont.)

	Extracted Communality	Eigen-value	Rotated Factor Loadings [a]					
			F1	F2	F3	F4	F5	F6
F4 (Change in Brand Partner Quality)		**9.716**				**0.682**		
New brand is superior to old brand	0.524					0.503		
New brand is more superior to other competing brands than old brand	0.539					0.521		
New brand gets more preference than old brand	0.580					0.589		
New brand gets more trust than old brand	0.666					0.762		
New brand is more reliable than old brand	0.749					0.882		
New brand is more believable than old brand	0.669					0.835		
F5 (Change in Relationship Strength)		**0.464**					**0.648**	
More frequent use of current service	0.767						0.752	
More money to spend on other types of service	0.729						0.716	
More money to spend on upgrade services	0.598						0.475	
F6 (Future Share of Wallet)		**1.378**						**-0.704**
Buy the service from this brand more than others	0.691							-0.521
Buy additional services from this brand before others	0.868							-0.881
Buy upgrade services from this brand more than others	0.743							-0.710

Note. [a] Average factor loading is on the top of associated column. Only absolute values of loading > 0.30 are shown. The total variance explained is 64.435%.

Kaiser-Meyer-Olkin (KMO): Measure of sampling adequacy for all variables is 0.930, and for each individual variable is a range of 0.742 to 0.966.

Bartlett's Test of Sphericity: $\chi^2 = 7739.683$, df = 276, p-value < 0.01

"Equipment is more efficient" (-0.484) and "More money to spend on upgrade services" (0.475).

According to Hair et al. (2010), the level of factor loading is normally considered significant at the absolute value of 0.50 or greater, and the absolute value range of 0.30 – 0.40 is considered the minimal level for interpretation. However based on sample sizes of 350 or greater, the factor loading of 0.30 is considered significant (p117). Therefore, the factor loadings of the constructs' structure for telecommunications are statistically significant.

In addition to the factor loadings for each variable, the average factor loading for each factor also was examined. The results show that the average factor loadings in the six-factor structure of telecommunications are also significant, ranging in the absolute values of 0.648 – 0.762. The minimum average factor loading for telecommunications is factor F5 (CRS) with the absolute value of 0.648; and for finance, also factor F5 (Change in Relationship Strength, CRS) with the absolute value of 0.655. Two-thirds of factors have average factor loadings greater than the absolute value of 0.70, indicating high loading.

After investigating the factor loadings, the eigenvalue and total variance explained are examined in the next part.

(4) Eigenvalue and Total Variance Explained

Some factors have an eigenvalue less than 1, which is acceptable (Hair et al., 2010, p111). This is because in the study the number of factors is predetermined by the research framework, not from the latent criterion of eigenvalue greater than 1. Factors having an eigenvalue less than 1 are factors F3 (Perceived Change in Service Systems, CIS) and F5 (Change in Relationship Strength, CRS).

For the variance explained by the factors, the cumulative variances explained by all six factors is 64.435%, more than the satisfactory criterion of 60% for total variance explained (Hair et al., 2010, p109).

Next, the EFA results for finance are examined.

4.2.1.2 Finance

The EFA results, including the purified measured items of each construct with the communalities, eigenvalues, rotated factor loadings, average

factor loadings, total variance explained, as well as KMO and Bartlett's test values for finance, are shown in Table 4.5.

(1) KMO and Bartlett's Tests

The KMO values obtained for all purified observed variables for finance are also marvelous, over 0.90, whereas those for all individual variables have mixed results, ranging from 0.727 – 0.959. The results of KMO values ensure that the sample size for the data set of observed variables is adequate for factor analysis. There is also a significant p-value from Bartlett's test, which means the data set of finance is suitable to use factor analysis.

After the outputs of KMO and Bartlett's tests were examined, the communalities are reviewed and described.

(2) Communalities

For finance, the communality's values range from 0.415 – 0.880. One measured item having communality below the cut-off value of 0.50 is "Brands are not different"; however it is kept in the structure due to the study's purpose and the rule of just-identified constructs (three scale items in the factor) (Hair et al, 2010, p698-699.)

Next, the output of factor loadings is investigated below.

(3) Factor Loadings

For finance, the factor loadings of variables in the factor structure are in the range of absolute values 0.463 – 0.940. Most of them are greater than the absolute value of 0.50, except the factor loading of "More money to spend on upgrade services" (0.463). According to Hair et al. (2010), the factor loadings of constructs' structure for finance are also statistically significant.

The results of the average factor loading for all factors show that the average factor loadings in the six-factor structure of finance also are statistically significant ranging in the absolute values of 0.655 – 0.796. Same as for telecommunications, the minimum average factor loading is factor F5 (CRS), and two-thirds of factors have their average factor loadings greater than the absolute value of 0.70.

After investigating factor loadings, the eigenvalue and total variance explained are examined next.

Table 4.5

EFA Results for Finance

	Extracted Communality	Eigen-value	Rotated Factor Loadings [a]					
			F1	F2	F3	F4	F5	F6
F1 (Perceived Similarity between New Brand and Old Brand)		**1.870**	**0.796**					
Brands are identical in character	0.736		0.862					
Brands are unidirectional images	0.863		0.930					
Brands are not different	0.415		0.596					
F2 (Perceived Change in Employee Attitudes and Behaviors)		**1.696**		**0.788**				
Employees are more cheery	0.675			0.809				
Employees are more willing	0.707			0.813				
Employees have more understanding	0.656			0.767				
Employees are eager to serve more	0.644			0.763				
Employees serve more rapidly	0.661			0.817				
Employees have fewer errors	0.646			0.758				
F3 (Perceived Change in Service Systems)		**0.873**			**0.682**			
Equipment is more efficient	0.528				0.535			
Equipment is more suitable for use	0.659				0.571			
Overall equipment is better	0.843				0.940			

Table 4.5

EFA Results for Finance (Cont.)

	Extracted Communality	Eigen-value	Rotated Factor Loadings [a]					
			F1	F2	F3	F4	F5	F6
F4 (Change in Brand Partner Quality)		**9.960**				**0.740**		
New brand is superior to old brand	0.589					0.628		
New brand is more superior to other competing brands than old brand	0.560					0.520		
New brand gets more preference than old brand	0.665					0.721		
New brand gets more trust than old brand	0.785					0.871		
New brand is more reliable than old brand	0.739					0.886		
New brand is more believable than old brand	0.708					0.812		
F5 (Change in Relationship Strength)		**1.270**					**-0.655**	
More frequent use of current service	0.880						-0.924	
More money to spend on other types of service	0.576						-0.579	
More money to spend on upgrade services	0.598						-0.463	
F6 (Future Share of Wallet)		**0.632**						**0.750**
Buy the service from this brand more than others	0.622							0.601
Buy additional services from this brand before others	0.772							0.808
Buy upgrade services from this brand more than others	0.772							0.841

Note. [a] Average factor loading is on the top of associated column. Only absolute values of loading > 0.30 are shown. The total variance explained is 67.923%.

Kaiser-Meyer-Olkin (KMO): Measure of sampling adequacy for all variables is 0.928, and each individual variable has a range of 0.727 to 0.959.

Bartlett's Test of Sphericity: $\chi^2 = 8351.332$, df = 276, p-value < 0.01

(4) Eigenvalue and Total Variance Explained

For finance, the factors having an eigenvalue less than 1, which is acceptable (Hair et al., 2010, p111), are factors F3 (Perceived Change in Service Systems, CIS) and F6 (Future Share of Wallet, FSW). In addition, the cumulative variance explained by all six factors is 67.923%. This is a satisfactory solution, as more than the criterion of 60% of total variance is explained (Hair et al., 2010, p109).

Next, the retained measured items after purification by exploratory factor analysis are described and summarized.

4.2.2 Measured Items after Purification

The results of the iterative process of EFA show the same set of 24 retained observed variables for both industries, of which 16 measured items have been eliminated. The measured items before and after purification in terms of numbers and details of measures are provided in Table 4.6.

From Table 4.6, the study proposes 40 measured items for nine dimensions of six constructs. Four dimensions of three constructs have zero eliminated proposed items. Two dimensions of two constructs have one proposed item eliminated out of four, whereas two dimensions of two other constructs have eliminated half of the proposed items (i.e., three out of six items eliminated). In addition, the one remaining dimension has eliminated all of the proposed items. Therefore, there are 24 observed variables kept as the proposed constructs in the model. Table 4.7 provides the final set of measured items as observed variables for the proposed model.

In summary, the exploratory factor analysis was used to assess and validate the measurements, of which 24 observed variables are retained in the six-factor purified structure for both industries. The construct reliability and validity as well as the overall model fit of the measurement model are examined in the next part.

Table 4.6

Number of Measured Items before and after Purification

Constructs	Dimensions	Proposed Items	Purified Items
Perceived Similarity between New Brand and Old Brand (PBS)	Brand Similarity	6	3
Perceived Change in Employee Attitudes and Behaviors (CIE)	Change in Employee Attitudes	3	3
	Change in Employee Behaviors	3	3
Perceived Change in Service Systems (CIS)	Change in System Process (Convenience & Confidence)	8	-
	Change in System Equipment (Modern & Safety)	6	3
Change in Brand Partner Quality (CBPQ)	Brand Preference Change	4	3
	Brand Trust Enhancement	3	3
Change in Relationship Strength (CRS)	Change in Recency, Frequency, Monetary	4	3
Future Share of Wallet (FSW)	Future Share of Wallet	3	3
Total		40	24

Table 4.7

The Final Set of Measured Items

Dimensions of Construct	Measured Items
Perceived Similarity between New Brand and Old Brand	
Brand Similarity	The new brand of the company is identical in character with the old brand of the company.
	The new brand of the company is unidirectional image with the old brand of the company.
	The new brand and the old brand of the company are not different to meet the usage demand.
Perceived Change in Employee Attitudes and Behaviors	
Employee Attitudes	Employees of the company are more cheery.
	Employees of the company are willing to serve you more.
	Employees of the company understand your needs better.
Employee Behaviors	Employees at the company are eager to serve you more.
	Employees of the company serve more rapidly.
	Employees of the company have fewer errors in service.
Perceived Change in Service Systems	
Change in System Equipment (Modernity & Safety)	(Telephone signal network / ATM / ADM) of the company is more efficient.
	Equipment of the (telecommunications / finance) systems of the company is more suitable for use.
	Overall, equipment of the (telecommunications / finance) systems of the company is better.
Change in Brand Partner Quality	
Brand Preference Change	The new brand of the company is superior to the old brand of the company.
	Comparing between the new brand and the old brand of the company, you think new brand of the company is more superior to other competing brands than old brand of the company.
	You prefer new brand of the company more than old brand of the company.

Table 4.7

The Final Set of Measured Items (Cont.)

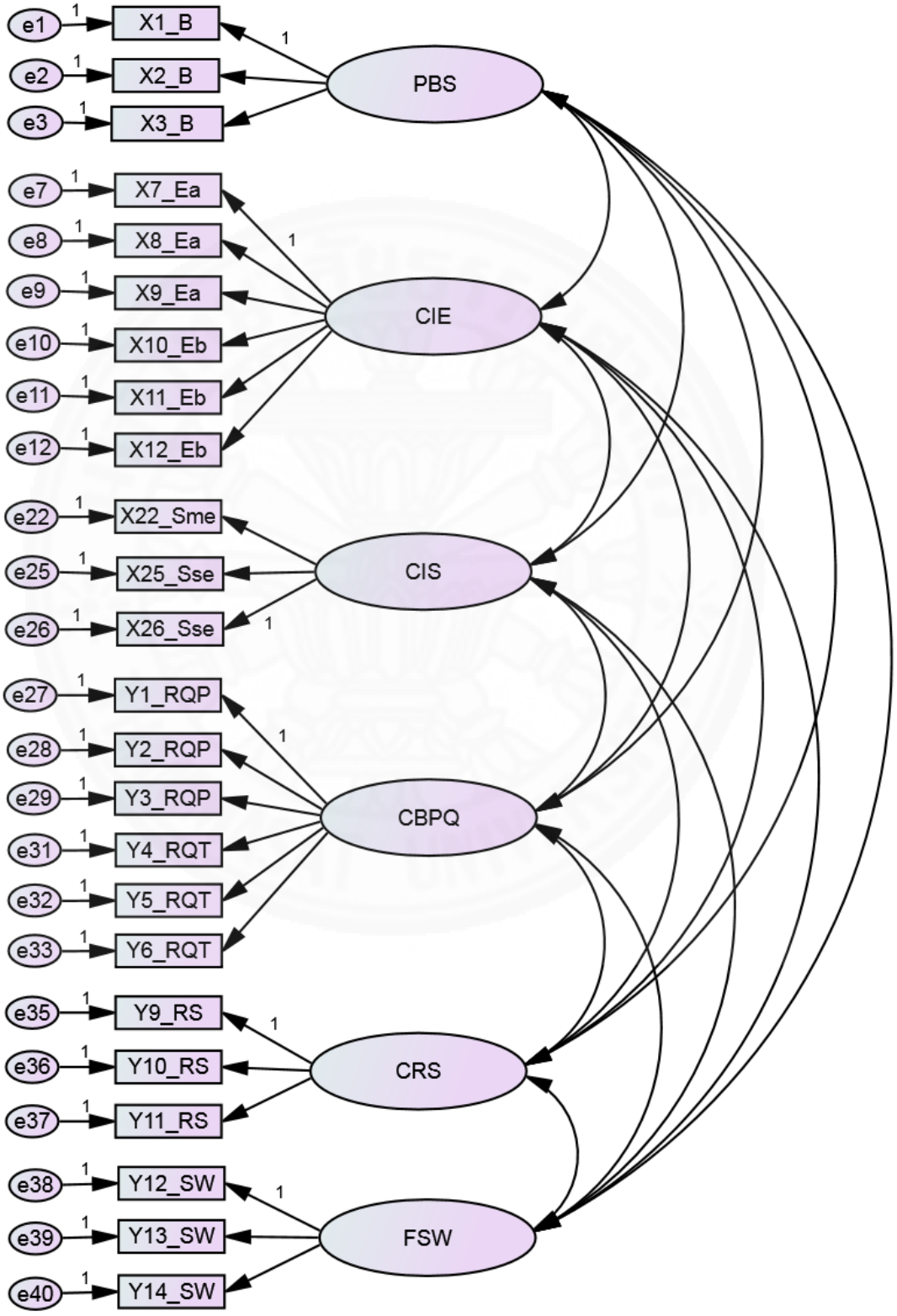
Dimensions of Construct	Measured Items
Change in Brand Partner Quality (Cont.)	
Brand Trust Enhancement	For the company, you trust the new brand more than the old brand.
	For the company, you rely on the new brand more than the old brand.
	For the company, you think the new brand is more believable than the old brand.
Change in Relationship Strength	
Change in Frequency	You expect to buy / use current service more often from the company in the future.
Change in Monetary	You think that you will purchase / use more other types of services from the company in the future.
	You think that you will upgrade service to be a better one from the company in the future.
Future Share of Wallet	
Future Share of Wallet	If you use many service brands, you are to spend with this service brand of the company more than other service brands.
	If you would buy an additional service in the future, you would consider buying that service from the company before other companies.
	If you would buy an upgrade service, you would choose to purchase that service from the company more than other companies.

4.3 Measurement Model

The measurement model was analyzed using confirmatory factor analysis (CFA) and the software package AMOS version 21. The baseline of AMOS graphics of the CFA measurement model for both industries is portrayed in Figure 4.1.

Figure 4.1

The Measurement Model



CFA was conducted to examine the specifications of the measurement model as shown in Figure 4.1 with the data set of both industries. There are six factors with 24 purified items in the measurement model.

For the analysis, first CFA is computed using the maximum likelihood (ML) method to generate the outputs, which provides parameter estimates, modification indices and a model fit summary. The overall measurement model fits of both industries are evaluated based on several fit statistics in order to reflect different aspects of model fit as required for the assessment (Hooper et al., 2008). Then, if the model does not fit well with the data set, the model can be re-specified to improve the overall fit. This can be accomplished by using modification indices to reasonably correlate the observed variables within the same construct (Perry et al., 2015) or constraining the covariance between factors (i.e., freely estimating the correlations between constructs) (Sung & Kim, 2010). Re-modification is an iterative process.

To assess the model fit, this study uses three main groups of fit statistics as a set of criteria: (1) a group of Chi-square related statistics constituting the Chi-square (χ^2) and its associative degree of freedom (df), and relative chi-square (χ^2/df); (2) a group of seven fit indices including the Comparative Fit Index (CFI), the Incremental Fit Index (IFI), the Tucker-Lewis Index or Non-Normed Fit Index (TLI or NNFI), the Normed Fit Index (NFI), the Relative Fit Index (RFI), the Goodness of Fit Index (GFI), and the Adjusted Goodness of Fit Index (AGFI); and (3) a group of residual related statistics, including root mean square residual (RMR) and root mean squared error of approximation (RMSEA).

In the next part, the overall fit of the measurement model as well as the construct reliability and construct validity are examined and described.

4.3.1 Overall Fit

Table 4.8 shows the fit statistics of the measurement model before and after model re-specification.

Table 4.8

Fit Statistics of Measurement Model

Fit Statistics	Telecommunications		Finance	
	Baseline Model	Re-specified Model	Baseline Model	Re-specified Model
χ^2	739.228	648.173	693.817	659.335
df	237	230	237	230
p-value	< 0.01	< 0.01	< 0.01	< 0.01
χ^2/df [a]	3.119	2.818	2.927	2.867
CFI [b]	0.934	0.945	0.944	0.948
IFI [b]	0.934	0.945	0.945	0.948
TLI [b]	0.923	0.934	0.935	0.937
NFI [c]	0.906	0.918	0.918	0.922
RFI [c]	0.891	0.901	0.905	0.907
GFI [c]	0.880	0.896	0.895	0.901
AGFI [c]	0.848	0.865	0.867	0.871
RMR [d]	0.033	0.114	0.028	0.094
RMSEA [e]	0.065	0.060	0.062	0.061

Note. [a] Desirable levels are 2:1 and 3:1, Acceptable level is below 5:1 (Hooper et al., 2008)

[b] Acceptable level is above 0.92 (Hair et al., 2010; Baumgartner & Homburg, 1996)

[c] Acceptable level is 0.90 or over (Hooper et al., 2008; Baumgartner & Homburg, 1996)

[d] Acceptable level is small value (Hooper et al., 2008)

[e] Acceptable level is less than 0.07, with CFI of 0.92 or higher (based on sample size and number of observed variables) (Hair et al., 2010)

4.3.1.1 Telecommunications

The baseline measurement model, which has uncorrelated observed variables, was assessed on overall model fit based on the dataset of observed variables for telecommunications. The first evaluation of overall model fit and parameter estimates was made and the results show that the chi-square is significant as expected. The chi-square statistics are quite sensitive to sample size (Ye et al., 2007; Lages et al., 2005), so for the large sample size of 500, a significant chi-square is expected. The relative chi-squares are close to the desirable level of 3:1. The group of fit indices also indicates model fit. CFI, IFI, and TLI are greater than 0.92 whereas NFI and RFI are greater than 0.90, except RFI which is very close to 0.90.

GFI and AGFI are greater than 0.84, with a range of 0.848 – 0.880. GFI and AGFI are quite sensitive (Hooper et al., 2008) and it may be difficult to achieve the defined acceptable level. The last group of fit statistics relating to the residual is also good, within the acceptable levels.

Nevertheless, the correlation between the two constructs of change in relationship strength (CRS) and future share of wallet (FSW) is quite high (0.829) which may affect the discriminant validity (Hooper et al., 2008). The discriminant validity was reviewed and the correlation between these two constructs violates the discriminant validity. Therefore, constraining the covariance between the two constructs of CRS and FSW was made to 0.1 as the initial fixed value to limit the correlations between these two constructs.

The modification indices were also investigated to determine which observed variables can be correlated reasonably within the same construct to achieve a better model fit. The following eight pairs of observed variable error terms, which are correlated include:

- "Employees are more cheery" and "Employees are more willing",
- "Employees are eager to serve more" and "Employees serve more rapidly",
- "Employees are eager to serve more" and "Employees have fewer errors",
- "Employees serve more rapidly" and "Employees have fewer errors",
- "New brand is superior to old brand" and "New brand is more superior to other competing brands than old brand",
- "New brand gets more trust than old brand" and "New brand is more reliable than old brand",
- "New brand gets more trust than old brand" and "New brand is more believable than old brand", and
- "New brand is more reliable than old brand" and "New brand is more believable than old brand"

In summary, the re-specification of the measurement model was performed to improve the overall model fit by using the modification indices and to eliminate the problem of discriminant validity by constraining the covariance between CRS and FSW. The fit statistics output of re-specified models is also presented in Table 4.8.

Compared to the baseline measurement model, the re-specified measurement model has the better fit. The results of the re-specified model show that the chi-square is still significant. The relative chi-square is less than 3:1, at the desirable level. For the group of fit indices, the results indicate a better model fit. The last group of fit statistics relating to the residual improved a bit on RMSEA but RMR dropped. Nevertheless, they are still within the acceptable levels.

4.3.1.2 Finance

The baseline measurement model was assessed on overall model fit based on the finance data set. The first evaluation of overall model fit and parameter estimates show that the chi-square is significant as expected. The relative chi-squares are at a desirable level of 3:1. The model fit also is indicated by the group of fit indices. CFI, IFI, and TLI are greater than 0.92 whereas NFI and RFI are greater than 0.90. GFI and AGFI are close to 0.90, with a range of 0.867 – 0.895. The fit statistics of residual group are good, within acceptable levels.

In addition, the correlations between the two constructs were reviewed and the highest one is between the constructs of Change in Relationship Strength (CRS) and Future Share of Wallet (FSW) at 0.758; however this did not violate discriminant validity. Nevertheless, for consistency, the covariance between the two constructs of CRS and FSW is constrained to 0.1 as the initial fixed value to limit the correlations between the two constructs.

The modification indices were also investigated to determine which observed variables can be correlated reasonably within the same construct to achieve a better model fit. The correlation of error terms of observed variables within factors was made, comprising eight correlations between error terms of the same pairs of variables as telecommunications.

In summary, the re-specification of the measurement model was performed by constraining the covariance between CRS and FSW and using the modification indices to improve the overall model fit. The fit statistics output of re-specified models is presented in Table 4.8.

Comparing the overall fit of the baseline measurement model, the re-specified measurement model has the better fit. The results of the re-specified model show that the chi-square is still significant for finance. The relative chi-square

is less than 3:1, at the desirable level. For finance, the same as telecommunications, the results of the group of fit indices indicate that the model is a better fit after re-specification.

The assessment of model fit for the measurement model show good fits of the datasets for both industries. The assessment of reliability using Cronbach's alpha and composite reliability, as well as validity including convergent and discriminant validity, are next to be investigated.

4.3.2 Reliability and Validity

The reliability and validity of the re-specified measurement model was evaluated and results are described for each industry.

4.3.2.1 Telecommunications

The reliability of the telecommunications measurement model is satisfactory, as explained below.

(1) Reliability

Cronbach's alpha (α) and composite reliability (CR) is used for examining the reliability of constructs in the model. According to Remler and Van Ryzin (2011, p122–123), Cronbach's alpha is a measure of the internal reliability of a multi-item scale, an average of all possible split-half correlations. Composite reliability is the reliability based on each item's standardized loadings and measurement error (Shook et al., 2004). Cronbach's alpha may incorrectly determine if scale items contribute unequally to reliability; if so, the composite reliability is said to be the better choice (Shook et al., 2004). Cronbach's alpha and composite reliabilities of all observed variables as scale items in each proposed construct was evaluated and is presented in Table 4.9.

For telecommunications, Cronbach's alpha for each of the six factors range from 0.801 to 0.899, which is over 0.700 indicating internal consistency of the factor structure. The composite reliabilities obtained for all six factors (range 0.807 – 0.860) are greater than the acceptable level of 0.70 (Shook et al., 2004), indicating desirable reliabilities.

Next the validity of measurement model for telecommunications is assessed.

Table 4.9

Reliability

Constructs	Telecommunications		Finance	
	α [a]	CR [b]	α [a]	CR [b]
Perceived Similarity between New Brand and Old Brand (PBS)	0.801	0.811	0.836	0.846
Perceived Change in Employee Attitudes and Behaviors (CIE)	0.892	0.860	0.920	0.902
Perceived Change in Service Systems (CIS)	0.825	0.814	0.837	0.814
Change in Brand Partner Quality (CBPQ)	0.899	0.857	0.920	0.897
Change in Relationship Strength (CRS)	0.861	0.807	0.843	0.795
Future Share of Wallet (FSW)	0.897	0.848	0.879	0.836

Note. [a] Acceptable level is 0.70 or higher (Remler & Van Ryzin, 2011; Hair et al., 2010).

[b] Acceptable level is 0.70 or higher (Shook et al., 2004).

(2) Validity

Validity is determined by assessing the convergent and discriminant validities (Peter, 1981). The convergent validity is revealed by the significant correlations between the items in the same construct. The discriminant validity determined by insignificant inter-correlations between constructs and the share variance between two constructs is less than the average variance explained in the items of the construct (Lages et al., 2005).

To examine the convergent validity, the properties of the measurement model including factor loadings and average variance extracted (AVE) computed using SPSS and AMOS statistical software, are provided in Table 4.10.

1. Convergent Validity

For convergent validity, standardized factor loading and average variance extracted (AVE) were used (Lages et al., 2005; Shook et al., 2004; Churchill 1979).

The results show that all factor loadings of the 24 observed variables for telecommunications have a range of 0.542 – 0.896, greater than the

Table 4.10

Summary of Properties for Measurement Model

Measures	Telecommunications	Finance
	AVE [a]/Factor Loading [b]	AVE [a]/Factor Loading [b]
PBS	**0.598**	**0.653**
Brands are identical in character	0.835	0.846
Brands are unidirectional images	0.896	0.933
Brands are not different	0.542	0.610
CIE	**0.508**	**0.605**
Employees are more cheery	0.729	0.782
Employees are more willing	0.776	0.799
Employees have more understanding	0.793	0.817
Employees are eager to serve more	0.725	0.760
Employees serve more rapidly	0.626	0.748
Employees have fewer errors	0.605	0.760
CIS	**0.596**	**0.593**
Equipment is more efficient	0.653	0.711
Equipment is more suitable for use	0.819	0.824
Overall equipment is better	0.832	0.772
CBPQ	**0.500**	**0.593**
New brand is superior to old brand	0.702	0.770
New brand is more superior to other competing brands than old brand	0.717	0.726
New brand gets more preference than old brand	0.782	0.821
New brand gets more trust than old brand	0.710	0.790
New brand is more reliable than old brand	0.691	0.742
New brand is more believable than old brand	0.634	0.767
CRS	**0.584**	**0.565**
More frequent use of current service	0.745	0.746
More money to spend on other types of service	0.839	0.766
More money to spend on upgrade services	0.702	0.742
FSW	**0.652**	**0.632**
Buy the service from this brand more than others	0.691	0.661
Buy additional services from this brand before others	0.879	0.874
Buy upgrade services from this brand more than others	0.840	0.834

Note. [a] Acceptable level is 0.50 or higher (Hair et al., 2010; Shook et al., 2004; Homburg & Pflesser, 2000). AVE is bold.

[b] Acceptable level is 0.50 or higher, Ideal level is 0.70 or higher (Hair et al., 2010, p695)

significant absolute value of 0.50**.** The results of average variance extracted obtained range from 0.500 – 0.652, which are at or over the recommended level of 0.50 (Shook et al., 2004; Homburg & Pflesser, 2000), indicating acceptable convergent validity.

2. Discriminant Validity

Table 4.11 provides correlations, average variance extracted (AVE), maximum and average shared variances as well as the square root of AVE for discriminant validity assessment.

Table 4.11

Correlations, AVE and the Related Share Variances of the Constructs for Telecommunications

	AVE	MSV	ASV	PBS	CIE	CIS	CBPQ	CRS	FSW
PBS	0.598	0.112	0.052	**0.773**					
CIE	0.508	0.346	0.223	0.335	**0.713**				
CIS	0.596	0.382	0.199	0.168	0.522	**0.772**			
CBPQ	0.500	0.382	0.263	0.211	0.588	0.618	**0.707**		
CRS	0.584	0.214	0.145	0.218	0.463	0.315	0.456	**0.764**	
FSW	0.652	0.335	0.181	0.167	0.412	0.463	0.579	0.396	**0.807**

Note. MSV = Maximum Shared Variance
ASV = Average Shared Variance; Square root of AVE is bold on the diagonal
Two required conditions of discriminant validity are as follows:
(1) MSV is less than AVE for each individual construct (Hair et al., 2010; Lages et al., 2005; Shook et al., 2004), and
(2) The square root of AVE of all the constructs is greater than the correlation between any pair of constructs (Wong et al., 2011; Hair et al., 2010).

The discriminant validity is indicated for the constructs of telecommunications. As presented in Table 4.11, two required conditions—the shared variance between two constructs are less than the average variances extracted for each individual construct, and the square root of AVE of all the constructs are greater than the correlation between any pair of constructs—are verified.

Following is a discussion on the reliability and validity assessment for finance.

4.3.2.2 Finance

The reliability of the finance measurement model is shown in Table 4.9.

(1) Reliability

For finance, Cronbach's alpha for each of the six factors

range 0.836 – 0.920, indicating high reliability for internal consistency of the factor structures. The composite reliabilities for all factors also show desirable reliabilities with a range of 0.795 – 0.902, greater than the acceptable level.

(2) Validity

The convergent and discriminant validities for finance are reviewed.

1. Convergent Validity

For convergent validity, the factor loadings of finance shown in Table 4.10 were investigated and the results show that the range of the factor loadings is 0.610 – 0.933, greater than the significant absolute value of 0.50**.** The results of average variance extracted (range 0.565 – 0.653) also are greater than the recommended level of 0.50 (Shook et al., 2004; Homburg & Pflesser, 2000). The aforementioned results indicate the desired level of convergent validity.

2. Discriminant Validity

From the results in Table 4.12, two required conditions of the discriminant validity for finance have been achieved as well.

Table 4.12

Correlations, AVE and the Related Share Variances of the Constructs for Finance

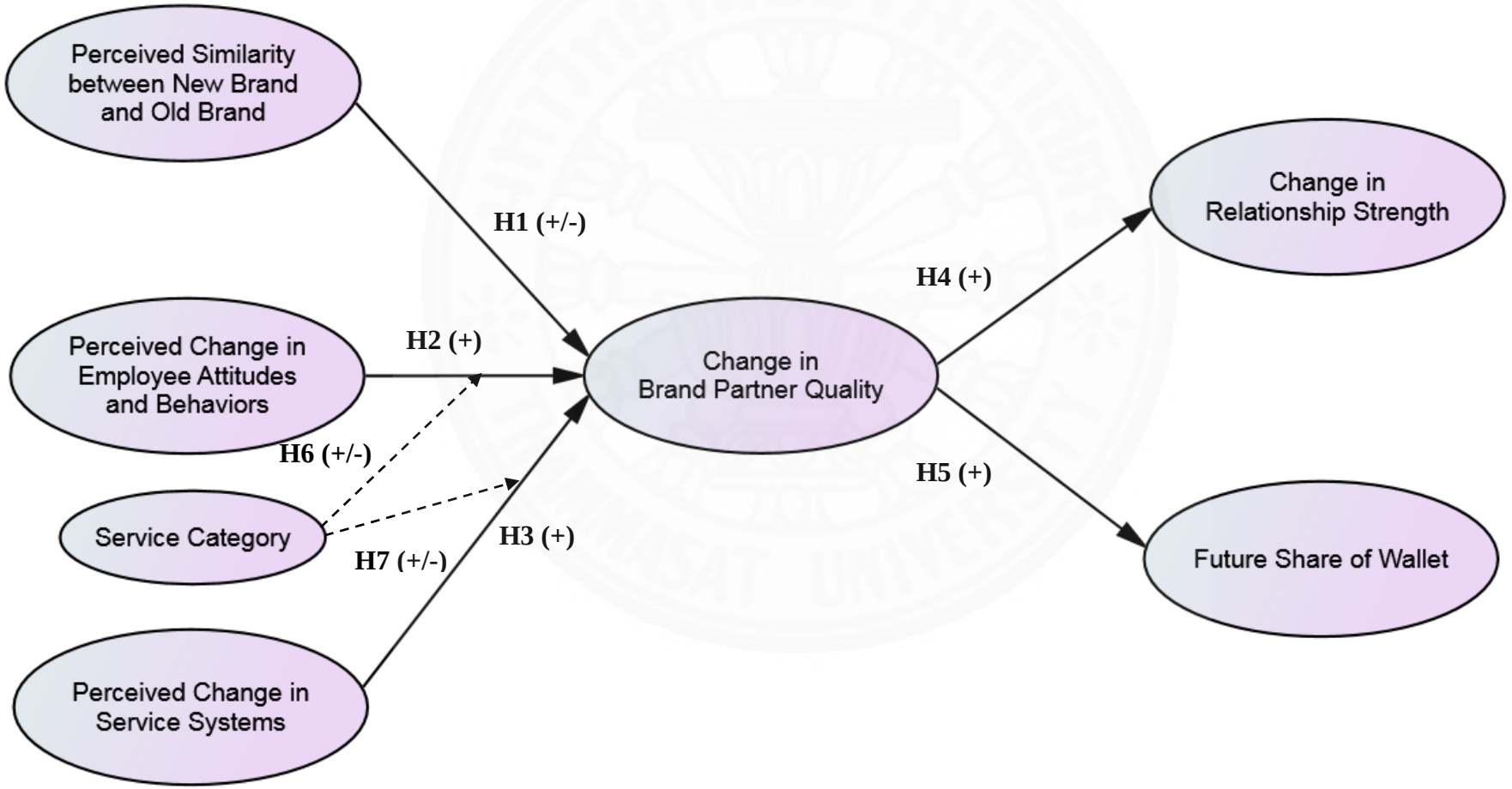
	AVE	MSV	ASV	PBS	CIE	CIS	CBPQ	CRS	FSW
PBS	0.653	0.045	0.036	**0.808**					
CIE	0.605	0.332	0.205	0.213	**0.778**				
CIS	0.593	0.500	0.261	0.173	0.574	**0.770**			
CBPQ	0.593	0.500	0.270	0.142	0.576	0.707	**0.770**		
CRS	0.565	0.236	0.163	0.206	0.434	0.454	0.486	**0.751**	
FSW	0.632	0.261	0.162	0.204	0.359	0.488	0.511	0.377	**0.795**

Note. MSV=Maximum Shared Variance
ASV=Average Shared Variance; Square root of AVE is bold on the diagonal
Two required conditions of discriminant validity are as follows.
(1) MSV is less than AVE for each individual construct (Hair et al., 2010; Lages et al., 2005; Shook et al., 2004), and
(2) The square root of AVE of all the constructs is greater than the correlation between any pair of constructs (Wong et al., 2011; Hair et al., 2010).

The measurement model was assessed in terms of overall model fit as well as construct reliability and validity. Satisfactory results are found. Next, the analysis of the structural model will be conducted.

Figure 4.2

The Hypothesized Structural Model



4.4 Structural Model

Assessment of the structural model was made using Structural Equation Modeling (SEM). Figure 4.2 shows the hypothesized structural model of six latent constructs, simplified by excluding the measures and their error terms.

The SEM structural model is based on the re-specified measurement model using the AMOS version 21 software package. It was assessed using the maximum likelihood (ML) method to generate the output, from which parameter estimates and the model fit summary are obtained. In this section, the overall model fit of the structural model and hypotheses testing are investigated.

4.4.1 Overall Fit

The overall fit of the structural model developed based on the re-specified measurement model for both service industries are shown in Table 4.13.

Table 4.13

Fit Statistics of Structural Model

Fit Statistics	Telecommunications	Finance
χ^2	594.629	672.031
df	236	236
p-value	< 0.01	< 0.01
χ^2/df [a]	2.520	2.848
CFI [b]	0.953	0.947
IFI [b]	0.953	0.947
TLI [b]	0.945	0.938
NFI [c]	0.925	0.921
RFI [c]	0.912	0.908
GFI [c]	0.911	0.900
AGFI [c]	0.886	0.873
RMR [d]	0.038	0.043
RMSEA [e]	0.055	0.061

Note. [a] Desirable levels are 2:1 and 3:1, acceptable level is below 5:1 (Hooper et al., 2008)
[b] Acceptable level is above 0.92 (Hair et al., 2010; Baumgartner & Homburg, 1996)
[c] Acceptable level is 0.90 or over (Hooper et al., 2008; Baumgartner & Homburg, 1996)
[d] Acceptable level is small value (Hooper et al., 2008)

[e] Acceptable level is less than 0.07, with CFI of 0.92 or higher (based on sample size and number of observed variables) (Hair et al., 2010)
For the model fit and estimates of the structural model based on the baseline and re-specified measurement models for both service industries, results are shown in Appendices K and L.

4.4.1.1 Telecommunications

The results of the structural model show that the chi-square is significant for telecommunications as expected due to the large sample size. The relative chi-square is less than 3:1, achieving a desirable level. For the group of fit indices, the results indicate a good model fit. Most of the indices achieve satisfactory levels (CFI, IFI, and TLI range 0.945 – 0.953, greater than acceptable level of 0.920; NFI, RFI, and GFI range 0.911 – 0.925, greater than acceptable level of 0.900), except AGFI (0.886), still very close to the acceptable level. The last group of fit statistics relating to the residual also is good.

4.4.1.2 Finance

For finance, the chi-square is significant as expected. The relative chi-square is at a desirable level, less than 3:1. The results from the group of fit indices indicate a good model fit. Most of the indices achieve satisfactory levels (CFI, IFI, and TLI range 0.938 – 0.947, greater than 0.920; NFI, RFI, and GFI range 0.900 – 0.921, equal to or greater than 0.900), except AGFI (0.873). The group of residual fit statistics is also good, less than 0.07.

All of the aforementioned results indicate good fits of the structural model with the data sets for both industries. Next, hypothesis testing is examined.

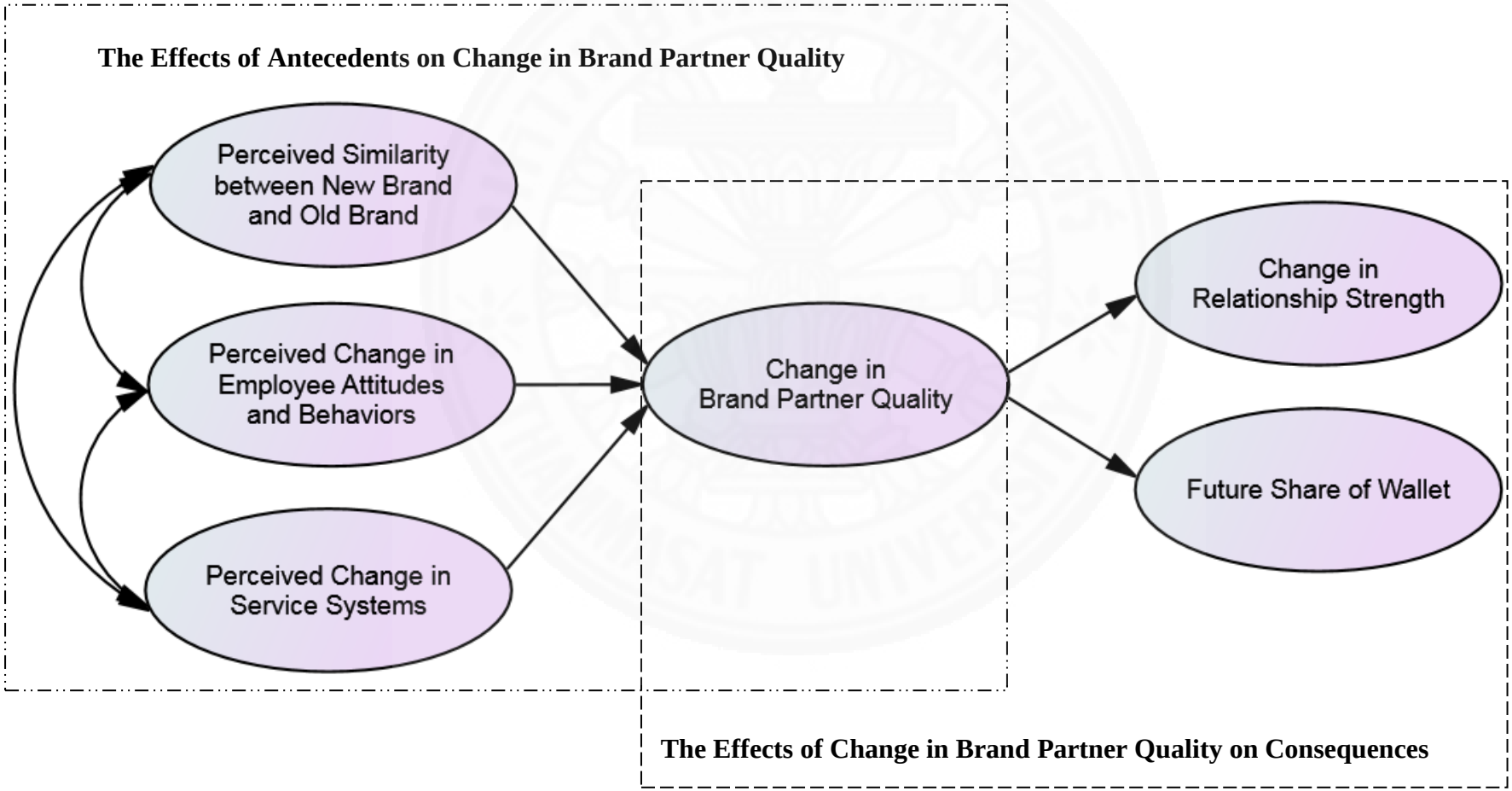
4.4.2 Hypothesis Testing

Hypothesis testing was conducted for both industries by separating the testing into two consecutive parts—the effects from antecedents on change in brand partner quality, and the effects from change in brand partner quality on consequences—as displayed in Figure 4.3.

Hypothesis testing uses path analysis to examine hypotheses H1 to H5, and multi-group analysis to test hypotheses H6 and H7. First, both industries are separately analyzed for hypotheses H1 to H5 and then together for hypotheses H6 to H7.

Figure 4.3

The Effects between Constructs



4.4.2.1 Path Analysis

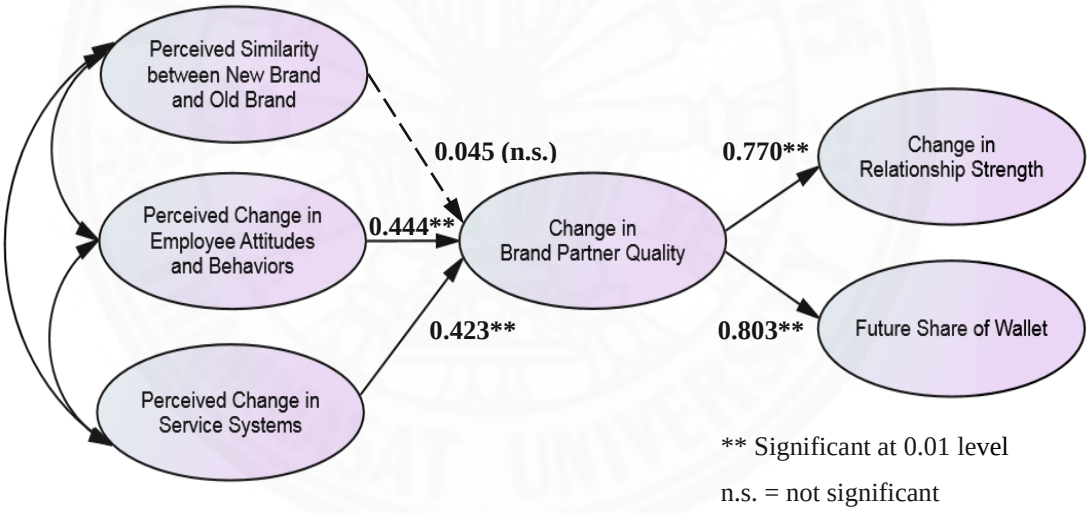
The effects of antecedents on change in brand partner quality, and the effects of change in brand partner quality on consequences in each industry were investigated.

(1) Telecommunications

The effects of antecedents on change in brand partner quality, and the effects of change in brand partner quality on consequences are assessed by using parameter estimates obtained from structural equation modeling, as the path analysis. The results of effects between constructs for telecommunications are shown in Figure 4.4.

Figure 4.4

Result of Effects between Constructs for Telecommunications



1. Effects of Antecedents on CBPQ

This study proposes that three core elements of corporate rebranding—perceived similarity between new brand and old brand, perceived change in employee attitudes and behaviors, and perceived change in service systems—have effects on change in brand partner quality. These three hypotheses, H1 to H3, can be examined by using the relationships between three core elements of corporate rebranding to change in brand partner quality.

As shown in Figure 4.4 for telecommunications, the standardized path coefficients in the hypothesized structural model indicate that there

is a statistically insignificant effect from the perceived similarity between new brand and old brand to change in brand partner quality ($\gamma = 0.045$, n.s.). Therefore H1, the perceived similarity between new brand and old brand has an impact on change in brand partner quality, is not supported.

For other relationships, there are statistically significant positive effects from perceived change in employee attitudes and behaviors to change in brand partner quality ($\gamma = 0.444$, $p < 0.01$), and from perceived change in the service systems to change in brand partner quality ($\gamma = 0.423$, $p < 0.01$). Hence H2—perceived change in employee attitudes and behaviors has an impact on change in brand partner quality: the greater the positive level of perceived change in employee attitudes and behaviors, the higher the expected positive effect of the change in brand partner quality; and H3—perceived change in service systems has an impact on change in brand partner quality: the greater the positive level of the perceived change in service systems, the higher the expected positive effect of change in brand partner quality—are supported.

In summary, hypothesis H1 is not supported whereas hypotheses H2 and H3 are supported for telecommunications.

2. Effects of CBPQ on Consequences

Two hypotheses, H4 and H5, propose that change in brand partner quality affects change in relationship strength and future share of wallet.

As the results show in Figure 4.4 for telecommunications, there is a statistically significant positive effect from change in brand partner quality to change in relationship strength ($\beta = 0.770$, $p < 0.01$). Therefore H4, which proposes that the greater the positive level of change in brand partner quality, the higher the expected positive effect of change in relationship strength, is supported.

H5, which proposes that the greater the positive level of change in brand partner quality, the higher the expected positive effect of future share of wallet, is supported as well. This is because as the results in Figure 4.4 indicate, there is a statistically significant positive effect from change in brand relationship quality to future share of wallet ($\beta = 0.803$, $p < 0.01$). In conclusion, H4 and H5 are supported for telecommunications.

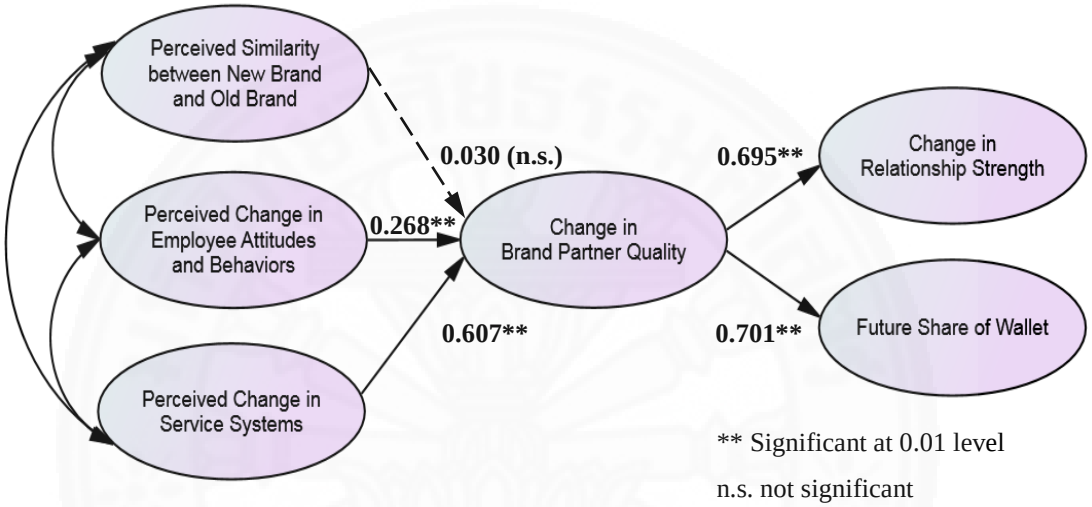
Next, the path analysis for finance is examined.

(2) Finance

The results of effects between constructs for finance are shown in Figure 4.5.

Figure 4.5

Results of Effects between Constructs for Finance



1. Effects of Antecedents on CBPQ

The hypothesis testing results of finance are similar with those in telecommunications. Two out of three hypotheses, which propose that three core elements of corporate rebranding—perceived similarity between new brand and old brand, perceived change in employee attitudes and behaviors, and perceived change in service systems—have an effect on change in brand partner quality, are supported.

As shown in Figure 4.5, there is a statistically insignificant effect from perceived similarity between new brand and old brand to change in brand relationship quality (γ = 0.030, n.s.), therefore H1, perceived similarity between the new brand and old brand has an impact on change in brand partner quality, is not supported.

For other relationships, there are statistically significant positive effects from perceived change in employee attitudes and behaviors on change

in brand partner quality ($\gamma = 0.268$, $p < 0.01$) and from perceived change in service systems on change in brand partner quality ($\gamma = 0.607$, $p < 0.01$). Hence H2 and H3—perceived change in employee attitudes and behaviors has an impact on change in brand partner quality: the greater the positive level of perceived change in employee attitudes and behaviors, the higher the expected positive effect of the change in brand relationship quality; and perceived change in service systems has an impact on change in brand partner quality: the greater the positive level of the perceived change in the service systems, the higher the expected positive effect of change in brand partner quality—are supported.

In summary, for finance, same as in telecommunications, hypothesis H1 is not supported, whereas hypotheses H2 and H3 are supported.

Next, the effects of change in brand partner quality are examined for hypothesis testing of H4 and H5.

2. Effects of CBPQ on Consequences

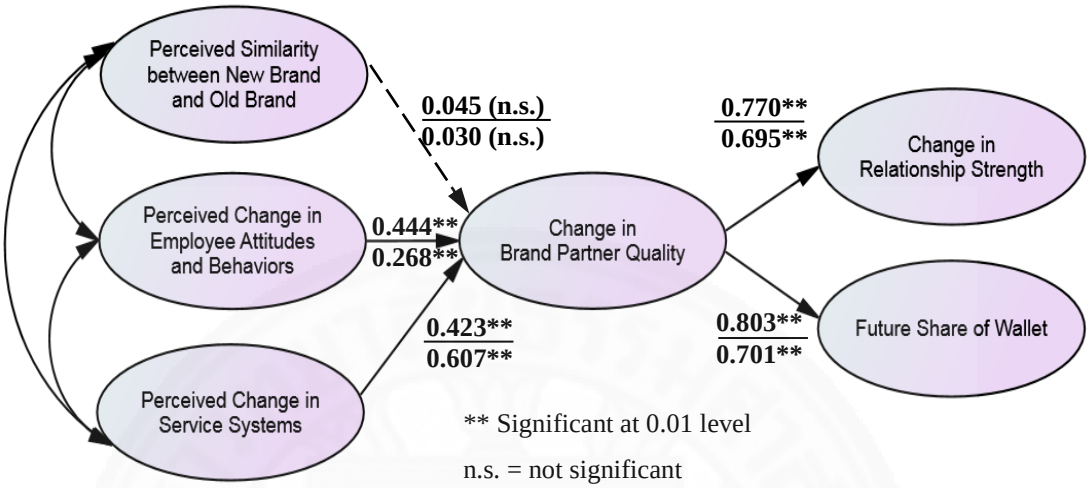
For finance, in addition to H2 and H3, H4 and H5 also are well supported. The results shown in Figure 4.5 indicate a statistically significant positive effect from change in brand partner quality to change in relationship strength ($\beta = 0.695$, $p < 0.01$); and a statistically significant positive effect from change in brand partner quality to future share of wallet ($\beta = 0.701$, $p < 0.01$). Hence, H4 and H5—which propose that the greater the positive level of change in brand partner quality, the higher the expected positive effect of change in relationship strength; and the greater the positive level of change in brand partner quality, the higher the expected positive effect of future share of wallet—are supported.

The summary results of effects between constructs and hypothesis testing for H1 to H5 for both industries are provided in Figure 4.6 and Table 4.14.

Figure 4.6 provides the standardized path coefficients in the hypothesized structural model for both industries, except the moderating effects of the service category which will be described more in the upcoming multi-group analysis.

Figure 4.6

Summary Results of Effects between Constructs



** Significant at 0.01 level

n.s. = not significant

Path coefficients above the line, for telecommunications

Path coefficients below the line, for finance

Table 4.14

Test Results for Hypotheses H1 to H5

Hypothesis	Path			Telecom.	Finance
H1	Perceived Similarity between New Brand and Old Brand	→	Change in Brand Partner Quality	Not Supported	Not Supported
H2	Perceived Change in Employee Attitudes and Behaviors	→	Change in Brand Partner Quality	Supported	Supported
H3	Perceived Change in Service Systems	→	Change in Brand Partner Quality	Supported	Supported
H4	Change in Brand Partner Quality	→	Change in Relationship Strength	Supported	Supported
H5	Change in Brand Partner Quality	→	Future Share of Wallet	Supported	Supported

Note. ** Significant at 0.01 level

n.s. = not significant

For the overall conclusion, the results as displayed in Table 4.14 show that for both industries hypothesis H1 is not supported whereas hypotheses H2 to H5 are supported. There are statistically significant standardized positive

effects from perceived change in employee attitudes and behaviors, and perceived change in service systems to change in brand partner quality; and there are statistically significant standardized positive effects from change in brand partner quality to change in relationship strength and future share of wallet. The effects are at the 0.01 level.

In the next part, hypotheses H6 and H7 are examined using the multi-group analysis approach.

4.4.2.2 Multi-Group Analysis

To analyze the moderating effects of service category, multi-group analysis is used to test H6 and H7. For this test, a model of the two datasets combined is investigated. The following part describes the process of the multi-group analysis approach.

(1) Process

For moderation assessment, a multi-group analysis of the structural model is used to compare group models (Hair et al., 2010).

The process of multi-group analysis has ten steps:

1. Initially, the two datasets are combined. Then the samples are split into subsamples by moderator, which in this case is service category. So the two subsamples generated are the systems-oriented group (telecommunications) and the people-oriented group (finance).
2. Then an unconstrained group model, which means all path estimates are free, is created.
3. Next, a full constrained group model is created by fixing all path coefficients to be equal between the telecommunications (systems-oriented) and finance (people-oriented) groups.
4. After the two group models are generated using a software package, a chi-square (χ^2) difference test is applied to assess the significances of the differences between the models and the group path estimates.
5. If the χ^2 difference test is statistically insignificant for the two nested models (i.e., full constrained model and unconstrained model), then it is concluded that the structural paths in both subgroups of telecommunications and finance are not

statistically different from each other. Hence, there would be statistically no moderating effects of service category.

6. If the χ^2 difference test is statistically significant, it is concluded that the structural paths in both subgroups of telecommunications and finance are statistically different from each other. Thus there would be moderating effects of service category.
7. If the results of the χ^2 difference test of the two nested models are statistically significant, then a group model to assess the moderating effects of service category on the focal path between the constructs is created. That is, the focal paths are constrained by setting them equal across the two subgroups of telecommunications and finance.
8. The χ^2 difference test is applied to assess the significance of the difference between the two models (full constrained model and focal path constrained model); and to assess the path estimate difference significance between groups. In this study, there are two focal paths corresponding to hypotheses H6 and H7: perceived change in employee attitudes and behaviors to change in brand partner quality (CIE --> CBPQ); and perceived change in service systems to change in brand partner quality (CIS --> CBPQ).
9. If the χ^2 difference test is statistically insignificant for the two models (full constrained and focal path constrained), it can be concluded that the focal path in both subgroups of telecommunications and finance are not statistically different from each other. Therefore there would be statistically no moderating effects of service category on that specific path.
10. If the χ^2 difference test is statistically significant, it can be concluded that the specific path in both subgroups of telecommunications and finance are statistically different from each other. Therefore there would be moderating effects of service category on the associated path.

Next, the results from multi-group analysis for the moderating effects of service category are examined.

(2) Results

For the multi-group analysis, AMOS version 21 software was

used. Regarding the steps of multi-group analysis, the datasets of both industries are merged and the service-type variable is set by defining 1 as systems oriented for telecommunications, and 2 as people oriented for finance. The subgroups of telecommunications as systems oriented and finance as people oriented are generated. The unconstrained model and full constrained model are computed and their path coefficients and fit statistics obtained are compared in Table 4.15.

Table 4.15

Test Results for Moderating Effects of Service Category

Full Constrained Model vs. Unconstrained Model

Model	**Full Constrained**	**Unconstrained**	
Path Coefficients	**Telecommunications / Finance**	**Telecommunications (Systems)**	**Finance (People)**
PBS --> CBPQ	0.043	0.045	0.030
CIE --> CBPQ	0.357**	0.444**	0.268**
CIS --> CBPQ	0.518**	0.423**	0.607**
CBPQ --> CRS	0.736**	0.770**	0.695**
CBPQ --> FSW	0.755**	0.803**	0.701**
Fit Statistics			
χ^2	1287.951	1266.660	
df	477	472	
χ^2/df	2.700	2.684	
CFI	0.949	0.950	
IFI	0.949	0.950	
TLI	0.941	0.941	
NFI	0.921	0.923	
RFI	0.909	0.910	
GFI	0.904	0.905	
AGFI	0.879	0.879	
RMR	0.043	0.041	
RMSEA	0.041	0.041	

Note. ** p-value < 0.01, * p-value < 0.05

In Table 4.16 the standardized path coefficients and fit statistics are provided. For both group models, only one path—relationship of perceived similarity between new brand and old brand, with change in brand partner

quality (PBS --> CBPQ)—has a statistically insignificant effect. For other paths, there are statistically significant effects at 0.01 levels. Overall, the fit statistics are at acceptable levels. The chi-square difference between the two group models are summarized in Table 4.16.

Table 4.16

Chi-Square Difference for Moderating Effects of Service Category

Full Constrained Model vs. Unconstrained Model

Model	χ^2	df	$\Delta\chi^2$	Δdf	p-value
Full Constrained	1287.951	477	-	-	-
Unconstrained	1266.660	472	21.291	5	< 0.01

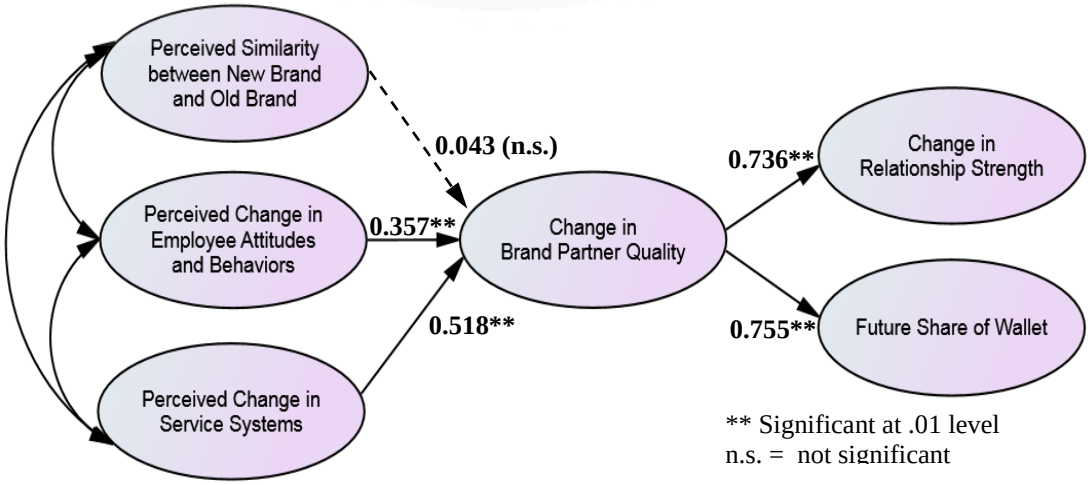
Note. Full Constrained Model: All the relationships between constructs are set equal across groups of telecommunications (systems oriented) and finance (people oriented)
Unconstrained Model: All the relationships between constructs are free

From the results of chi-square difference shown in Table 4.16, there is a statistically significant chi-square difference between the full constrained model and unconstrained model ($\Delta\chi^2 = 21.291$, $\Delta df = 5$, $p < 0.01$). This indicates that service category moderates the relationships between constructs in the model.

Before further testing on hypotheses H6 and H7, the summary results of effects between constructs for the full constrained model are presented in Figure 4.7.

Figure 4.7

Summary Results of Effects between Constructs for Full Constrained Model



As shown in Figure 4.7, the results indicate that for the structural model of two datasets, from antecedents to change in brand partner quality, there are statistically insignificant positive effects from perceived similarity between new brand and old brand ($\gamma = 0.043$, n.s.). However, there are statistically significant standardized positive effects from perceived change in employee attitudes and behaviors ($\gamma = 0.357$, $p < 0.01$), and perceived change in service systems to change in brand partner quality ($\gamma = 0.518$, $p < 0.01$). For change in brand partner quality to consequences, there are statistically significant standardized positive effects from change in brand partner quality to change in relationship strength ($\beta = 0.736$, $p < 0.01$) and from change in brand partner quality to future share of wallet ($\beta = 0.755$, $p < 0.01$).

Then, to test hypothesis H6, the full constrained model and CIE --> CBPQ constrained model are compared in terms of path coefficients and fit statistics as shown in Table 4.17.

The results of standardized path coefficients and fit statistics shown in Table 4.17 are the same as the previous comparison. Only one path—relationship of perceived similarity between new brand and old brand, with change in brand partner quality (PBS --> CBPQ), has a statistically insignificant effect, while the overall model fits are good. The chi-square difference between the two groups of full constrained and CIE --> CBPQ constrained models are presented in Table 4.18.

The chi-square difference between the full constrained model and CIE --> CBPQ constrained model are examined and the results show that the chi-square difference between the two models is statistically significant at 0.01 level ($\Delta\chi^2 = 16.465$, $\Delta df = 4$, $p < 0.01$). Hence, the moderating effect of service category is indicated on the impact between perceived change in employee attitudes and behaviors, and change in brand partner quality. Thus hypothesis H6—service category (systems oriented or people oriented) has a moderating effect on the impact to change in brand partner quality from perceived change in employee attitudes and behaviors—is supported.

Table 4.17

Test Results for Moderating Effects of Service Category

Full Constrained Model vs. CIE --> CBPQ Constrained Model

Model	**Full Constrained**	**CIE --> CBPQ Constrained**	
Path Coefficients	**Telecommunications / Finance**	**Telecommunications (Systems)**	**Finance (People)**
PBS --> CBPQ	0.043	0.066	0.022
CIE --> CBPQ	0.357**	0.372**	0.336**
CIS --> CBPQ	0.518**	0.475**	0.552**
CBPQ --> CRS	0.736**	0.767**	0.697**
CBPQ --> FSW	0.755**	0.802**	0.702**
Fit Statistics			
χ^2	1287.951	1271.486	
df	477	473	
χ^2/df	2.700	2.688	
CFI	0.949	0.950	
IFI	0.949	0.950	
TLI	0.941	0.941	
NFI	0.921	0.922	
RFI	0.909	0.909	
GFI	0.904	0.905	
AGFI	0.879	0.879	
RMR	0.043	0.041	
RMSEA	0.041	0.041	

Note. ** p-value < 0.01, * p-value < 0.05

Table 4.18

Chi-Square Difference for Moderating Effects of Service Category

Full Constrained Model vs. CIE --> CBPQ Constrained Model

Model	χ^2	df	$\Delta\chi^2$	Δdf	p-value
Full Constrained	1287.951	477	-	-	-
CIE --> CBPQ Constrained	1271.486	473	16.465	4	< 0.01

Note. Full Constrained Model: All the relationships between constructs are set equal across groups
CIE --> CBPQ Constrained Model: The path coefficients of relationship between perceived change in employee attitudes and behaviors, and change in brand partner quality are set equal across groups of telecommunications (systems oriented) and finance (people oriented)

Next, to perform the testing of H7, the full constrained model and CIS --> CBPQ constrained model are compared in terms of path coefficients and fit statistics as shown in Table 4.19.

Table 4.19

Test Results for Moderating Effects of Service Category

Full Constrained Model vs. CIS --> CBPQ Constrained Model

Model	**Full Constrained**	**CIS --> CBPQ Constrained**	
Path Coefficients	**Telecommunications / Finance**	**Telecommunications (Systems)**	**Finance (People)**
PBS --> CBPQ	0.043	0.046	0.038
CIE --> CBPQ	0.357**	0.363**	0.348**
CIS --> CBPQ	0.518**	0.514**	0.515**
CBPQ --> CRS	0.736**	0.770**	0.689**
CBPQ --> FSW	0.755**	0.804**	0.695**
Fit Statistics			
χ^2	1287.951	1277.738	
df	477	473	
χ^2/df	2.700	2.701	
CFI	0.949	0.949	
IFI	0.949	0.949	
TLI	0.941	0.941	
NFI	0.921	0.922	
RFI	0.909	0.909	
GFI	0.904	0.904	
AGFI	0.879	0.879	
RMR	0.043	0.042	
RMSEA	0.041	0.041	

Note. ** p-value < 0.01, * p-value < 0.05

From the results of standardized path coefficients and fit statistics shown in Table 4.19, all paths but one—perceived similarity between new brand and old brand, and change in brand partner quality (PBS --> CBPQ)—have statistically significant effects at 0.01 levels, while the overall model fits are good. The chi-square difference between the two groups of the full constrained model and CIS --> CBPQ constrained model are shown in Table 4.20.

Table 4.20

Chi-Square Difference for Moderating Effects of Service Category

Full Constrained Model vs. CIS --> CBPQ Constrained Model

Model	χ^2	df	$\Delta\chi^2$	Δdf	p-value
Full Constrained	1287.951	477	-	-	-
CIS --> CBPQ Constrained	1277.738	473	10.213	4	< 0.05

Note. Full Constrained Model: All the relationships between constructs are set equal across groups
CIS --> CBPQ Constrained Model: The path coefficients of relationship between perceived change in service systems, and change in brand partner quality are set equal across groups of telecommunications (systems oriented) and finance (people oriented)

As displayed in Table 4.20, the chi-square difference between the full constrained model and the model constraining the CIS --> CBPQ path estimate is significant at 0.05 level ($\Delta\chi^2 = 10.213$, $\Delta df = 4$, $p < 0.05$). This indicates that service category significantly moderates the relationship between perceived change in service systems and change in brand partner quality (CIS --> CBPQ). Thus hypothesis H7—service category (systems oriented or people oriented) has a moderating effect on the impact to change in brand partner quality from perceived change in service systems—is supported.

Investigating the standardized path coefficients of the unconstrained model shown in Table 4.15, as previously mentioned, all paths but one—perceived similarity between new brand and old brand to change in brand partner quality—have significant effects. For telecommunications (systems oriented), the parameter estimate of the relationship between perceived change in employee attitudes and behaviors, and change in brand partner quality (CIE --> CBPQ) (0.444) is greater than that (0.268) for finance (people oriented). However, the relationship between perceived change in service systems and change in brand partner quality (CIS --> CBPQ) is less for telecommunications (systems oriented) with a standardized estimate of 0.423, compared to a standardized estimate of 0.607 for finance (people oriented).

The aforementioned results indicate that service category significantly moderates the relationships between perceived change in employee attitudes and behaviors to change in brand partner quality (CIE --> CBPQ), and the

relationship between perceived change in service systems to change in brand partner quality (CIS --> CBPQ).

Thus, in conclusion, in testing the moderating effects of service category, hypotheses H6 and H7 are supported using the combined data sets of telecommunications and finance, as systems-oriented and people-oriented service categories, respectively.

In the next part, model robustness is reviewed to gain more insight about the proposed conceptual model.

4.5 Model Robustness

To gain more insights on model robustness and other moderating effects, two respondent characteristics, gender and length of relationship, are tested. The multi-group analysis approach is used with combined datasets of both industries. In this section, effects of gender and relationship lengths are examined.

4.5.1 Gender

The steps of multi-group analysis in section 4.4.2.2 are followed to assess model robustness with gender. Groups of male and female are generated. The full constrained and unconstrained group models are produced, and a chi-square difference test is performed to assess any significant differences between them.

The results obtained from the AMOS outputs are summarized and shown in Table 4.21.

Standardized path coefficients and fit statistics are provided in Table 4.21. Between the two group models, only one path—relationship between perceived similarity between new brand and old brand, and change in brand partner quality (PBS --> CBPQ)—has a statistically insignificant effect. The fit statistics of CFI, IFI and TLI all are over their acceptable level of 0.920 (range 0.938 – 0.948). NFI, RFI and GFI fit statistics also are over their acceptable level of 0.900 (range 0.904 – 0.921). AGFI ranges from 0.878 – 0.879, which is close to the acceptable level of 0.900. The chi-square difference between the group models is summarized in Table 4.22.

Table 4.21

Test Results for Moderating Effects of Gender

Full Constrained Model vs. Unconstrained Model

Model	**Full Constrained**	**Unconstrained**	
Path Coefficients	**Male / Female**	**Male**	**Female**
PBS --> CBPQ	0.043	0.063	0.040
CIE --> CBPQ	0.357**	0.330**	0.374**
CIS --> CBPQ	0.518**	0.540**	0.508**
CBPQ --> CRS	0.736**	0.746**	0.726**
CBPQ --> FSW	0.755**	0.719**	0.774**
Fit Statistics			
χ^2	1319.955	1316.739	
df	477	472	
χ^2/df	2.767	2.790	
CFI	0.947	0.947	
IFI	0.948	0.948	
TLI	0.939	0.938	
NFI	0.920	0.921	
RFI	0.908	0.907	
GFI	0.904	0.904	
AGFI	0.879	0.878	
RMR	0.041	0.040	
RMSEA	0.042	0.042	

Note. ** p-value < 0.01, * p-value < 0.05

Table 4.22

Chi-Square Difference for Moderating Effects of Gender

Full Constrained Model vs. Unconstrained Model

Model	χ^2	df	$\Delta\chi^2$	Δdf	p-value
Full Constrained	1319.955	477	-	-	-
Unconstrained	1316.739	472	3.217	5	n.s.

Note. Full Constrained Model: All the relationships between constructs are set equal across groups of male and female
Unconstrained Model: All the relationships between constructs are free
n.s. = not significant

As shown in Table 4.22, there is a statistically insignificant chi-square difference between the full constrained model and unconstrained model ($\Delta\chi^2$ = 3.217, Δdf = 5, n.s.), which indicates that gender does not moderate the relationships between constructs in the model of the combined datasets.

In conclusion, from the results of multi-group analysis, gender has insignificant moderating effects on the proposed conceptual model.

Next, the effects of length of relationship are assessed.

4.5.2 Length of Relationship

For the length of relationship, thresholds of three years and six years are used, and two groups of short- and long-term relationships are examined. The first group defines short-term customers to be respondents having a relationship of three years or less; and long-term customers as having a relationship of more than three years. The second group defines short-term customers to be respondents having a relationship of six years or less; and long-term customers as having a relationship of more than six years.

4.5.2.1 Threshold of Three Years

For threshold of three years, groups of short-term relationship $\leq$ 3 years and long-term relationship > 3 years are generated. A chi-square test is applied to assess the significance of the difference between the two group models—full constrained and unconstrained.

The results obtained from the AMOS outputs including path coefficients and fit statistics between the two group models are summarized and shown in Table 4.23.

For the two group models, the relationship of perceived similarity between new brand and old brand, with change in brand partner quality (PBS --> CBPQ), is insignificant. All of the fit statistics are at acceptable levels, except AGFI with a range of 0.876 – 0.877, still close to the 0.900 acceptable level. The chi-square difference between the two group models is summarized in Table 4.24.

Table 4.23

Test Results for Moderating Effects of the Length of Relationship (Threshold of Three Years) Full Constrained Model vs. Unconstrained Model

Model	**Full Constrained**	**Unconstrained**	
Path Coefficients	**Short / Long**	**Short**	**Long**
PBS --> CBPQ	0.043	0.084	0.041
CIE --> CBPQ	0.357**	0.232*	0.377**
CIS --> CBPQ	0.518**	0.619**	0.493**
CBPQ --> CRS	0.736**	0.766**	0.717**
CBPQ --> FSW	0.755**	0.777**	0.746**
Fit Statistics			
χ^2	1328.304	1325.418	
df	477	472	
χ^2/df	2.785	2.808	
CFI	0.947	0.947	
IFI	0.947	0.947	
TLI	0.939	0.938	
NFI	0.920	0.920	
RFI	0.907	0.907	
GFI	0.902	0.903	
AGFI	0.877	0.876	
RMR	0.043	0.042	
RMSEA	0.042	0.043	

Note. ** p-value < 0.01, * p-value < 0.05

Table 4.24

Chi-Square Difference for Moderating Effects of the Length of Relationship (Threshold of Three Years) Full Constrained Model vs. Unconstrained Model

Model	χ^2	df	$\Delta\chi^2$	Δdf	p-value
Full Constrained	1328.304	477	-	-	-
Unconstrained	1325.418	472	2.886	5	n.s.

Note. Full Constrained Model: All the relationships between constructs are set equal across groups of short-term relationship ≤ 3 years and long-term relationship > 3 years
Unconstrained Model: All the relationships between constructs are free
n.s. = not significant

As can be seen in Table 4.24, there is a statistically insignificant chi-square difference between the full constrained model and unconstrained model ($\Delta\chi^2$ = 2.886, Δdf = 5, n.s.), which indicates that the length of relationship at the threshold of three years insignificantly moderates any relationships between constructs in the model.

In conclusion, from the results of multi-group analysis, the length of relationship (short-term relationship $\leq$ 3 years / long-term relationship > 3 years) has statistically insignificant moderating effects on the proposed conceptual model.

Next, the effects of length of relationship at threshold six years for the combined datasets are examined.

4.5.2.2 Threshold of Six Years

For length of relationship at the six-year threshold, groups of short-term relationship $\leq$ 6 years and long–term relationship > 6 years are generated. Similar to other multi-group analysis, full constrained and unconstrained group models are produced, and a chi-square difference test is applied to assess the significance of differences between the models. The results obtained are shown in Table 4.25.

As seen in Table 4.25, the two group models have significant effects between constructs, except the impact from perceived similarity between new brand and old brand, to change in brand partner quality (PBS --> CBPQ). Most of the fit statistics are at acceptable levels, except AGFI at 0.885, which is close to 0.900, the acceptable level. The chi-square difference between the two group models are summarized in Table 4.26.

The results in Table 4.26 show that the chi-square difference between the full constrained model and unconstrained model is insignificant ($\Delta\chi$2 = 8.743, Δdf = 5, n.s.). This indicates that length of relationship at the threshold of six years does not moderate significantly the relationships in the model.

From the aforementioned findings, model robustness is achieved for gender and length of relationship. An interesting aspect is highlighted by the insignificant direct effect of perceived similarity between new brand and old brand on change in brand partner quality. A discussion is provided in the next section.

Table 4.25

Testing Results for Moderating Effects of the Length of Relationship (Threshold of Six Years) Full Constrained Model vs. Unconstrained Model

Model	**Full Constrained**	**Unconstrained**	
Path Coefficients	**Short / Long**	**Short**	**Long**
PBS --> CBPQ	0.043	0.011	0.072
CIE --> CBPQ	0.357**	0.333**	0.401**
CIS --> CBPQ	0.518**	0.572**	0.440**
CBPQ --> CRS	0.736**	0.771**	0.685**
CBPQ --> FSW	0.755**	0.786**	0.710**
Fit Statistics			
χ^2	1231.743	1223.000	
df	477	472	
χ^2/df	2.582	2.591	
CFI	0.953	0.953	
IFI	0.953	0.953	
TLI	0.945	0.945	
NFI	0.926	0.926	
RFI	0.914	0.914	
GFI	0.909	0.909	
AGFI	0.885	0.885	
RMR	0.041	0.040	
RMSEA	0.040	0.040	

Note. ** p-value < 0.01, * p-value < 0.05

Table 4.26

Chi-Square Difference for Moderating Effects of the Length of Relationship (Threshold of Six Years) Full Constrained Model vs. Unconstrained Model

Model	χ^2	df	$\Delta\chi^2$	Δdf	p-value
Full Constrained	1231.743	477	-	-	-
Unconstrained	1223.000	472	8.743	5	n.s.

Note. Full Constrained Model: All the relationships between constructs are set equal across groups of short-term relationship ≤ 6 years and long-term relationship > 6 years
Unconstrained Model: All the relationships between constructs are free
n.s. = not significant

4.6 Discussion

This discussion focuses on the findings of hypothesis testing and model robustness. In the overall conclusion of hypothesis testing, hypotheses H2 to H7 are well supported for both industries, telecommunications and finance. Only hypothesis H1 is not supported. The summary of hypothesis testing is presented in Table 4.27.

Table 4.27

Summary Results of Hypothesis Testing

Hypothesis	Description	Results	
		Telecom.	Finance
H1	Perceived similarity between new brand and old brand has an impact on change in brand partner quality	Not Supported	Not Supported
H2	Perceived change in employee attitudes and behaviors has an impact on change in brand partner quality: the greater the positive level of perceived change in employee attitudes and behaviors, the higher the expected positive effect of the change in brand partner quality	Supported	Supported
H3	Perceived change in service systems has an impact on change in brand partner quality: the greater the positive level of the perceived change in service systems, the higher the expected positive effect of change in brand partner quality	Supported	Supported
H4	The greater the positive level of change in brand partner quality, the higher the expected positive effect of change in relationship strength	Supported	Supported
H5	The greater the positive level of change in brand partner quality, the higher the expected positive effect of future share of wallet	Supported	Supported
H6	Service category (systems oriented / people oriented) has a moderating effect on the impact from perceived change in employee attitudes and behaviors to change in brand partner quality	Supported	Supported
H7	Service category (systems oriented / people oriented) has a moderating effect on the impact from perceived change in service systems to change in brand partner quality	Supported	Supported

The findings of hypothesis testing indicate that for the proposed conceptual model, most of the results are as predicted. This model includes antecedents by incorporating perceived change in employee attitudes and behaviors, as well as perceived change in service systems, to perceived similarity between new brand and old brand—as core elements of corporate rebranding in the service industry context, the mediator of change in brand partner quality and the consequences of change in relationship strength and future share of wallet. The following five parts will discuss the path effects between constructs, moderating effects and model robustness; i.e., effects of antecedents on change in brand partner quality, effects of change in brand partner quality on consequences, moderating effects of service category, model robustness, and potential effects of perceived similarity between new brand and old brand.

4.6.1 Effects of Antecedents on CBPQ

There are three paths from the antecedents to change in brand partner quality in the model. The first path relating to the effects of perceived similarity between new brand and old brand on change in brand partner quality is found to be statistically insignificant for both telecommunications and finance. For the other two paths, between perceived change in employee attitudes and behaviors, and change in brand partner quality; as well as between perceived change in service systems, and change in brand partner quality; there are statistically significant positive effects at 0.01 levels for both industries. The positive effect from perceived change in employee attitudes and behaviors to change in brand partner quality in telecommunications is greater than the same path's effect in finance. However, the positive effect from perceived change in service systems to change in brand partner quality in telecommunications is less than the corresponding effect of the same path in finance.

From the aforementioned results, when a customer perceives the change in employee attitudes and behaviors after corporate rebranding as positive, the perception of brand partner quality of telecommunications tends to increase more than that for finance. In contrast, when a customer perceives the change in service systems after corporate rebranding positively, the perception of brand partner quality for

telecommunications tends to increase less than that for finance. There are positive impacts of both perceived change in employee attitudes and behaviors, and perceived change in service systems on change in brand partner quality for both industries. However, when comparing these two effects in each industry, the positive effect of perceived change in employee attitudes and behaviors on change in brand partner quality is at the same level as the positive effect of perceived change in service systems, for telecommunications. This is different from finance—the positive effect of perceived change in employee attitudes and behaviors on change in brand partner quality is lower than that of perceived change in service systems. The findings indicate that customers give equal importance to telecommunications employees and service systems, while in finance, employees are less a focus than the service systems.

A possible explanation is that the telecommunications industry involves state-of-the-art technology, and includes equipment that customers would like to get and become more efficient and capable using. This needs well-trained and friendly employees to interface with customers who have a diversity of requirements. For finance, in recent years, services have been upgraded which require more systems and technology; therefore a change in service systems may have an effect on brand partner quality more than the effect of change in employee attitudes and behaviors. The change in brand partner quality involves both brand preference change and brand trust enhancement dimensions, which means that customers will show more preference and perceive higher reliability of the new brand versus the old brand, due to positive impacts of antecedents in terms of employees and service systems.

In this era, the world is connected via rapidly changing technology. Corporate rebranding of telecommunications and finance companies requires changes in employees and service systems to drive a positive impact on customer-brand partner quality so that profit from cross- and up-selling and increased customer share of wallet can be realized.

Hence, two out of three hypotheses, H2 and H3, are in line with the results for the effects of antecedents on the change in brand partner quality. Next, the potential effects of perceived change between new brand and old brand are discussed.

4.6.2 Potential Effects of PBS

The findings from the model indicate that hypothesis H1 is not supported. The effect of perceived similarity between new brand and old brand on change in brand partner quality is found to be insignificant. Prior literature relating to this finding was then further reviewed. Park, Kim and Kim (2002), regarding brand extensions, mentioned that there are interactive influences of product category similarity (the similarity between extension category and original brand category) with other constructs, including typicality of claimed benefits, and brand relationship quality on the extent to the proposed extensions' acceptance by customers. Therefore a multi-group analysis to test the moderating effect of perceived similarity between new brand and old brand was undertaken.

The directing effect from perceived similarity between new brand and old brand to change in brand partner quality changes due to the moderating effects on the relationships between perceived change in employee attitudes and behaviors, and change in brand partner quality; as well as between perceived change in service systems, and change in brand partner quality in the customized structural model, as shown in Figure 4.8. The data group of perceived similarity between new brand and old brand was split based on the median score (Park, Kim and Kim, 2002). The respective means for perceived low similarity and perceived high similarity in combined datasets of both industries are 2.242 and 3.740. The multi-group analysis process is followed by generating the subsamples of perceived low similarity and perceived high similarity. Then the full constrained and unconstrained group models are created. The software package of AMOS version 21 is executed and the output of chi-square difference between full constrained and unconstrained models is examined. The path coefficients and fit statistics of the two group models are summarized and shown in Table 4.28.

For the two group models, all paths have statistically significant effects. Most of the fit statistics are at acceptable levels, except AGFI at 0.886, which is close to 0.900, the acceptable level. The chi-square difference between the two group models is summarized in Table 4.29.

Figure 4.8

The Customized Structural Model

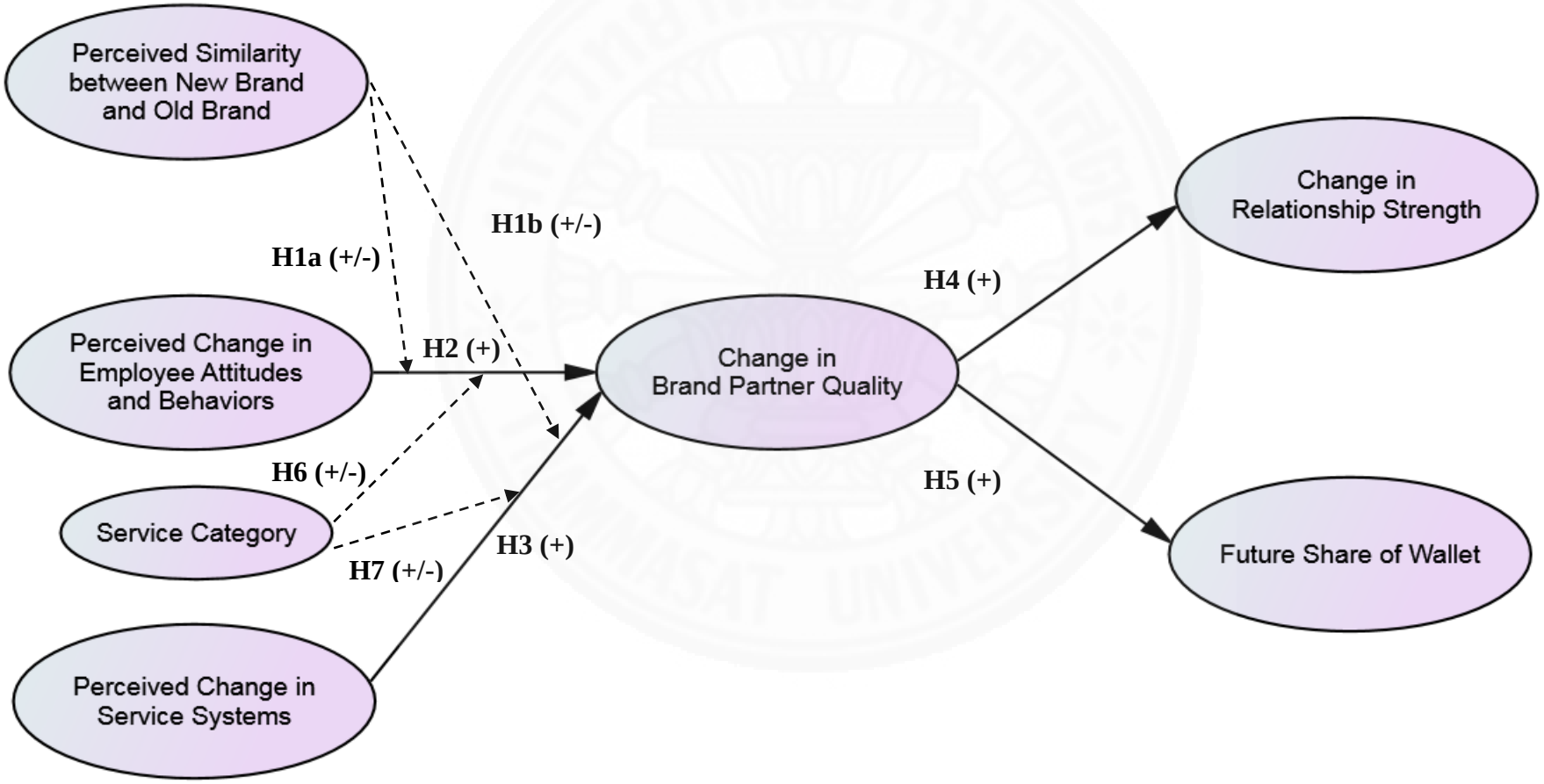


Table 4.28

Test Results for Moderating Effects of Perceived Similarity between New Brand and Old Brand

Full Constrained Model vs. Unconstrained Model

Model	**Full Constrained**	**Unconstrained**	
Path Coefficients	**Perceived Low Similarity / Perceived High Similarity**	**Perceived Low Similarity**	**Perceived High Similarity**
CIE --> CBPQ	0.369**	0.289**	0.549**
CIS --> CBPQ	0.520**	0.578**	0.382**
CBPQ --> CRS	0.734**	0.704**	0.806**
CBPQ --> FSW	0.753**	0.734**	0.780**
Fit Statistics			
χ^2	1043.390	1032.038	
df	356	352	
χ^2/df	2.931	2.808	
CFI	0.952	0.953	
IFI	0.952	0.953	
TLI	0.944	0.944	
NFI	0.930	0.930	
RFI	0.917	0.917	
GFI	0.912	0.913	
AGFI	0.886	0.886	
RMR	0.044	0.040	
RMSEA	0.044	0.044	

Note. ** p-value < 0.01, * p-value < 0.05

Table 4.29

Chi-Square Difference for Moderating Effects of Perceived Similarity between New Brand and Old Brand

Full Constrained Model vs. Unconstrained Model

Model	χ^2	df	$\Delta\chi^2$	Δdf	p-value
Full Constrained	1043.390	356	-	-	-
Unconstrained	1032.038	352	11.352	4	< 0.05

Note. Full Constrained Model: All the relationships between constructs are set equal across groups of perceived low similarity and perceived high similarity
Unconstrained Model: All the relationships between constructs are free

As the results in Table 4.29 show, the chi-square difference between the full constrained model and unconstrained model is significant ($\Delta\chi^2$ = 11.352, $\Delta df = 4$, $p < 0.05$). This indicates that the perceived similarity between new brand and old brand moderates the relationships in the model significantly.

In summary, from the results of multi-group analysis, the perceived similarity between new brand and old brand (perceived low similarity / perceived high similarity) has statistically significant moderating effects.

Next, the effects of change in brand partner quality on consequences are discussed.

4.6.3 Effects of CBPQ on Consequences

For the effects of change in brand partner quality on consequences, there are two paths: between the change in brand partner quality and change in relationship strength, and between the change in brand partner quality and future share of wallet. Both paths have statistically significant positive effects at 0.01 levels in both industries. Change in brand partner quality is a multi-faceted construct, comprising the dimensions of brand preference change and brand trust enhancement, and impacts both change in relationship strength and future share of wallet. When comparing between the two industries, the effects of both paths in telecommunications are a little bit greater than those in finance.

The findings demonstrate that when brand partner quality increases due to the antecedents' effects of perceived change in employee attitudes and behaviors, and perceived change in service systems, the positive impacts of change in brand partner quality are to the consequences of change in relationship strength and future share of wallet.

This can be described that when customers have more preference and give more trust to the new rebrand, the customers then intend to buy or use the service more in terms of both frequency and money spent. And in consequence regarding future share of wallet, the customers will tend to spend and plan to buy additional or upgrade services from the associated service brand more than others.

Thus, two hypotheses, H4 and H5, are well supported from the results of change in brand partner quality effects on consequences.

4.6.4 Moderating Effects of Service Category

The combined industry data are used to assess the moderating effects of service category. The results summarized in Table 4.15 show that service category in terms of systems oriented and people oriented does moderate relationships between constructs in the proposed conceptual model. From the chi-square difference test summarized in Table 4.18 and Table 4.20, there are statistically significant moderating effects of service category on two focal relationships in the model—impact from perceived change in employee attitudes and behaviors to change in brand partner quality, and the impact of perceived change in service systems on change in brand partner quality—at the significance levels of 0.01 and 0.05, respectively.

The moderating effects of the telecommunications service category increases the level of positive impact of perceived change in employee attitudes and behaviors on change in brand partner quality, but decreases the level of positive impact of perceived change in service systems on change in brand partner quality. This may be the effects of digitization trends of telecommunications as the world is increasingly connected using state-of-the-art technology. The digital environment of telecommunications requires higher competency of frontline employees interacting with customers, to help them get adept at using this innovative technology.

In the opposite way, the moderating effects of the financial services category decreases the level of positive impact of perceived change in employee attitudes and behaviors on change in brand partner quality, but increases the level of positive impact of perceived change in service systems on change in brand partner quality. The explanation may be that as the change in customer behavior due to digitization takes hold, finance customers become less dependent on finance company employee presence or assistance. They can self-serve with more personalization and more privacy from online devices and mobile applications. More efficiency, suitability of use, and improved service systems are greater concerns than the change in employee attitudes and behaviors for finance customers.

Therefore, hypotheses H6 and H7 are supported by the results. After the hypotheses testing, the model was assessed on its robustness across gender and length of relationship.

4.6.5 Model Robustness

Tables 4.21 to 4.26 present the multi-group analysis for model robustness using combined datasets of the two industries. The results show that the proposed model has a good fit with the data, and is robust across gender and length of relationship. Therefore, the impacts between constructs are not moderated by gender or length of relationship.

For the overall conclusion, the research findings are quite successful. Hypotheses H2 to H7 are well supported for both industries. The path analysis using datasets of each industry, and multi-group analysis using the combined datasets of the two industries, both give good results. Model robustness across gender and length of relationship is indicated as well. However, one hypothesis, H1, is not supported because of the insignificant effect found of perceived similarity between new brand and old brand. Further investigation and testing was made on other potential effects of perceived similarity between new brand and old brand, in terms of brand similarity and brand difference. The results show that there are moderating effects of perceived similarity between new brand and old brand, in terms of perceived low similarity and perceived high similarity, in the customized model. This factor should be studied further. It is explained more in the next chapter of conclusions and recommendations.

CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

This chapter provides conclusions and recommendations, including theoretical contributions, managerial implications, limitations and suggestions for future research.

5.1 Conclusions

This research presents results of the proposed conceptual model using the datasets in various ways. The six-construct measurement model has a good overall fit for both the telecommunications and finance industries. Construct reliability and validity also have been indicated. The findings of the structural equation modeling show good fit statistics and six out of seven hypotheses are well supported. Robustness of the model across gender and length of relationship is also found.

In this concluding section, theoretical contributions and managerial implications are presented.

5.1.1 Theoretical Contributions

This research, which incorporates together the notions of relationship theory and systems theory, studies corporate rebranding in the service industry context. The quantitative study focuses on this area because there are only a few empirical studies in rebranding (Tevi & Otubanjo, 2013; Muzellec & Lambkin, 2006), and thus is under-researched. Academics and practitioners can apply the knowledge obtained from this study when a service company is rebranded. In terms of academics, the research findings highlight essential elements for success of corporate rebranding, which relate not only to the brand itself but also to employees and the service systems. The findings present statistically positive effects from two elements of service company rebranding—impacts from perceived change in employee attitudes and behaviors, and from perceived change in service systems—on change in brand partner quality. In addition, as expected, change in brand partner

quality affects both change in relationship strength and future share of wallet. The effect from perceived similarity between new brand and old brand to change in brand partner quality was determined to be statistically insignificant.

The findings indicate that for telecommunications, the impact between perceived change in employee attitudes and behaviors, and change in brand partner quality; as well as the impact between perceived change in service systems, and change in brand partner quality; are close to equal. The findings of telecommunications have both differences and similarities with finance. In finance, the impact between perceived change in service systems, and change in brand partner quality, is about double the effect between perceived change in employee attitudes and behaviors, and change in brand relationship quality; for telecommunications, the impacts are about equal. The effect from the perceived similarity between new brand and old brand, and change in brand partner quality, are found to be statistically insignificant for both industries.

As determined from multi-group analysis, the reasons for the different impacts between constructs in telecommunications and finance are the moderating effects of service category. Telecommunications is considered a systems-oriented service. The moderating effects from the systems-oriented service category increase the impact between perceived change in employee attitudes and behaviors, and change in brand partner quality; while they decrease the impacts between perceived change in service systems, and change in brand relationship quality. Finance is classified as a people-oriented service category (Crosby et al., 1990). The moderating effects from people-oriented services decrease the impacts between perceived change in employee attitudes and behaviors, and change in brand partner quality; but increase the impacts between perceived change in service systems, and change in brand partner quality.

The reason for the consistent insignificant effect of perceived similarity between the new brand and old brand on change in brand partner quality in both industries may be due to other effects induced by perceived brand similarity between new and old. An assumption was made by referring to prior literature of brand extension (Park, Kim & Kim, 2002) that there may be other, non-direct effects, such as moderating effects of perceived similarity between new brand and old brand.

The insignificant effect path was removed from the customized model. Then the moderating effects of perceived similarity between the new brand and old brand were tested. The additional findings show statistically significant moderating effects across groups of perceived low similarity and perceived high similarity as a nested model of the customized model.

The measures in the study have been purified and the model shows good reliability and validity. The scale items are considered to be appropriate to use in further study, particularly the newly-developed measures of perceived change in service systems and future share of wallet.

5.1.2 Managerial Implications

It's been said that use of digital marketing in Asia is skyrocketing (Chen, Durairaj, HV. & Lam, 2014). This is because of the significant internet usage via computers, mobile, smartphones, and other connected devices. Young, digitally savvy generations have taken to online technology in a big way, and are driving trends, shifting buying behavior from traditional style to online style. Customer behavior has changed or shifted to using online channels for seeking information on and purchasing products and services. Social networking, online researching and peer reviewing are common influences on purchase considerations. Traditional companies have to make changes or transformations to deal with this digital disruption; otherwise they will be threatened by the digital trend. Telecommunications companies play an essential role in building and supporting infrastructure of these e-commerce businesses. Finance companies can also use automated services to optimize operating costs and provide competitive prices for customers. Frontline and multichannel productivity of customer interactions have to be managed. For example, aggregated data can be used to improve customer value. According to European practices, a company can increase customer share of wallet by offering integrated and seamless experiences to customers across multi-channels (Chen, Durairaj, HV. & Lam, 2014). The digital disruption requires the collaboration of both industries, telecommunications and finance. As determined by this research, managerial implications are as follows.

First, a service company should be aware of other key elements of rebranding including employees and service systems, not just the brand itself. When

implementing corporate rebranding, a service firm should concentrate on retaining their current customers. A service firm needs to focus mostly on changes in their employees and service systems. Concrete plans should be made to incorporate these two components to align with the new brand concepts.

Practitioners of telecommunications companies should make sure that their employees have better attitudes and improved behaviors to perform their tasks in a rebranding environment. In telecommunications, service systems in terms of new equipment that better meet customer requirements need to be focused on as well. These implications reflect the competitive environment of the telecommunications market. In order to serve the modern life styles of customers, new mobile applications and technologies are launched and updated frequently. Service systems need to be developed along with the improvement of employees in an efficient way to cope with this competitive situation. For telecommunications, companies require improvement of services capability in terms of mobile networks, high-speed broadband, and digital services. High quality, state-of-the-art and reliable communications services are essential in this industry, along with being customer friendly, in terms of online billing, troubleshooting, scheduling, and account support (Friedrich, Hall & Darwiche, 2015). Improved network performance with new technologies such as software-defined networking and network-function virtualization can be considered necessary to meet digitization demands of the core business (Friedrich, Hall & Darwiche, 2015). Speed and coverage areas of mobile broadband to serve changing customer demands and lifestyles are required. The popularity trends of over the top (OTT) players including video, audio, and other services also drive digitization trends (Friedrich, Hall & Darwiche, 2015). Employees are human capital that the company needs to acquire, develop and retain for securing the business in this digital-disrupted generation.

For practitioners of finance companies, the most prominent element of corporate rebranding is to focus on changes in service systems. Somewhat less important is change in employee attitudes and behaviors. These implications also reflect the present environment of finance companies. Nowadays, financial transactions can be conducted via electronic channels such as internet banking, e-applications, mobile applications, etc. The finance industry must be concerned with

its service systems, particularly equipment and technology. Financial products and services can be launched in electronic versions to serve the changing lifestyles of customers. According to Chen, Durairaj, HV. and Lam (2014), customer segments in the digital-disrupted generation can be classified into four groups: digital rich, digital middle, Generation Y, and digital subject matter experts (SMEs) (p7). Because there are different characteristics in these groups, the focal company has to strategically consider which products to offer each customer segment (Chen, Durairaj, HV. & Lam, 2014). Based on where a company's market is in the digital-development curve, and its vulnerability to competitive pressures, product positioning can be implemented with one of the following strategies: branch-centric, product-focused model (a follower—not leader—digital strategy); multichannel client-centric model (a leader digital strategy); or self-directed digital-centric model (a shaper digital strategy) (Chen, Durairaj, HV. & Lam, 2014, p9). From the results of this study, the focal company should consider implementing a multichannel client-centric model. This intermediate implementation is still branch-centric, but it offers innovative solutions for complicated services using online or mobile banking to get a higher market share from digital-friendly customer segments. Cross- and up-selling using a social and mobile-centric dimension such as financial information and online banking can be used to get higher share of wallet (Chen, Durairaj, HV. & Lam, 2014). Nevertheless, finance firms should not ignore their employees because their performance is still important for customers' perceptions, especially in the creation of a multichannel seamless customer experience (Chen, Durairaj, HV. & Lam, 2014). The productivity of frontline staff can be managed by digital devices and communications such as interactive sales tools as well (Chen, Durairaj, HV. & Lam, 2014; Avasarala & Tripathi, 2014). Development programs to induce better employee attitudes and behaviors should be implemented.

Second, to improve customer-brand partner quality, the aforementioned important elements of service company rebranding should be improved or changed in a positive way. Customer-brand partner quality can be measured in terms of brand preference change and brand trust enhancement. From positive changes in service company rebranding, customers will have more confidence in the new brand, as well as more preference compared to the old brand

and other brands as well. This will help guarantee the successful outcome of corporate rebranding in terms of change in relationship strength and future share of wallet. The two dimensions of change in brand partner quality—brand preference change and brand trust enhancement—should be considered as essential factors for relationship marketing, not just in the rebranding area.

Third, rebranding should result in better outcomes for firms if the key rebranding elements are implemented effectively. Positive outcomes include greater relationship strength and future share of wallet; also more frequent use by customers of current services, additional services, and upgrade services, which will increase overall money spent. Firms need to have the skills to create services that meet customers' requirements and demands in changing competitive environments (Chen, Durairaj, HV. & Lam, 2014). They should update market segmentation and customer targeting wisely. However, as determined in this study, gender and length of relationship may not be appropriate factors to separate groups of customers in the rebranding of telecommunications and finance firms. The four groups of digital-savvy customer segments—digital rich, digital middle, Generation Y, and digital SMEs—should be considered instead (Chen, Durairaj, HV. & Lam, 2014). Incremental sales or cross-sales amounts and customer share of wallet can be used as key performance indicators when determining the outcome of corporate rebranding (Chen & Chon, 2014).

Fourth, from the moderating effects of service category, the results show that the systems-oriented moderating effect increases the impact of change in employee attitudes and behaviors but decreases the impact of change in service systems. However, the people-oriented moderating effect decreases the impact of change in employee attitudes and behaviors but increases the impact of change in service systems. The implications suggest that from the customers' point of view a telecommunications or finance company should focus on the opposite factor of their service category. They should learn not only the core competency of their service orientation, but also the new things that they might not yet be familiar with. The customers of telecommunications firms seem to have integrated requirements by giving equal weight to effects of change in employees and impacts of change in service systems. The finance customers seem to have integrated requirements by

giving less weight to effects of change in employees and more weight to impacts of change in service systems. The focal companies may apply these results to their businesses. Finance companies can enhance their digital services with using such tools as self-service kiosks and mobile applications for financial information or online banking services. These may reduce need for interaction with front-line employees. Telecommunications firms, however, are required to emphasize both the physical presence of staff and online service solutions.

Other service firms can utilize the conceptual model to study the direct effects and moderating effects in their industry. The recommendations will be made in the next section.

5.2 Recommendations

The limitations of the study are described and future research is suggested in this section.

5.2.1 Limitations and Suggestions for Future Research

The measured items of all constructs, including future share of wallet, are based only on the perception of customers collected by surveys. Knowledge would be extended if the actual amount of customers' spending related to rebranding is collected and used in future research.

From the findings, perceived similarity between the new brand and old brand has a statistically insignificant effect in the proposed conceptual model, while having a statistically significant moderating effect in the customized model. Studying why this occurs could lead to development of better models.

This research focuses only on telecommunications and finance industries. Future research could be to replicate the proposed conceptual model in other service industries such as hotel, hospital or transportation, so that the effects between constructs and other moderating effects can be examined.

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APPENDICES

APPENDIX A
REBRANDED SERVICE COMPANIES

The service companies rebranded recently include:

1) Krung Thai Public Company Limited (KTB)

On 14 March 2011, KTB has taken an opportunity of its 45 year old anniversary to change its logo, color and letters fonts to have new modern look in order to satisfy the customer whose life style has been changed and attracts prospects to be new customers. The rebranding involves changes of services, its branches, and appearances as follow in order to serve its vision "***The Convenience Bank with best care and best service***", which later in 2014 was changed to "***Growing Together***":

"**Vayupaksa Bird:** Vayupaksa Bird is set free from limited frame to fly freely with greater agility.

Color Sky Blue: Sky Blue refreshing to modernity, unlimited freedom, power of enthusiasm and strong determination to fly away to farther advancement all over the Thai air space while the color "Sky Blue" signifies feeling of convenience, comfort and friendliness that all the customers will get from Krungthai Bank.

Letter Type Stable and Firm: Stable and Firm with up-straight letters. Modern & Chic with the letter lines of sharpness combine with gentle curves showing friendliness and nice gesture."

Before (March 2011) After

(More details at http://www.ktb.co.th/ktb/th/about-corporate-identity.aspx)

2) AIS (ADVANCED INFO SERVICE PLC)

Rebranding to INTOUCH, the new brand name of its parent company—shin corporation public company limited, in September 2011, Advanced Info Services Public Company Limited (AIS) as the leading Thai mobile telecommunication service company applied the concept of "Your World Your Way" by changing its logo from blue globe to green leaf-smile, and its slogan from "By

Your Side" to "Your World Your Way". Nong Aunjai as its icon was changed the color from blue to green as well. As of December 2012, AIS with mobile network covering 97% of the country had 54% of revenue market share and serving 44% of subscriber market share (nearly 36 million subscribers).

Before (September 2011) After

Slogan: By Your Side Slogan: Your World Your Way

Icon:  Icon: 

(More details at http://investor.ais.co.th/en/Corporate-Overview1.html)

3) AP (AP (Thailand) Public Company Limited)

Formerly known as Asian Property Development, its corporate identity had been re-launched after two years of restructuring and image development to support its mission to build homes for all kinds of customers with the slogan "To be the dynamic creator providing quality in living satisfaction". It didn't just rebrand only the logo but also all of its functions to serve its new corporate brand concept. This means AP promise customers that they will get all that they need from AP. The challenge for the management team was what to do to get customers to know and trust both its corporate and products brands. The heart of its rebranding concept is customer satisfaction with its product designs, customer service and after-sales service.

The new logo comes in six colors representing the firm's ideals. Blue is for "adept" in all of its products, or functionality to fulfill customer requirements. Red is "agile", or quick response to customer demands. Purple is "creative", or innovative designs and services to appeal to customers. White is "collaboration", or cooperation of all business units to do anything for customers. Orange is "passion" or doing anything with all one's heart and full attention. And the last is green, meaning "challenge", or initiating products for customers.

The real-estate market has changed since the company was started 17 years ago. Instead of just building homes for sale, now developers have to design them to meet the desires of customers not only for a place to stay but also a place to facilitate their lifestyle. A budget of THB150 million has been set aside for the rest of the year to advertise what Asian Property Development is all about and what customers can expect when buying its residential projects.

Before (August 2012)	After
Asian Property Development Public Company Limited Slogan: Aspiring to City Living	AP (Thailand) Public Company Limited Slogan: You are our Inspiration

(More details at http://www.nationmultimedia.com/business/Asian-Property-Development-relaunches-corporate-id-30188863.html)

4) Allianz Ayudhya Life Pcl.

Established in 1951**,** Allianz Ayudhya is one of Thailand's leading life insurers with the Allianz Group as one of the major shareholders. This makes Allianz Ayudhya a truly international life insurance firm with strong local expertise in the Thai market (61 years of experience in life and health insurance).

Before (August 2012)	After
Ayudhya Allianz C.P. Life Insurance Public Company Limited Slogan: Ayudhya Allianz C.P: for the rhythm of your life	Allianz Ayudhya Life Public Company Limited Slogan: Allianz Ayudhya: for the rhythm of your life

5) ITALTHAI Group

Following the spin-off of construction giant Italian-Thai Development, Italthai Group, one of the most well known conglomerates in Thailand, plans to pursue four business lines and tap the Asian Economic Community (AEC) market.

The four core businesses are: distribution of construction machinery and equipment; engineering services for the four core businesses, including energy, electricity and factory systems; industrial services, property/real estate, equity stakes in hotels/hotel management; and restaurants and retail businesses, distribution of imported wine and other beverages, and high-end tea shops (TWG Tea) from Singapore. Italthai Group pursues the rebranding of which aims to redefine and modernise the group's image and infrastructure. Apart from a logo change, the company shifted its management from family-style to professional. Corporate regulations will be revised; and clear benchmarks, directions and performance evaluations will be set. The group has set up a strategic planning office to analyse all business units and promote internal communication. Italthai predicts overall business to be worth at least 15 billion baht by 2015, up from 10 billion baht this year. The construction business makes up half of all revenue, while hospitality and real estate accounts for 40% and restaurants and retail for 10%.

Before (November 2012)

After

ITALTHAI group

Slogan: Racing to New Heights.

Construction Equipment:

ITALTHAI Industrial

Engineering Contractor:

ITALTHAI Engineering

Hospitality & Real Estate:

AMARI ESTATES

ONYX Hospitality Group; Amari Estates

Restaurants & Retails:

ITALTHAI Hospitality

(More details at http://www.bangkokbusinessbrief.com/2012/10/31/italthai-plots-rebrand-expects-b15bn-by-2015/#ixzz2X8in0rkZ, http://www.bangkokbusinessbrief.com/2013/05/29/italthai-focuses-on-4-core-lines-aec/)

6) RHB OSK Securities (Thailand) PCL

Formerly known as OSK Securities (Thailand) PCL, RHB OSK is a subsidiary of OSK Investment Bank Berhad (OSKIB). OSKIB was subsequently acquired by RHB Capital Berhad in November 2012. Prior to this, the company had been established as BFIT Securities Company Limited since year 2000 and is today, one of the fastest growing brokerage firms in Thailand. RHB OSK offers a comprehensive range of financial products and services—i.e., Securities Brokerage and Derivative, Securities underwriting/Securities, Securities Trading, and Financial Advisory—to suit the needs of local and foreign retail investors, as well as local and foreign institutional investors.

Before (November 2012) After

OSK

OSK Securities (Thailand) PCL

RHB OSK Securities (Thailand) PCL

(More details at http://www.rhb.com.my/business_banking/investment-bank/regional-presence-thailand.html)

7) TCEB (Thailand Convention & Exhibition Bureau)

For 2013, TCEB's strategy for Thailand continues to focus on maintaining existing markets as well as expanding new target markets, particularly the ASEAN+6 market by rebranding its own organization in order to drive growth

and development of Thailand's meetings and trade show. The TCEB logo was modernized to reflect a new working paradigm that fosters creativity and innovation. TCEB believes that this repositioning and rebranding do help drive and develop the MICE industry, create new economic value and generate revenues for the country business. TCEB expects that the new organizational identity will help boost MICE industry growth by at least 10 percent per year. TCEB expects over 792,000 MICE visitors to Thailand in 2013, generating revenues of over US$ 2.1 billion, or 63.2 billion Baht (TCEB had exceeded the annual target of 750,000 MICE visitors in 2012 with an increase of 19 percent above target to 895,224 MICE visitors, earning US$2.66 billion, or 79.8 billion baht).

Note. ASEAN+6 = Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Vietnam, China, South Korea, Japan, Australia, India, New Zealand

MICE = Meetings, Incentives, Conferences, and Exhibitions

Before (January 2013) After

(More details at http://www.tceb.or.th/about-us/index.html)

8) JobsDB

Rebranding campaign "Let's Explore"! unveils jobsDB's new look and its vision to provide job seekers the best opportunities and deliver exceptional value to employers. By launching the new brand, jobsDB shows its commitment to be an online job portal that offers job seekers a window to an open world full of endless possibilities and opportunities. The new brand stands for fulfilling potential, and not just filling vacancies. To cope with technology advancement, the plans for refresh of website, mobile site and app to meet the needs of job seekers and employers are outlined. "At jobsDB, we believe in an open and inclusive world for all. Here, opportunities and possibilities are plenty. Let's Explore jobsDB.com. There's better out there. Here's where you find it."

Before (February 2013)

After

Slogan: Let's Explore

(More details at HTTP://HK.JOBSDB.COM/HK/EN/RESOURCES/EMPLOYERARTICLE/LETS-EXPLORE-THE-ALL-NEW-JOBSDB?ID=1436)

9) CTH (CTH Public Company Limited)

Formerly known as Cable Thai Holding Public Company Limited, CTH pursues the rebranding plans of 30,000 million baht to reposition itself as a broadband cable operator and platform management, distributing variety of customized digital data such as Cable TV Broadcasting, Broadband Internet, and others related products & services for individuals and business customers provides multiple channels that air high-quality programming exclusively for its members.

Before (May 2013)

Cable Thai Holding Plc.
An aggregator of high-quality copyrighted content on a single platform for cable TV operators

After

CTH Public Company Limited
A broadband cable operator and platform management

(More details at http://irdeto.com/cth-goes-digital-with-irdeto-media-protection.html)

10) dtac TriNet co., ltd.

Formerly known as DTAC Network Co., Ltd.; dtac TriNet co., ltd. is DTAC's subsidiary which holds its 2100MHz spectrum, which its 'TriNet' signifies the tri-band capabilities of its 1800MHz, 850MHz and soon-to-be-launched 2100MHz infrastructure, with the full marketing banner reading 'TriNet 3 Smart Networks in One'. DTAC plans to invest THB12.5 billion (USD424 million) in CAPEX this year as part of a three-year THB34 billion CAPEX budget. It has rolled out around 1,000 3G 2100MHz base stations so far, a number which it intends to increase to 5,000 this year, thus raising its total 3G base stations to more than 10,000, including around

5,200 850MHz 3G cell sites. The company previously announced that it was seeking to cover at least 30% of the population with the 2100MHz network by the end of 2013, and 80% by the end of 2015, one year earlier than its licence coverage requirement stipulation. DTAC is aiming for ten million TriNet 3G subscribers by end-December 2013, and expects that by the end of the third quarter at least 30% of its 3G subscribers will be utilising its 2100MHz network, rising to around 50% by the end of the year. The ten million TriNet project total users includes three million existing 1800MHz 2G network users upgrading their services, around 3.8 million existing and new users of the 850MHz 3G service and 3.2 million new subscribers. DTAC currently has more than 26 million 2G and 3.5 million 3G 850MHz subscribers. The operator, part of the Telenor group, is also preparing to roll out 4G LTE services by reframing 1800MHz spectrum.

Before (May 2013)	After
NA	
DTAC Network Co., Ltd.	dtac TriNet co., ltd.

APPENDIX B
QUESTIONNAIRE FOR TELECOMMUNICATIONS THAI AND ENGLISH VERSIONS (PRETEST)

การสำรวจ : สถานที่……วันที่……เวลา…….....ชื่อผู้สำรวจ……..

แบบสอบถาม

การเปลี่ยนแปลงแบรนด์ขององค์กรในธุรกิจภาคบริการ:
ผลกระทบต่อความแข็งแกร่งของความสัมพันธ์และส่วนแบ่งจากกระเป๋าเงินในอนาคต

งานวิจัยนี้เป็นส่วนหนึ่งของวิทยานิพนธ์ของนักศึกษาในโครงการร่วมปริญญาเอกทางด้านบริหารธุรกิจ (JDBA) ของมหาวิทยาลัยธรรมศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย และสถาบันบัณฑิตพัฒนบริหารศาสตร์ ซึ่งจะเป็นการสร้างองค์ความรู้ที่เป็นประโยชน์ต่อการศึกษาทางด้านการบริหารธุรกิจ จึงขอความกรุณาท่านใช้เวลาประมาณ 15-20 นาที ในการตอบคำถามทุกข้อตามความเป็นจริงด้วยจักเป็นพระคุณอย่างสูง ทั้งนี้ข้อมูลทั้งหมดของท่านจะถูกเก็บไว้เป็นความลับ โดยผลการศึกษาจะถูกนำไปใช้เพื่อประโยชน์ทางการศึกษาเท่านั้น

บริษัท AIS เลขที่แบบสอบถาม FS ☐☐☐☐

โปรดเติมเครื่องหมาย ✓ ลงใน [ ] ตามคำตอบที่ท่านต้องการอย่างแท้จริง

ส่วนที่ 1 การรับรู้เกี่ยวกับการพัฒนาการการเปลี่ยนแปลงของแบรนด์ AIS

1. ท่านเป็นลูกค้าของ AIS?

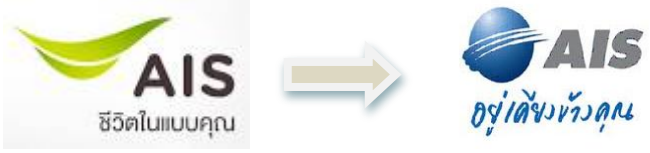
   [ ] ใช่ [ ] ไม่ใช่…….....(ขอบคุณและจบการสนทนา)

2. ท่านเป็นลูกค้าของ AIS เมื่อไหร่? ตั้งแต่.....

   [ ] ก่อนเดือนกันยายน 2554 [ ] หลังเดือนกันยายน 2554 ……(ขอบคุณและจบการสนทนา)

3. ข้อใดคือการพัฒนาการการเปลี่ยนแปลงของแบรนด์ AIS?

   [ ] 

   [ ] 

….(ขอบคุณและจบการสนทนา)

   [ ] ไม่ทราบ…….(ขอบคุณและจบการสนทนา)

เลขที่แบบสอบถาม FS ☐☐☐☐

โปรดเติมเครื่องหมาย ✓ลงในช่องว่างหลังแต่ละข้อความซึ่งมีระดับคะแนนที่ตรงกับความคิดเห็นของท่านมากที่สุด

1. ไม่เห็นด้วยอย่างยิ่ง
2. ไม่เห็นด้วย
3. เฉยๆ / ใกล้เคียงเดิม
4. เห็นด้วย
5. เห็นด้วยอย่างยิ่ง

ส่วนที่ 2 การเปลี่ยนแปลงของแบรนด์ AIS

(พิจารณาจากการใช้บริการ เครือข่ายสัญญาณโทรศัพท์ / ศูนย์บริการ ของ AIS)

ข้อความ		ความคิดเห็นของท่าน				
		1	2	3	4	5
การรับรู้การเปลี่ยนแปลงแบรนด์						
1	แบรนด์ใหม่ของ AIS กับแบรนด์เดิมของ AIS มีลักษณะที่เหมือนกันมาก					
2	แบรนด์ใหม่ของ AIS กับแบรนด์เดิมของ AIS มีลักษณะที่ขัดกัน					
3	แบรนด์ใหม่ของ AIS กับแบรนด์เดิมของ AIS มีความคล้ายกัน					
4	แบรนด์ใหม่ของ AIS กับแบรนด์เดิมของ AIS ไม่สามารถใช้แทนกันได้					
พนักงานหลังการเปลี่ยนแปลงแบรนด์						
5	พนักงานของ AIS แสดงความเป็นมิตร มากขึ้นกว่าเดิม					
6	พนักงานของ AIS แสดงความเต็มใจที่จะช่วยเหลือท่านมากขึ้น					
7	พนักงานของ AIS แสดงให้เห็นว่าพวกเขาเข้าใจความต้องการของท่านดีมากขึ้น					
8	พนักงานของ AIS ตอบสนองต่อความต้องการของท่านมากขึ้น					
9	พนักงานของ AIS ตอบสนองต่อความต้องการของท่านรวดเร็วขึ้น					
10	พนักงานของ AIS ตอบสนองต่อความต้องการของท่านดีขึ้น					
การบริการหลังการเปลี่ยนแปลงแบรนด์						
11	ท่านสามารถตัดสินใจได้ง่ายขึ้นว่า AIS มีการบริการที่ท่านต้องการ					
12	ท่านสามารถเข้าถึงการบริการของ AIS ได้ง่ายขึ้น					
13	ท่านสามารถรับการบริการที่ต้องการจาก AIS ได้รวดเร็วยิ่งขึ้น					
14	การทำรายการกับ AIS ในแต่ละครั้ง (ตั้งแต่เริ่มจนจบ) ง่ายขึ้น					
15	การแก้ปัญหาการบริการต่างๆของ AIS มีความยุ่งยากน้อยลง					
16	ขั้นตอนการบริการใหม่ของ AIS สามารถเข้าใจได้ง่ายขึ้น					
17	ขั้นตอนการบริการใหม่ของ AIS ตอบสนองความต้องการของท่านได้มากขึ้น					

ข้อความ		ความคิดเห็นของท่าน				
		1	2	3	4	5
18	ขั้นตอนการบริการใหม่ของ AIS ทำให้ความสามารถของการบริการเพิ่มขึ้น					
19	อุปกรณ์ใหม่ของ AIS ตอบสนองความต้องการของท่านด้านการบริการได้ดีขึ้น					
20	อุปกรณ์ใหม่ของ AIS ทำให้ระบบการบริการมีความสามารถเพิ่มขึ้น					
21	อุปกรณ์ใหม่ของ AIS ตอบสนองความต้องการของท่านได้รวดเร็วขึ้น					
22	อุปกรณ์ใหม่ของ AIS มีความปลอดภัยในการใช้งานมากขึ้น					
23	อุปกรณ์ใหม่ของ AIS มีการออกแบบที่เหมาะกับการใช้งานมากขึ้น					
24	อุปกรณ์ใหม่ของ AIS มีความเสี่ยงด้านสุขภาพและอาชีวอนามัยลดลง					
การรับรู้แบรนด์ใหม่						
25	แบรนด์ใหม่ของ AIS เหนือกว่าแบรนด์เดิมของ AIS					
26	เมื่อเปรียบเทียบระหว่างแบรนด์ใหม่กับแบรนด์เดิมของ AIS ท่านคิดว่าแบรนด์ใหม่ของ AIS เหนือกว่าแบรนด์คู่แข่งอื่นๆมากกว่าแบรนด์เดิมของ AIS					
27	ท่านชื่นชอบแบรนด์ใหม่ของ AIS มากกว่าแบรนด์เดิม					
28	ท่านมีความเชื่อมั่นต่อแบรนด์ใหม่ของ AIS มากกว่าแบรนด์เดิม					
29	ท่านมีความไว้ใจต่อแบรนด์ใหม่ของ AIS มากกว่าแบรนด์เดิม					
30	ท่านคิดว่าแบรนด์ใหม่ของ AIS มีความน่าเชื่อถือมากกว่าแบรนด์เดิม					
พฤติกรรมในอนาคต						
31	ท่านคาดว่าจะซื้อ/ใช้บริการปัจจุบันจาก AIS บ่อยขึ้นในอนาคต					
32	ท่านคิดว่าจะซื้อ/ใช้บริการประเภทอื่นๆจาก AIS มากขึ้นในอนาคต					
33	ท่านคิดว่าจะอัพเกรดบริการให้เป็นแบบดีขึ้นกับ AIS ในอนาคต					
34	ถ้าท่านใช้บริการอยู่หลายค่าย ท่านจะใช้ AIS มากกว่าค่ายอื่น					
35	ถ้าต้องใช้บริการประเภทนี้เพิ่มเติม ท่านจะพิจารณาเลือกแบรนด์ AIS ก่อนแบรนด์อื่นๆในอนาคต					
36	หากท่านจะอัพเกรดบริการที่ใช้อยู่ ท่านจะเลือกซื้อจาก AIS มากกว่า ที่จะเลือกบริษัทอื่น					

ส่วนที่ 3 ข้อคิดเห็นหรือคำแนะนำอื่น ๆ

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_____

_____

ส่วนที่ 4 ข้อมูลส่วนบุคคล

1. เพศ

[ ] 1. ชาย [ ] 2. หญิง

2. อายุ (ปี)

[ ] 1. น้อยกว่า 21 [ ] 2. 21 – 30

[ ] 3. 31 – 40 [ ] 4. 41 – 50

[ ] 5. 51 – 60 [ ] 6. มากกว่า 60

3. ระดับการศึกษาชั้นสูงสุด

[ ] 1. ต่ำกว่าปริญญาตรี [ ] 2. ปริญญาตรี

[ ] 3. ปริญญาโท [ ] 4. ปริญญาเอก

4. รายได้ส่วนบุคคลต่อเดือน (บาท)

[ ] 1. ไม่เกิน 20,000 [ ] 2. 20,001 – 40,000

[ ] 3. 40,001 – 60,000 [ ] 4. 60,001 – 80,000

[ ] 5. 80,001 – 100,000 [ ] 6. มากกว่า 100,000

5. รายได้ครอบครัวต่อเดือน (บาท)

[ ] 1. ไม่เกิน 40,000 [ ] 2. 40,001 – 80,000

[ ] 3. 80,001 – 120,000 [ ] 4. 120,001 – 160,000

[ ] 5. 160,001 – 200,000 [ ] 6. มากกว่า 200,000

6. ท่านใช้บริการของ AIS ติดต่อกันมาเป็นระยะเวลา (ปี)

[ ] 1. ไม่เกิน 3 [ ] 2. 4 – 6

[ ] 3. 7 – 9 [ ] 4. มากกว่า 9

ขอขอบพระคุณในความร่วมมือของท่าน

Survey: Place…..……..……Date…….……Time…….....Surveyor……..

Questionnaire

Corporate Rebranding in Service Context:
Its Effects on Relationship Strength and Future Share of Wallet

This research is a part of dissertation of the student who studies in the Joint Doctoral Program of Business Administration (JDBA): Thammasat University, Chulalongkorn University and The National Institute of Development Administration. Please truly answer all questions of the research which will take 15-20 minutes to complete. Your data will be kept confidentially and used for academic purpose only.

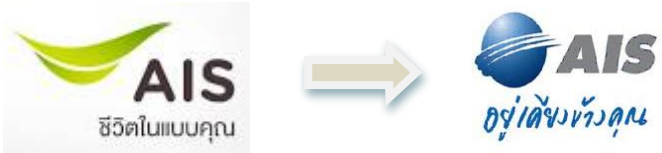
Company: AIS No. of Questionnaire FS ☐☐☐☐

Please fill ✓in [ ] according to your truly desired response

Part 1: Awareness on Corporate Rebranding of AIS

1. Are you a current customer of AIS?
   [ ] Yes [ ] No…….(Thank & End the Conversation)
2. When have you been the customer of AIS? Since.....
   [ ] Before September 2011 [ ] After September 2011…..(Thank & End the Conversation)
3. What is the Corporate Rebranding of AIS?

[ ] 

[ ] 

…….. (Thank & End the Conversation)

[ ] Don't know ……(Thank & End the Conversation)

No. of Questionnaire FS ☐☐☐☐

Please fill ✓in the space after the associating statement according to your truly response based on the following Likert Scales

1. Strongly Disagree
2. Disagree
3. Neutral / Nearly the Same
4. Agree
5. Strongly Agree

Part 2: Corporate Rebranding of AIS

(Focus on Service Use at the Telephone Signal Network / Service Center of AIS)

	Statement	Your Opinion				
		1	2	3	4	5
Perceived Similarity between New Brand and Old Brand						
1	The new brand of AIS is a good fit with the old brand of AIS.					
2	The new brand of AIS is inconsistent with the old brand of AIS.					
3	The new brand of AIS is similar to the old brand of AIS.					
4	The new brand of AIS is not representative of the old brand of AIS.					
Perceived Change in Employee Attitudes and Behaviors						
5	You can count on Employees at AIS being friendlier.					
6	Employees of AIS demonstrate their willingness to help you more.					
7	Employees of AIS show that they better understand your needs.					
8	You can count on Employees at AIS taking actions to address your needs more.					
9	Employees of AIS respond quicker to your needs.					
10	Employees of AIS indicate that they better understand your needs.					
Perceived Change in Service Systems						
11	You can more easily determine whether AIS will offer what you need.					
12	You are able to get to the service of AIS more easily					
13	The service you want at AIS can be served more quickly.					
14	AIS make it easier for you to conclude your transactions.					
15	It is easier to take care of any service problems at AIS.					
16	New service process of AIS is easier for you to understand.					
17	New service process of AIS can meet your requirements more.					
18	New service process of AIS makes its service system's capability increased.					

Statement		Your Opinion				
		1	2	3	4	5
19	New equipment of AIS can better meet your service demands.					
20	New equipment of AIS makes its service system's capability increased.					
21	New equipment of AIS responds quicker to your needs.					
22	New equipment of AIS is more safety for use.					
23	New equipment of AIS has better ergonomic design.					
24	New equipment of AIS reduces health risks.					
Perceived Change in Brand Partner Quality						
25	New brand of AIS is superior to old brand of AIS.					
26	Comparing between new brand and old brand of AIS, you think new brand of AIS is more superior to other competing brands than old brand of AIS.					
27	You prefer new brand of AIS more than old brand of AIS.					
28	For AIS, you trust the new brand more than the old brand.					
29	For AIS, you rely on the new brand more than the old brand.					
30	For AIS, you think the new brand is more believable than the old brand.					
Response Likelihood (as a result of Corporate Rebranding)						
31	You expect to buy / use current service more often from AIS in the future.					
32	You think that you will purchase / use more other types of services from AIS in the future.					
33	You reckon that you will upgrade service to be a better one with AIS in the future.					
34	If you use many service brands, you tend to spend with this service brand of AIS more than other service brands.					
35	If you were planning to buy an additional service in the future, you would consider buying that service from AIS before other firms.					
36	If you were planning to buy an upgrade service, you would choose to purchase that service from AIS more than other firms.					

Part 3: Any other Opinions or Suggestions

_____

_____

_____

Please tick ✓ in the [ ] according to the information that truly identify yourself

Part 4: Personal Information

1. Gender

[ ] 1. Male [ ] 2. Female

2. Age (Year)

[ ] 1. Less than 21 [ ] 2. 21 – 30

[ ] 3. 31 – 40 [ ] 4. 41 – 50

[ ] 5. 51 – 60 [ ] 6. Over 60

3. Highest Level of Education

[ ] 1. Under Bachelor's Degree [ ] 2. Bachelor's Degree

[ ] 3. Master's Degree [ ] 4. Doctoral Degree

4. Personal Monthly Income (THB)

[ ] 1. Not over 20,000 [ ] 2. 20,001 – 40,000

[ ] 3. 40,001 – 60,000 [ ] 4. 60,001 – 80,000

[ ] 5. 80,001 – 100,000 [ ] 6. More than 100,000

5. Household Monthly Income (THB)

[ ] 1. Not over 40,000 [ ] 2. 40,001 – 80,000

[ ] 3. 80,001 – 120,000 [ ] 4. 120,001 – 160,000

[ ] 5. 160,001 – 200,000 [ ] 6. More than 200,000

6. How long that you have used the service of AIS (Year)

[ ] 1. Not over 3 [ ] 2. 4 – 6

[ ] 3. 7 – 9 [ ] 4. Over 9

Thank you for your cooperation

APPENDIX C
QUESTIONNAIRE FOR FINANCE
THAI AND ENGLISH VERSIONS (PRETEST)

การสำรวจ : สถานที่……วันที่……เวลา…….....ชื่อผู้สำรวจ……..

แบบสอบถาม

การเปลี่ยนแปลงแบรนด์ขององค์กรในธุรกิจภาคบริการ:
ผลกระทบต่อความแข็งแกร่งของความสัมพันธ์และส่วนแบ่งจากกระเป๋าเงินในอนาคต

งานวิจัยนี้เป็นส่วนหนึ่งของวิทยานิพนธ์ของนักศึกษาในโครงการร่วมปริญญาเอกทางด้านบริหารธุรกิจ (JDBA) ของมหาวิทยาลัยธรรมศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย และสถาบันบัณฑิตพัฒนบริหารศาสตร์ ซึ่งจะเป็นการสร้างองค์ความรู้ที่เป็นประโยชน์ต่อการศึกษาทางด้านการบริหารธุรกิจ จึงขอความกรุณาท่านใช้เวลาประมาณ 15-20 นาที ในการตอบคำถามทุกข้อตามความเป็นจริงด้วยจักเป็นพระคุณอย่างสูง ทั้งนี้ข้อมูลทั้งหมดของท่านจะถูกเก็บไว้เป็นความลับ โดยผลการศึกษาจะถูกนำไปใช้เพื่อประโยชน์ทางการศึกษาเท่านั้น

บริษัท KTB เลขที่แบบสอบถาม FS ☐☐☐☐

โปรดเติมเครื่องหมาย ✓ ลงใน [ ] ตามคำตอบที่ท่านต้องการอย่างแท้จริง

ส่วนที่ 1 การรับรู้เกี่ยวกับการพัฒนาการการเปลี่ยนแปลงของแบรนด์ KTB

1. ท่านเป็นลูกค้าของ KTB?

   [ ] ใช่ [ ] ไม่ใช่……..(ขอบคุณและจบการสนทนา)

2. ท่านเป็นลูกค้าของ KTB เมื่อไหร่? ตั้งแต่.....

   [ ] ก่อนเดือนมีนาคม 2554 [ ] หลังเดือนมีนาคม 2554 ……(ขอบคุณและจบการสนทนา)

3. ข้อใดคือการพัฒนาการการเปลี่ยนแปลงของแบรนด์ KTB?

   [ ]  

   [ ]  

   …… (ขอบคุณและจบการสนทนา)

   [ ] ไม่ทราบ……(ขอบคุณและจบการสนทนา)

เลขที่แบบสอบถาม FS ☐☐☐☐

โปรดเติมเครื่องหมาย ✓ลงในช่องว่างหลังแต่ละข้อความซึ่งมีระดับคะแนนที่ตรงกับความคิดเห็นของท่านมากที่สุด

1. ไม่เห็นด้วยอย่างยิ่ง
2. ไม่เห็นด้วย
3. เฉยๆ / ใกล้เคียงเดิม
4. เห็นด้วย
5. เห็นด้วยอย่างยิ่ง

ส่วนที่ 2 การเปลี่ยนแปลงของแบรนด์ KTB

(พิจารณาจากการใช้บริการที่ สาขาธนาคาร / ตู้ ATM ของ KTB)

ข้อความ		ความคิดเห็นของท่าน				
		1	2	3	4	5
การรับรู้การเปลี่ยนแปลงแบรนด์						
1	แบรนด์ใหม่ของ KTB กับแบรนด์เดิมของ KTB มีลักษณะที่เหมือนกันมาก					
2	แบรนด์ใหม่ของ KTB กับแบรนด์เดิมของ KTB มีลักษณะที่ขัดกัน					
3	แบรนด์ใหม่ของ KTB กับแบรนด์เดิมของ KTB มีความคล้ายกัน					
4	แบรนด์ใหม่ของ KTB กับแบรนด์เดิมของ KTB ไม่สามารถใช้แทนกันได้					
พนักงานหลังการเปลี่ยนแปลงแบรนด์						
5	พนักงานของ KTB แสดงความเป็นมิตร มากขึ้นกว่าเดิม					
6	พนักงานของ KTB แสดงความเต็มใจที่จะช่วยเหลือท่านมากขึ้น					
7	พนักงานของ KTB แสดงให้เห็นว่าพวกเขาเข้าใจความต้องการของท่านดีมากขึ้น					
8	พนักงานของ KTB ตอบสนองต่อความต้องการของท่านมากขึ้น					
9	พนักงานของ KTB ตอบสนองต่อความต้องการของท่านรวดเร็วขึ้น					
10	พนักงานของ KTB ตอบสนองต่อความต้องการของท่านดีขึ้น					
การบริการหลังการเปลี่ยนแปลงแบรนด์						
11	ท่านสามารถตัดสินใจได้ง่ายขึ้นว่า KTB มีการบริการที่ท่านต้องการ					
12	ท่านสามารถเข้าถึงการบริการของ KTB ได้ง่ายขึ้น					
13	ท่านสามารถรับการบริการที่ต้องการจาก KTB ได้รวดเร็วยิ่งขึ้น					
14	การทำรายการกับ KTB ในแต่ละครั้ง (ตั้งแต่เริ่มจนจบ) ง่ายขึ้น					
15	การแก้ปัญหาการบริการต่างๆของ KTB มีความยุ่งยากน้อยลง					
16	ขั้นตอนการบริการใหม่ของ KTB สามารถเข้าใจได้ง่ายขึ้น					
17	ขั้นตอนการบริการใหม่ของ KTB ตอบสนองความต้องการของท่านได้มากขึ้น					

ข้อความ		ความคิดเห็นของท่าน				
		1	2	3	4	5
18	ขั้นตอนการบริการใหม่ของ KTB ทำให้ความสามารถของการบริการเพิ่มขึ้น					
19	อุปกรณ์ใหม่ของ KTB ตอบสนองความต้องการของท่านด้านการบริการได้ดีขึ้น					
20	อุปกรณ์ใหม่ของ KTB ทำให้ระบบการบริการมีความสามารถเพิ่มขึ้น					
21	อุปกรณ์ใหม่ของ KTB ตอบสนองความต้องการของท่านได้รวดเร็วขึ้น					
22	อุปกรณ์ใหม่ของ KTB มีความปลอดภัยในการใช้งานมากขึ้น					
23	อุปกรณ์ใหม่ของ KTB มีการออกแบบที่เหมาะกับการใช้งานมากขึ้น					
24	อุปกรณ์ใหม่ของ KTB มีความเสี่ยงด้านสุขภาพและอาชีวอนามัยลดลง					
การรับรู้แบรนด์ใหม่						
25	แบรนด์ใหม่ของ KTB เหนือกว่าแบรนด์เดิมของ KTB					
26	เมื่อเปรียบเทียบระหว่างแบรนด์ใหม่กับแบรนด์เดิมของ KTB ท่านคิดว่าแบรนด์ใหม่ของ KTB เหนือกว่าแบรนด์คู่แข่งอื่นๆมากกว่าแบรนด์เดิมของ KTB					
27	ท่านชื่นชอบแบรนด์ใหม่ของ KTB มากกว่าแบรนด์เดิม					
28	ท่านมีความเชื่อมั่นต่อแบรนด์ใหม่ของ KTB มากกว่าแบรนด์เดิม					
29	ท่านมีความไว้ใจต่อแบรนด์ใหม่ของ KTB มากกว่าแบรนด์เดิม					
30	ท่านคิดว่าแบรนด์ใหม่ของ KTB มีความน่าเชื่อถือมากกว่าแบรนด์เดิม					
พฤติกรรมในอนาคต						
31	ท่านคาดว่าจะซื้อ/ใช้บริการปัจจุบันจาก KTB บ่อยขึ้นในอนาคต					
32	ท่านคิดว่าจะซื้อ/ใช้บริการประเภทอื่นๆจาก KTB มากขึ้นในอนาคต					
33	ท่านคิดว่าจะอัพเกรดบริการให้เป็นแบบดีขึ้นกับ KTB ในอนาคต					
34	ถ้าท่านใช้บริการอยู่หลายธนาคาร ท่านจะใช้ KTB มากกว่าธนาคารอื่น					
35	ถ้าต้องใช้บริการประเภทนี้เพิ่มเติม ท่านจะพิจารณาเลือกแบรนด์ KTB ก่อนแบรนด์อื่นๆในอนาคต					
36	หากท่านจะอัพเกรดบริการที่ใช้อยู่ ท่านจะเลือกซื้อจาก KTB มากกว่า ที่จะเลือกธนาคารอื่น					

ส่วนที่ 3 ข้อคิดเห็นหรือคำแนะนำอื่น ๆ

_____

_____

_____

ส่วนที่ 4 ข้อมูลส่วนบุคคล

1. เพศ

[ ] 1. ชาย [ ] 2. หญิง

2. อายุ (ปี)

[ ] 1. น้อยกว่า 21 [ ] 2. 21 – 30

[ ] 3. 31 – 40 [ ] 4. 41 – 50

[ ] 5. 51 – 60 [ ] 6. มากกว่า 60

3. ระดับการศึกษาชั้นสูงสุด

[ ] 1. ต่ำกว่าปริญญาตรี [ ] 2. ปริญญาตรี

[ ] 3. ปริญญาโท [ ] 4. ปริญญาเอก

4. รายได้ส่วนบุคคลต่อเดือน (บาท)

[ ] 1. ไม่เกิน 20,000 [ ] 2. 20,001 – 40,000

[ ] 3. 40,001 – 60,000 [ ] 4. 60,001 – 80,000

[ ] 5. 80,001 – 100,000 [ ] 6. มากกว่า 100,000

5. รายได้ครอบครัวต่อเดือน (บาท)

[ ] 1. ไม่เกิน 40,000 [ ] 2. 40,001 – 80,000

[ ] 3. 80,001 – 120,000 [ ] 4. 120,001 – 160,000

[ ] 5. 160,001 – 200,000 [ ] 6. มากกว่า 200,000

6. ท่านใช้บริการของ KTB ติดต่อกันมาเป็นระยะเวลา (ปี)

[ ] 1. ไม่เกิน 3 [ ] 2. 4 – 6

[ ] 3. 7 – 9 [ ] 4. มากกว่า 9

ขอขอบพระคุณในความร่วมมือของท่าน

Survey: Place…..……..……Date…….……Time…….....Surveyor……..

Questionnaire

Corporate Rebranding in Service Context:
Its Effects on Relationship Strength and Future Share of Wallet

This research is a part of dissertation of the student who studies in the Joint Doctoral Program of Business Administration (JDBA): Thammasat University, Chulalongkorn University and The National Institute of Development Administration. Please truly answer all questions of the research which will take 15-20 minutes to complete. Your data will be kept confidentially and used for academic purpose only.

Company: KTB No. of Questionnaire FS ☐☐☐☐

Please fill ✓in [ ] according to your truly desired response

Part 1: Awareness on Corporate Rebranding of KTB

1. Are you a current customer of KTB?
   [ ] Yes [ ] No…… (Thank & End the Conversation)
2. When have you been the customer of KTB? Since.....
   [ ] Before March 2011 [ ] After March 2011……...(Thank & End the Conversation)
3. What is the Corporate Rebranding of KTB?

[ ] 

[ ] 

……..…(Thank & End the Conversation)

[ ] Don't know …….(Thank & End the Conversation)

No. of Questionnaire FS ☐☐☐☐

Please fill ✓in the space after the associating statement according to your truly response based on the following Likert Scales

1. Strongly Disagree
2. Disagree
3. Neutral / Nearly the Same
4. Agree
5. Strongly Agree

Part 2: Corporate Rebranding of KTB

(Focus on Service Use at the Branch of Bank / ATM Kiosk of KTB)

	Statement	Your Opinion				
		1	2	3	4	5
Perceived Similarity between New Brand and Old Brand						
1	The new brand of KTB is a good fit with the old brand of KTB.					
2	The new brand of KTB is inconsistent with the old brand of KTB.					
3	The new brand of KTB is similar to the old brand of KTB.					
4	The new brand of KTB is not representative of the old brand of KTB.					
Perceived Change in Employee Attitudes and Behaviors						
5	You can count on Employees at KTB being friendlier.					
6	Employees of KTB demonstrate their willingness to help you more.					
7	Employees of KTB show that they better understand your needs.					
8	You can count on Employees at KTB taking actions to address your needs more.					
9	Employees of KTB respond quicker to your needs.					
10	Employees of KTB indicate that they better understand your needs.					
Perceived Change in Service Systems						
11	You can more easily determine whether KTB will offer what you need.					
12	You are able to get to the service of KTB more easily					
13	The service you want at KTB can be served more quickly.					
14	KTB make it easier for you to conclude your transactions.					
15	It is easier to take care of any service problems at KTB.					
16	New service process of KTB is easier for you to understand.					
17	New service process of KTB can meet your requirements more.					

Statement		Your Opinion				
		1	2	3	4	5
18	New service process of KTB makes its service system's capability increased.					
19	New equipment of KTB can better meet your service demands.					
20	New equipment of KTB makes its service system's capability increased.					
21	New equipment of KTB responds quicker to your needs.					
22	New equipment of KTB is more safety for use.					
23	New equipment of KTB has better ergonomic design.					
24	New equipment of KTB reduces health risks.					
Perceived Change in Brand Partner Quality						
25	New brand of KTB is superior to old brand of KTB.					
26	Comparing between new brand and old brand of KTB, you think new brand of KTB is more superior to other competing brands than old brand of KTB.					
27	You prefer new brand of KTB more than old brand of KTB.					
28	For KTB, you trust the new brand more than the old brand.					
29	For KTB, you rely on the new brand more than the old brand.					
30	For KTB, you think the new brand is more believable than the old brand.					
Response Likelihood (as a result of Corporate Rebranding)						
31	You expect to buy / use current service more often from KTB in the future.					
32	You think that you will purchase / use more other types of services from KTB in the future.					
33	You reckon that you will upgrade service to be a better one with KTB in the future.					
34	If you use many service brands, you tend to spend with this service brand of KTB more than other service brands.					
35	If you were planning to buy an additional service in the future, you would consider buying that service from KTB before other banks.					
36	If you were planning to buy an upgrade service, you would choose to purchase that service from KTB more than other banks.					

Part 3: Any other Opinions or Suggestions

_____

_____

_____

Please tick ✓ in the [ ] according to the information that truly identify yourself

Part 4: Personal Information

1. Gender

[ ] 1. Male [ ] 2. Female

2. Age (Year)

[ ] 1. Less than 21 [ ] 2. 21 – 30

[ ] 3. 31 – 40 [ ] 4. 41 – 50

[ ] 5. 51 – 60 [ ] 6. Over 60

3. Highest Level of Education

[ ] 1. Under Bachelor's Degree [ ] 2. Bachelor's Degree

[ ] 3. Master's Degree [ ] 4. Doctoral Degree

4. Personal Monthly Income (THB)

[ ] 1. Not over 20,000 [ ] 2. 20,001 – 40,000

[ ] 3. 40,001 – 60,000 [ ] 4. 60,001 – 80,000

[ ] 5. 80,001 – 100,000 [ ] 6. More than 100,000

5. Household Monthly Income (THB)

[ ] 1. Not over 40,000 [ ] 2. 40,001 – 80,000

[ ] 3. 80,001 – 120,000 [ ] 4. 120,001 – 160,000

[ ] 5. 160,001 – 200,000 [ ] 6. More than 200,000

6. How long that you have used the service of KTB (Year)

[ ] 1. Not over 3 [ ] 2. 4 – 6

[ ] 3. 7 – 9 [ ] 4. Over 9

Thank you for your cooperation

APPENDIX D
QUESTIONNAIRE FOR TELECOMMUNICATIONS THAI AND ENGLISH VERSIONS (FORMAL TEST)

การสำรวจ : สถานที่……วันที่……เวลา……..ชื่อผู้สำรวจ……..

แบบสอบถาม

การเปลี่ยนแปลงแบรนด์ขององค์กรในธุรกิจภาคบริการ:
ผลกระทบต่อความแข็งแกร่งของความสัมพันธ์และส่วนแบ่งจากกระเป๋าเงินในอนาคต

งานวิจัยนี้เป็นส่วนหนึ่งของดุษฎีนิพนธ์ของนักศึกษาในโครงการร่วมปริญญาเอกทางด้านบริหารธุรกิจ (JDBA) ของมหาวิทยาลัยธรรมศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย และสถาบันบัณฑิตพัฒนบริหารศาสตร์ ซึ่งจะเป็นการสร้างองค์ความรู้ที่เป็นประโยชน์ต่อการศึกษาทางด้านการบริหารธุรกิจ จึงขอความกรุณาท่านใช้เวลาประมาณ 15-20 นาที ในการตอบคำถามทุกข้อตามความเป็นจริงด้วยจักเป็นพระคุณอย่างสูง ทั้งนี้ข้อมูลทั้งหมดของท่านจะถูกเก็บไว้เป็นความลับ โดยผลการศึกษาจะถูกนำไปใช้เพื่อประโยชน์ทางการศึกษาเท่านั้น

บริษัท AIS เลขที่แบบสอบถาม FR ☐☐☐☐

โปรดเติมเครื่องหมาย ✓ ลงใน [ ] ตามคำตอบที่ท่านต้องการอย่างแท้จริง

ส่วนที่ 1 การรับรู้เกี่ยวกับการพัฒนาการการเปลี่ยนแปลงของแบรนด์ AIS

1. ท่านเป็นลูกค้าของ AIS?

   [ ] ใช่ [ ] ไม่ใช่…….. (ขอบคุณและจบการสนทนา)

2. ท่านเป็นลูกค้าของ AIS เมื่อไหร่? ตั้งแต่.....

   [ ] ก่อนเดือนกันยายน 2554 [ ] หลังเดือนกันยายน 2554 …..(ขอบคุณและจบการสนทนา)

3. ข้อใดคือการพัฒนาการการเปลี่ยนแปลงของแบรนด์ AIS?

   [ ] 

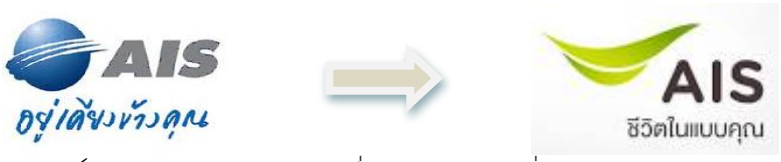
   [ ] 

….(ขอบคุณและจบการสนทนา)

   [ ] ไม่ทราบ……(ขอบคุณและจบการสนทนา)

เลขที่แบบสอบถาม FR ☐☐☐☐

การเปลี่ยนแปลงของแบรนด์ AIS



โปรดเติมเครื่องหมาย✓ลงในช่องว่างหลังข้อความซึ่งมีระดับคะแนนที่ตรงกับความคิดเห็นของท่านมากที่สุด

1. ไม่เห็นด้วยอย่างยิ่ง 2. ไม่เห็นด้วย 3. เฉยๆ / ใกล้เคียงเดิม
4. เห็นด้วย 5. เห็นด้วยอย่างยิ่ง

ส่วนที่ 2 การเปลี่ยนแปลงของแบรนด์ AIS

(พิจารณาจากการใช้บริการ เครือข่ายสัญญาณโทรศัพท์ / ศูนย์บริการ ของ AIS)

	ข้อความ	ความคิดเห็นของท่าน				
		5	4	3	2	1
การรับรู้การเปลี่ยนแปลงแบรนด์						
1	AIS เปลี่ยนแบรนด์ใหม่แล้วยังคงบุคลิกแบรนด์เดิมอยู่					
2	แบรนด์ใหม่ของ AIS มีภาพลักษณ์เป็นไปในทิศทางเดียวกันกับแบรนด์เดิม					
3	แบรนด์ใหม่กับแบรนด์เดิมของ AIS ตอบสนองการใช้งานได้ไม่แตกต่างกัน					
4	คุณค่าแบรนด์ใหม่กับแบรนด์เดิมของ AIS เหมือนกัน					
5	แบรนด์ใหม่ของ AIS ส่งมอบประสบการณ์ที่ดีให้กับลูกค้าได้เหมือนแบรนด์เดิม					
6	มีการเปลี่ยนแปลงอย่างชัดเจนระหว่างแบรนด์ใหม่กับแบรนด์เดิมของ AIS					
พนักงานหลังการเปลี่ยนแปลงแบรนด์						
7	พนักงานของ AIS ยิ้มแย้มแจ่มใสมากขึ้นกว่าเดิม					
8	พนักงานของ AIS เต็มใจที่จะให้บริการมากขึ้น					
9	พนักงานของ AIS เข้าใจความต้องการของลูกค้าดีขึ้น					
10	พนักงานของ AIS กระตือรือร้นในการให้บริการมากขึ้น					
11	พนักงานของ AIS ให้บริการรวดเร็วยิ่งขึ้น					
12	พนักงานของ AIS มีข้อผิดพลาดในการให้บริการน้อยลง					
การบริการหลังการเปลี่ยนแปลงแบรนด์						
13	AIS มีการบริการที่โดนใจมากขึ้น					
14	การบริการของ AIS เข้าถึงได้ง่ายขึ้น					
15	การบริการของ AIS มีความสะดวกรวดเร็วกว่าเดิม					
16	โดยรวมพนักงานของ AIS ดีขึ้นกว่าเดิม					
17	การแก้ปัญหาให้ลูกค้าของ AIS สะดวกรวดเร็วกว่าเดิม					

ข้อความ		ความคิดเห็นของท่าน				
		5	4	3	2	1
18	ขั้นตอนการบริการใหม่ของ AIS เข้าใจได้ง่ายขึ้น					
19	ขั้นตอนการบริการใหม่ของ AIS ดีกว่าเดิม					
20	โดยรวมระบบการบริการของ AIS ดีขึ้นกว่าเดิม					
21	อุปกรณ์ระบบสื่อสารโทรคมนาคมของ AIS ดูทันสมัยขึ้น					
22	เครือข่ายสัญญาณโทรศัพท์ของ AIS มีประสิทธิภาพมากขึ้น					
23	อุปกรณ์การสื่อสารของ AIS บริการลูกค้าได้รวดเร็วขึ้น					
24	อุปกรณ์การสื่อสารของ AIS ดูปลอดภัยขึ้น					
25	อุปกรณ์ระบบสื่อสารโทรคมนาคมของ AIS เหมาะกับการใช้งานมากขึ้น					
26	โดยรวมอุปกรณ์ระบบสื่อสารโทรคมนาคมของ AIS ดูดีขึ้น					
การรับรู้แบรนด์ใหม่						
27	แบรนด์ใหม่ของ AIS ดีกว่าแบรนด์เดิม					
28	เมื่อเปรียบเทียบระหว่างแบรนด์ใหม่กับแบรนด์เดิมของ AIS ท่านคิดว่าแบรนด์ใหม่ของ AIS ดีกว่าแบรนด์คู่แข่งอื่นๆมากกว่าแบรนด์เดิม					
29	ท่านชื่นชอบแบรนด์ใหม่ของ AIS มากกว่าแบรนด์เดิม					
30	ท่านมีความเชื่อมั่นต่อแบรนด์ใหม่ของ AIS มากกว่าแบรนด์เดิม					
31	ท่านมีความรู้สึกไว้ใจแบรนด์ใหม่ของ AIS มากกว่าแบรนด์เดิม					
32	ท่านคิดว่าแบรนด์ใหม่ของ AIS มีความน่าเชื่อถือมากกว่าแบรนด์เดิม					
33	แบรนด์ใหม่ของ AIS แย่กว่าแบรนด์เดิม					
พฤติกรรมในอนาคตเกี่ยวกับการใช้บริการ *(โทรศัพท์ / อินเตอร์เน็ต / SMS / Mobile App / WIFI / MMS)*						
34	เมื่อเทียบกับช่วงเวลาที่ผ่านมาถึงปัจจุบัน ท่านคาดว่าระยะเวลาที่จะซื้อ/ใช้บริการจาก AIS ครั้งต่อไปนับจากปัจจุบันถึงอนาคตจะสั้นลง					
35	ท่านคาดว่าจะซื้อ/ใช้บริการปัจจุบันจาก AIS บ่อยขึ้นในอนาคต					
36	ท่านคิดว่าจะซื้อ/ใช้บริการประเภทอื่นๆจาก AIS มากขึ้นในอนาคต					
37	ท่านคิดว่าจะอัพเกรดบริการให้เป็นแบบดีขึ้นกับ AIS ในอนาคต					
38	ถ้าท่านใช้บริการอยู่หลายค่าย ท่านจะใช้ AIS มากกว่าค่ายอื่น					
39	ถ้าต้องใช้บริการประเภทนี้เพิ่มเติม ท่านจะพิจารณาเลือกแบรนด์ AIS ก่อนแบรนด์อื่นๆในอนาคต					
40	หากท่านจะอัพเกรดบริการที่ใช้อยู่ ท่านจะเลือกซื้อจาก AIS มากกว่า ที่จะเลือกจากบริษัทอื่น					

ส่วนที่ 3 ข้อคิดเห็นหรือคำแนะนำอื่น ๆ

_____

_____

_____

ส่วนที่ 4 ข้อมูลส่วนบุคคล

1. เพศ

[ ] 1. ชาย [ ] 2. หญิง

2. อายุ (ปี)

[ ] 1. น้อยกว่า 21 [ ] 2. 21 – 30

[ ] 3. 31 – 40 [ ] 4. 41 – 50

[ ] 5. 51 – 60 [ ] 6. มากกว่า 60

3. ระดับการศึกษาชั้นสูงสุดที่สำเร็จหรือกำลังศึกษาอยู่

[ ] 1. ต่ำกว่าปริญญาตรี [ ] 2. ปริญญาตรี

[ ] 3. ปริญญาโท [ ] 4. ปริญญาเอก

4. รายได้ส่วนบุคคลต่อเดือน (บาท)

[ ] 1. ไม่เกิน 20,000 [ ] 2. 20,001 – 40,000

[ ] 3. 40,001 – 60,000 [ ] 4. 60,001 – 80,000

[ ] 5. 80,001 – 100,000 [ ] 6. มากกว่า 100,000

5. รายได้ครอบครัวต่อเดือน (บาท)

[ ] 1. ไม่เกิน 40,000 [ ] 2. 40,001 – 80,000

[ ] 3. 80,001 – 120,000 [ ] 4. 120,001 – 160,000

[ ] 5. 160,001 – 200,000 [ ] 6. มากกว่า 200,000

6. ท่านใช้บริการของ AIS ติดต่อกันมาเป็นระยะเวลา (ปี)

[ ] 1. ไม่เกิน 3 [ ] 2. 4 – 6

[ ] 3. 7 – 9 [ ] 4. มากกว่า 9

ขอขอบพระคุณในความร่วมมือของท่าน

Survey: Place…..……..……Date…….……Time…….....Surveyor……..

Questionnaire

Corporate Rebranding in Service Context:
Its Effects on Relationship Strength and Future Share of Wallet

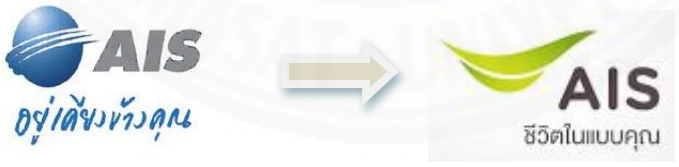
This research is a part of dissertation of the student who studies in the Joint Doctoral Program of Business Administration (JDBA): Thammasat University, Chulalongkorn University and The National Institute of Development Administration. Please truly answer all questions of the research which will take 15-20 minutes to complete. Your data will be kept confidentially and used for academic purpose only.

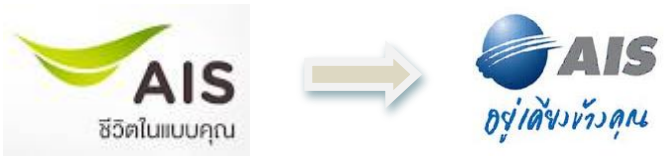
Company: **AIS** No. of Questionnaire FR ☐☐☐☐

Please fill ✓ in [ ] according to your truly desired response

Part 1: Awareness on Corporate Rebranding of AIS

1. Are you a current customer of AIS?
   [ ] Yes [ ] No……(Thank & End the Conversation)
2. When have you been the customer of AIS? Since.....
   [ ] Before September 2011 [ ] After September 2011.(Thank & End the Conversation)
3. What is the Corporate Rebranding of AIS?

[ ] 

[ ] 

……(Thank & End the Conversation)

[ ] Don't know ……...(Thank & End the Conversation)

No. of Questionnaire FR ☐☐☐☐

Corporate Rebranding of AIS

Please fill ✓ in the space after the associating statement according to your truly response based on the following Likert Scales

1. Strongly Disagree 2. Disagree 3. Neutral / Nearly the Same
4. Agree 5. Strongly Agree

Part 2: Corporate Rebranding of AIS

(Focus on Service Use at the Telephone Signal Network / Service Center of AIS)

	Statement	Your Opinion				
		5	4	3	2	1
Perceived Change between New Brand and Old Brand						
1	The new brand of AIS is identical character with the old brand of AIS.					
2	The new brand of AIS is unidirectional image with the old brand of AIS.					
3	The new brand and the old brand of AIS are not different to meet the usage demand.					
4	The new brand of AIS and the old brand of AIS have the same value.					
5	The new brand of AIS is a good fit with the old brand of AIS in delivering a good experience to customer.					
6	The new brand of AIS is not representative of the old brand of AIS.					
Perceived Change in Employee Attitudes and Behaviors						
7	Employees of AIS are more cheery.					
8	Employees of AIS are willing to serve you more.					
9	Employees of AIS understand your needs better.					
10	Employees at AIS are eager to serve you more.					
11	Employees of AIS serve more rapidly.					
12	Employees of AIS have fewer errors in service.					
Perceived Change in Service Systems						
13	Service of AIS resonates with you more.					
14	Accessibility to service of AIS is easier.					
15	Service of AIS is quicker.					
16	In overall, employees of AIS are better.					
17	Problems solving for customers at AIS is faster.					

Statement		Your Opinion				
		5	4	3	2	1
18	The new service process of AIS is easier to understand.					
19	The new step of service process of AIS is better.					
20	In overall, service process of AIS is better.					
21	Equipment of the telecommunications system of AIS is more modern.					
22	Telephone signal network of AIS is more efficient.					
23	Equipment of the telecommunications system of AIS serves the customers quicker.					
24	Equipment of the telecommunications system of AIS is more secure.					
25	Equipment of the telecommunications system of AIS is more suitable for use.					
26	In overall, equipment of the telecommunications system of AIS is better.					
Perceived Change in Brand Partner Quality						
27	The new brand of AIS is superior to the old brand of AIS.					
28	Comparing between the new brand and the old brand of AIS, you think the new brand of AIS is more superior to other competing brands than the old brand of AIS.					
29	You prefer the new brand of AIS more than the old brand of AIS.					
30	For AIS, you trust the new brand more than the old brand.					
31	For AIS, you rely on the new brand more than the old brand.					
32	For AIS, you think the new brand is more believable than the old brand.					
33	The new brand of AIS is worse than the old brand of AIS.					
Future Consumptions *(Telephone / Internet / SMS / Mobile App / WIFI / MMS)*						
34	Comparing from previous time until now, you expect that the time from now until next time of purchase / use service of AIS will be reduced.					
35	You expect to buy / use current service more often from AIS in the future.					
36	You think that you will purchase / use more other types of services from AIS in the future.					
37	You think that you will upgrade service to be a better one from AIS in the future.					
38	If you use many service company brands, you are to spend with this service brand of AIS more than other service company brands.					
39	If you would buy an additional service in the future, you would consider buying that service from AIS before other					

Statement		Your Opinion				
		5	4	3	2	1
	companies.					
40	If you would buy an upgrade service, you would choose to purchase that service from AIS more than other companies.					

Part 3: Any other Opinions or Suggestions

_____

_____

_____

_____

Part 4: Personal Information

1. Gender

[ ] 1. Male [ ] 2. Female

2. Age (Year)

[ ] 1. Less than 21 [ ] 2. 21 – 30

[ ] 3. 31 – 40 [ ] 4. 41 – 50

[ ] 5. 51 – 60 [ ] 6. Over 60

3. Highest level of education that graduated or studying

[ ] 1. Under Bachelor's Degree [ ] 2. Bachelor's Degree

[ ] 3. Master's Degree [ ] 4. Doctoral Degree

4. Personal monthly income (THB)

[ ] 1. Not over 20,000 [ ] 2. 20,001 – 40,000

[ ] 3. 40,001 – 60,000 [ ] 4. 60,001 – 80,000

[ ] 5. 80,001 – 100,000 [ ] 6. Over 100,000

5. Household monthly income (THB)

[ ] 1. Not over 40,000 [ ] 2. 40,001 – 80,000

[ ] 3. 80,001 – 120,000 [ ] 4. 120,001 – 160,000

[ ] 5. 160,001 – 200,000 [ ] 6. Over 200,000

6. How long that you have used the service of AIS (Year)

[ ] 1. Not over 3 [ ] 2. 4 – 6

[ ] 3. 7 – 9 [ ] 4. Over 9

Thank you for your cooperation

APPENDIX E
QUESTIONNAIRE FOR FINANCE
THAI AND ENGLISH VERSIONS (FORMAL TEST)

การสำรวจ : สถานที่……วันที่……เวลา……..ชื่อผู้สำรวจ……..

แบบสอบถาม

การเปลี่ยนแปลงแบรนด์ขององค์กรในธุรกิจภาคบริการ:
ผลกระทบต่อความแข็งแกร่งของความสัมพันธ์และส่วนแบ่งจากกระเป๋าเงินในอนาคต

งานวิจัยนี้เป็นส่วนหนึ่งของดุษฎีนิพนธ์ของนักศึกษาในโครงการร่วมปริญญาเอกทางด้านบริหารธุรกิจ (JDBA) ของมหาวิทยาลัยธรรมศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย และสถาบันบัณฑิตพัฒนบริหารศาสตร์ ซึ่งจะเป็นการสร้างองค์ความรู้ที่เป็นประโยชน์ต่อการศึกษาทางด้านการบริหารธุรกิจ จึงขอความกรุณาท่านใช้เวลาประมาณ 15-20 นาที ในการตอบคำถามทุกข้อตามความเป็นจริงด้วยจักเป็นพระคุณอย่างสูง ทั้งนี้ข้อมูลทั้งหมดของท่านจะถูกเก็บไว้เป็นความลับ โดยผลการศึกษาจะถูกนำไปใช้เพื่อประโยชน์ทางการศึกษาเท่านั้น

บริษัท KTB เลขที่แบบสอบถาม FR ☐☐☐☐

โปรดเติมเครื่องหมาย ✓ลงใน [ ] ตามคำตอบที่ท่านต้องการอย่างแท้จริง

ส่วนที่ 1 การรับรู้เกี่ยวกับการพัฒนาการการเปลี่ยนแปลงของแบรนด์ KTB

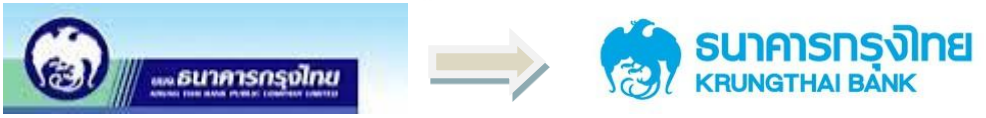
1. ท่านเป็นลูกค้าของ KTB?

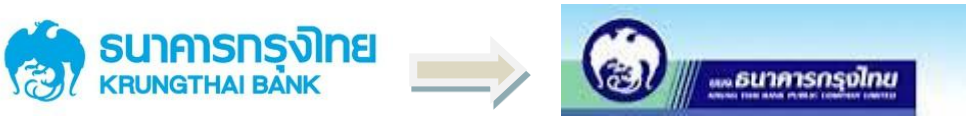
   [ ] ใช่ [ ] ไม่ใช่……..(ขอบคุณและจบการสนทนา)

2. ท่านเป็นลูกค้าของ KTB เมื่อไหร่? ตั้งแต่.....

   [ ] ก่อนเดือนมีนาคม 2554 [ ] หลังเดือนมีนาคม 2554……..(ขอบคุณและจบการสนทนา)

3. ข้อใดคือการพัฒนาการการเปลี่ยนแปลงของแบรนด์ KTB?

   [ ] 

   [ ] 

   .....(ขอบคุณและจบการสนทนา)

   [ ] ไม่ทราบ……(ขอบคุณและจบการสนทนา)

เลขที่แบบสอบถาม FR ☐☐☐☐

การเปลี่ยนแปลงของแบรนด์ KTB

โปรดเติมเครื่องหมาย✓ลงในช่องว่างหลังข้อความซึ่งมีระดับคะแนนที่ตรงกับความคิดเห็นของท่านมากที่สุด

1. ไม่เห็นด้วยอย่างยิ่ง 2. ไม่เห็นด้วย 3. เฉยๆ / ใกล้เคียงเดิม
4. เห็นด้วย 5. เห็นด้วยอย่างยิ่ง

ส่วนที่ 2 การเปลี่ยนแปลงของแบรนด์ KTB

(พิจารณาจากการใช้บริการที่ สาขาธนาคาร/จุดให้บริการ/ตู้เอทีเอ็ม/ตู้เอดีเอ็มของ KTB)

ข้อความ		ความคิดเห็นของท่าน				
		5	4	3	2	1
การรับรู้การเปลี่ยนแปลงแบรนด์						
1	KTB เปลี่ยนแบรนด์ใหม่แล้วยังคงบุคลิกแบรนด์เดิมอยู่					
2	แบรนด์ใหม่ของ KTB มีภาพลักษณ์เป็นไปในทิศทางเดียวกันกับแบรนด์เดิม					
3	แบรนด์ใหม่กับแบรนด์เดิมของ KTB ตอบสนองการใช้งานได้ไม่แตกต่างกัน					
4	คุณค่าแบรนด์ใหม่กับแบรนด์เดิมของ KTB เหมือนกัน					
5	แบรนด์ใหม่ของ KTB ส่งมอบประสบการณ์ที่ดีให้กับลูกค้าได้เหมือนแบรนด์เดิม					
6	มีการเปลี่ยนแปลงอย่างชัดเจนระหว่างแบรนด์ใหม่กับแบรนด์เดิมของ KTB					
พนักงานหลังการเปลี่ยนแปลงแบรนด์						
7	พนักงานของ KTB ยิ้มแย้มแจ่มใสมากขึ้นกว่าเดิม					
8	พนักงานของ KTB เต็มใจที่จะให้บริการมากขึ้น					
9	พนักงานของ KTB เข้าใจความต้องการของลูกค้าดีขึ้น					
10	พนักงานของ KTB กระตือรือร้นในการให้บริการมากขึ้น					
11	พนักงานของ KTB ให้บริการรวดเร็วยิ่งขึ้น					
12	พนักงานของ KTB มีข้อผิดพลาดในการให้บริการน้อยลง					
การบริการหลังการเปลี่ยนแปลงแบรนด์						
13	KTB มีการบริการที่โดนใจมากขึ้น					
14	การบริการของ KTB เข้าถึงได้ง่ายขึ้น					
15	การบริการของ KTB มีความสะดวกรวดเร็วกว่าเดิม					
16	โดยรวมพนักงานของ KTB ดีขึ้นกว่าเดิม					
17	การแก้ปัญหาให้ลูกค้าของ KTB สะดวกรวดเร็วกว่าเดิม					

ข้อความ		ความคิดเห็นของท่าน				
		5	4	3	2	1
18	ขั้นตอนการบริการใหม่ของ KTB เข้าใจได้ง่ายขึ้น					
19	ขั้นตอนการบริการใหม่ของ KTB ดีกว่าเดิม					
20	โดยรวมระบบการบริการของ KTB ดีขึ้นกว่าเดิม					
21	อุปกรณ์ระบบการเงินการธนาคารของ KTB ดูทันสมัยขึ้น					
22	ตู้เอทีเอ็ม (ATM) / ตู้เอดีเอ็ม (ADM) ของ KTB มีประสิทธิภาพมากขึ้น					
23	อุปกรณ์ระบบการเงินการธนาคารของ KTB บริการลูกค้าได้รวดเร็วขึ้น					
24	อุปกรณ์ระบบการเงินของ KTB ดูปลอดภัยขึ้น					
25	อุปกรณ์ระบบการเงินการธนาคารของ KTB เหมาะกับการใช้งานมากขึ้น					
26	โดยรวมอุปกรณ์ระบบการเงินการธนาคารของ KTB ดูดีขึ้น					
การรับรู้แบรนด์ใหม่						
27	แบรนด์ใหม่ของ KTB ดีกว่าแบรนด์เดิม					
28	เมื่อเปรียบเทียบระหว่างแบรนด์ใหม่กับแบรนด์เดิมของ KTB ท่านคิดว่าแบรนด์ใหม่ของ KTB ดีกว่าแบรนด์คู่แข่งอื่นๆมากกว่าแบรนด์เดิม					
29	ท่านชื่นชอบแบรนด์ใหม่ของ KTB มากกว่าแบรนด์เดิม					
30	ท่านมีความเชื่อมั่นต่อแบรนด์ใหม่ของ KTB มากกว่าแบรนด์เดิม					
31	ท่านมีความรู้สึกไว้ใจแบรนด์ใหม่ของ KTB มากกว่าแบรนด์เดิม					
32	ท่านคิดว่าแบรนด์ใหม่ของ KTB มีความน่าเชื่อถือมากกว่าแบรนด์เดิม					
33	แบรนด์ใหม่ของ KTB แย่กว่าแบรนด์เดิม					
พฤติกรรมในอนาคตเกี่ยวกับการใช้บริการ *(เงินฝาก/สินเชื่อ/ธนาคารอิเล็กทรอนิคส์/บริการโอนเงิน/บริการบัตร)*						
34	เมื่อเทียบกับช่วงเวลาที่ผ่านมาถึงปัจจุบัน ท่านคาดว่าระยะเวลาที่จะซื้อ/ใช้บริการจาก KTB ครั้งต่อไปนับจากปัจจุบันถึงอนาคตจะสั้นลง					
35	ท่านคาดว่าจะซื้อ/ใช้บริการปัจจุบันจาก KTB บ่อยขึ้นในอนาคต					
36	ท่านคิดว่าจะซื้อ/ใช้บริการประเภทอื่นๆจาก KTB มากขึ้นในอนาคต					
37	ท่านคิดว่าจะอัพเกรดบริการให้เป็นแบบดีขึ้นกับ KTB ในอนาคต					
38	ถ้าท่านใช้บริการอยู่หลายธนาคาร ท่านจะใช้ KTB มากกว่าธนาคารอื่น					
39	ถ้าต้องใช้บริการประเภทนี้เพิ่มเติม ท่านจะพิจารณาเลือกแบรนด์ KTB ก่อนแบรนด์อื่นๆในอนาคต					
40	หากท่านจะอัพเกรดบริการที่ใช้อยู่ ท่านจะเลือกซื้อจาก KTB มากกว่า ที่จะเลือกจากธนาคารอื่น					

ส่วนที่ 3 ข้อคิดเห็นหรือคำแนะนำอื่น ๆ

_____

_____

_____

ส่วนที่ 4 ข้อมูลส่วนบุคคล

1. เพศ

[ ] 1. ชาย [ ] 2. หญิง

2. อายุ (ปี)

[ ] 1. น้อยกว่า 21 [ ] 2. 21 – 30

[ ] 3. 31 – 40 [ ] 4. 41 – 50

[ ] 5. 51 – 60 [ ] 6. มากกว่า 60

3. ระดับการศึกษาชั้นสูงสุดที่สำเร็จหรือกำลังศึกษาอยู่

[ ] 1. ต่ำกว่าปริญญาตรี [ ] 2. ปริญญาตรี

[ ] 3. ปริญญาโท [ ] 4. ปริญญาเอก

4. รายได้ส่วนบุคคลต่อเดือน (บาท)

[ ] 1. ไม่เกิน 20,000 [ ] 2. 20,001 – 40,000

[ ] 3. 40,001 – 60,000 [ ] 4. 60,001 – 80,000

[ ] 5. 80,001 – 100,000 [ ] 6. มากกว่า 100,000

5. รายได้ครอบครัวต่อเดือน (บาท)

[ ] 1. ไม่เกิน 40,000 [ ] 2. 40,001 – 80,000

[ ] 3. 80,001 – 120,000 [ ] 4. 120,001 – 160,000

[ ] 5. 160,001 – 200,000 [ ] 6. มากกว่า 200,000

6. ท่านใช้บริการของ KTB ติดต่อกันมาเป็นระยะเวลา (ปี)

[ ] 1. ไม่เกิน 3 [ ] 2. 4 – 6

[ ] 3. 7 – 9 [ ] 4. มากกว่า 9

ขอขอบพระคุณในความร่วมมือของท่าน

Survey: Place…..……..……Date…….…….……Time…….....Surveyor……..

Questionnaire

Corporate Rebranding in Service Context:
Its Effects on Relationship Strength and Future Share of Wallet

This research is a part of dissertation of the student who studies in the Joint Doctoral Program of Business Administration (JDBA): Thammasat University, Chulalongkorn University and The National Institute of Development Administration. Please truly answer all questions of the research which will take 15-20 minutes to complete. Your data will be kept confidentially and used for academic purpose only.

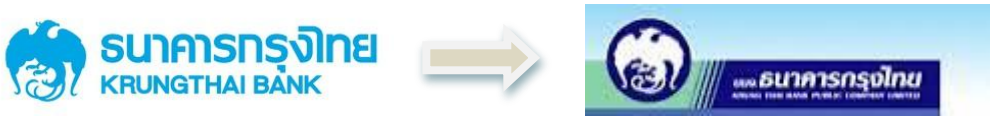
Company: **KTB** No. of Questionnaire FR ☐☐☐☐

Please fill ✓ in [ ] according to your truly desired response

Part 1: Awareness on Corporate Rebranding of KTB

1. Are you a current customer of KTB?
   [ ] Yes [ ] No……. (Thank & End the Conversation)
2. When have you been the customer of KTB? Since.....
   [ ] Before March 2011 [ ] After March 2011……..(Thank & End the Conversation)
3. What is the Corporate Rebranding of KTB?

[ ] 

[ ] 

……..…… (Thank & End the Conversation)

[ ] Don't know …….... (Thank & End the Conversation)

No. of Questionnaire FR ☐☐☐☐

Corporate Rebranding of KTB

Please fill ☐in the space after the associating statement according to your truly response based on the following Likert Scales

1. Strongly Disagree 2. Disagree 3. Neutral / Nearly the Same
4. Agree 5. Strongly Agree

Part 2: Corporate Rebranding of KTB

(Focus on Service Use at the Branch of Bank / ATM Kiosk / ADM Kiosk of KTB)

	Statement	Your Opinion				
		5	4	3	2	1
Perceived Change between New Brand and Old Brand						
1	The new brand of KTB is identical character with the old brand of KTB.					
2	The new brand of KTB is unidirectional image with the old brand of KTB.					
3	The new brand and the old brand of KTB are not different to meet the usage demand.					
4	The new brand of KTB and the old brand of KTB have the same value.					
5	The new brand of KTB is a good fit with the old brand of KTB in delivering a good experience to customer.					
6	The new brand of KTB is not representative of the old brand of KTB.					
Perceived Change in Employee Attitudes and Behaviors						
7	Employees of KTB are more cheery.					
8	Employees of KTB are willing to serve you more.					
9	Employees of KTB understand your needs better.					
10	Employees at KTB are eager to serve you more.					
11	Employees of KTB serve more rapidly.					
12	Employees of KTB have fewer errors in service.					
Perceived Change in Service Systems						
13	Service of KTB resonates with you more.					
14	Accessibility to service of KTB is easier.					
15	Service of KTB is quicker.					
16	In overall, employees of KTB are better.					
17	Problems solving for customers at KTB is faster.					
18	The new service process of KTB is easier to understand.					

Statement		Your Opinion				
		5	4	3	2	1
19	The new step of service process of KTB is better.					
20	In overall, service process of KTB is better.					
21	Equipment of the finance system of KTB is more modern.					
22	ATM / ADM of KTB are more efficient.					
23	Equipment of the finance system of KTB serves the customers quicker.					
24	Equipment of the finance system of KTB is more secure.					
25	Equipment of the finance system of KTB is more suitable for use.					
26	In overall, equipment of the finance system of KTB is better.					
Perceived Change in Brand Partner Quality						
27	The new brand of KTB is superior to the old brand of KTB.					
28	Comparing between the new brand and the old brand of KTB, you think the new brand of KTB is more superior to other competing brands than the old brand of KTB.					
29	You prefer the new brand of KTB more than the old brand of KTB.					
30	For KTB, you trust the new brand more than the old brand.					
31	For KTB, you rely on the new brand more than the old brand.					
32	For KTB, you think the new brand is more believable than the old brand.					
33	The new brand of KTB is worse than the old brand of KTB.					
Future Consumptions *(Deposit / Credit / Electronic Banking / Remittance Transfer / Cards Services)*						
34	Comparing from previous time until now, you expect that the time from now until next time of purchase / use service of KTB will be reduced.					
35	You expect to buy / use current service more often from KTB in the future.					
36	You think that you will purchase / use more other types of services from KTB in the future.					
37	You think that you will upgrade service to be a better one from KTB in the future.					
38	If you use many service brands, you are to spend with this service brand of KTB more than other service brands.					
39	If you would buy an additional service in the future, you would consider buying that service from KTB before other banks.					
40	If you would buy an upgrade service, you would choose to purchase that service from KTB more than other banks.					

Part 3: Any other Opinions or Suggestions

_____

_____

_____

_____

Part 4: Personal Information

1. Gender

[ ] 1. Male [ ] 2. Female

2. Age (Year)

[ ] 1. Less than 21 [ ] 2. 21 – 30

[ ] 3. 31 – 40 [ ] 4. 41 – 50

[ ] 5. 51 – 60 [ ] 6. Over 60

3. Highest level of education that graduated or studying

[ ] 1. Under Bachelor's Degree [ ] 2. Bachelor's Degree

[ ] 3. Master's Degree [ ] 4. Doctoral Degree

4. Personal monthly income (THB)

[ ] 1. Not over 20,000 [ ] 2. 20,001 – 40,000

[ ] 3. 40,001 – 60,000 [ ] 4. 60,001 – 80,000

[ ] 5. 80,001 – 100,000 [ ] 6. Over 100,000

5. Household monthly income (THB)

[ ] 1. Not over 40,000 [ ] 2. 40,001 – 80,000

[ ] 3. 80,001 – 120,000 [ ] 4. 120,001 – 160,000

[ ] 5. 160,001 – 200,000 [ ] 6. Over 200,000

6. How long that you have used the service of KTB (Year)

[ ] 1. Not over 3 [ ] 2. 4 – 6

[ ] 3. 7 – 9 [ ] 4. Over 9

Thank you for your cooperation

APPENDIX F

PLACES AND NUMBER OF SAMPLES COLLECTED

Table F.1

Places and Number of Samples Collected

Places			Number of Samples Collected (500 Each)	
			Telecommunications	Finance
1	Department or Shopping Stores		92	86
	1.1	CentralWorld	6	2
	1.2	Central Plaza Ladprao	16	7
	1.3	Fashion Island	28	59
	1.4	JJ Green	20	-
	1.5	Siam Paragon	22	18
2	Educational Institutes		193	163
	2.1	Satriwitthaya 2 School	4	-
	2.2	Chulalongkorn University	73	67
	2.3	Kasetsart University	-	16
	2.4	Thammasat University (Rangsit)	37	24
	2.5	Thammasat University (Tha Prachan)	79	56
3	Mass Rapid Transit Systems		64	76
	3.1	BTS Ari station	22	21
	3.2	BTS Asok station	27	30
	3.3	BTS Chong Nonsi station	15	14
	3.4	BTS Mo Chit station	-	11
4	Office Buildings		99	119
	4.1	BKK City tower	6	11
	4.2	Empire Tower	16	18
	4.3	KTB PTT branch	-	15
	4.4	Petroleum Authority Building	66	53
	4.5	Sathorn Square	11	6
	4.6	Metropolitan Electricity Authority	-	16
5	Public Streets		52	56
	5.1	Chatuchak	-	20
	5.2	Sathorn	20	22
	5.3	Siam	18	14
	5.4	Victory Monument	14	-

APPENDIX G

ITEM CODES, MEASURES AND CONSTRUCTS

Table G.1

Item Codes of Proposed Measured Items for Constructs

Constructs	Dimensions	No. of Proposed Items	Item Codes of Measures
Perceived Similarity between New Brand and Old Brand (PBS)	Brand Similarity	6	X1_B, X2_B, X3_B, X4_B, X5_B, X6R_B
Perceived Change in Employee Attitudes and Behaviors (CIE)	Change in Employee Attitudes	3	X7_Ea, X8_Ea, X9_Ea
	Change in Employee Behaviors	3	X10_Eb, X11_Eb, X12_Eb
Perceived Change in Service Systems (CIS)	Change in Systems' Process (Convenience & Confidence)	8	X13_Scn, X14_Scn, X15_Scn, X16_Scn, X17_Scn, X18_Scf, X19_Scf, X20_Scf
	Change in Systems' Equipment (Modern & Safety)	6	X21_Sme, X22_Sme, X23_Sme, X24_Sse, X25_Sse, X26_Sse
Change in Brand Partner Quality (CBPQ)	Brand Preference Change	4	Y1_RQP, Y2_RQP, Y3_RQP, Y7R_RQP
	Brand Trust Enhancement	3	Y4_RQT, Y5_RQT, Y6_RQT
Change in Relationship Strength (CRS)	Change in Recency, Frequency, Monetary	4	Y8_RS, Y9_RS, Y10_RS, Y11_RS
Future Share of Wallet (FSW)	Future Share of Wallet	3	Y12_SW, Y13_SW, Y14_SW

Table G.2

Item Codes, Items Shortenings and Measures

Item Codes	Item Shortenings	Measures
X1_B	Brands are identical in character	The new brand of **the company** is identical character with the old brand of **the company**.
X2_B	Brands are unidirectional image	The new brand of **the company** is unidirectional image with the old brand of **the company**.
X3_B	Brands are not different	The new brand and old brand of **the company** are not different to meet the usage demand.
X4_B	Brands are same value	The new brand of **the company** and old brand of **the company** have the same value.
X5_B	Brands are good fit in delivering experience	The new brand of **the company** is a good fit with the old brand of **the company** in delivering a good experience to customer.
X6_B	Brands are not representative	The new brand of **the company** is not representative of the old brand of **the company**. (R)
X7_Ea	Employees are more cheery	Employees of **the company** are more cheery.
X8_Ea	Employees are more willing	Employees of **the company** are willing to serve you more.
X9_Ea	Employees have more understanding	Employees of **the company** understand your needs better.
X10_Eb	Employees are eager to serve more	Employees at **the company** are eager to serve you more.
X11_Eb	Employees serve more rapidly	Employees of **the company** serve more rapidly.
X12_Eb	Employees have fewer errors	Employees of **the company** have fewer errors in service.
X13_Scn	Service is more resonate	Service of **the company** resonates with you more.
X14_Scn	Service can be accessed easier	Accessibility to service of **the company** is easier.
X15_Scn	Service is quicker	Service of **the company** is quicker.
X16_Scn	Overall service has better employees	In overall, employees of **the company** are better.
X17_Scn	Problem solving is faster	Problems solving for customers at **the company** is faster.
X18_Scf	Service process is easier to understand	The new service process of **the company** is easier to understand.
X19_Scf	Step of service process is better	The new step of service process of **the company** is better.

Table G.2

Item Codes, Items Shortenings and Measures (Cont.)

Item Codes	Item Shortenings	Measures
X20_Scf	Overall service process is better	In overall, service process of **the company** is better.
X21_Sme	Equipment is more modern	Equipment of ***(telecommunications / finance)*** system of **the company** is more modern.
X22_Sme	Equipment is more efficient	***(Telephone signal network / ATM or ADM)*** of **the company** is more efficient.
X23_Sme	Equipment serves quicker	Equipment of the ***(telecommunications / finance)*** system of **the company** serves the customers quicker.
X24_Sse	Equipment is more secure	Equipment of the ***(telecommunications / finance)*** system of **the company** is more secure.
X25_Sse	Equipment is more suitable for use	Equipment of the ***(telecommunications / finance)*** system of **the company** is more suitable for use.
X26_Sse	Overall equipment is better	In overall, equipment of the ***(telecommunications / finance)*** system of **the company** is better.
Y1_RQP	New brand is superior to old brand	The new brand of **the company** is superior to the old brand of **the company**.
Y2_RQP	New brand is more superior to other competing brands than old brand	Comparing between new brand and old brand of **the company**, you think the new brand of **the company** is more superior to other competing brands than the old brand of **the company**.
Y3_RQP	New brand gets more preference than old brand	You prefer the new brand of **the company** more than the old brand of **the company**.
Y4_RQT	New brand gets more trust than old brand	For **the company**, you trust the new brand more than the old brand.
Y5_RQT	New brand is more reliable than old brand	For **the company**, you rely on the new brand more than the old brand.
Y6_RQT	New brand is more believable than old brand	For **the company**, you think the new brand is more believable than the old brand.
Y7_RQP	New brand is worse than old brand	New brand of **the company** is worse than old brand of **the company**. (R)

Table G.2

Item Codes, Items Shortenings and Measures (Cont.)

Item Codes	Item Shortenings	Measures
Y8_RS	Time of next purchase is reduced more recency	Comparing from previous time until now, you expect that the time from now until next time of purchase / use service of **the company** will be reduced.
Y9_RS	More frequent use of current service	You expect to buy / use current service more often from **the company** in the future.
Y10_RS	More money to spend on other types of service	You think that you will purchase / use more other types of services from **the company** in the future.
Y11_RS	More money to spend on upgrade services	You think that you will upgrade service to be a better one from **the company** in the future.
Y12_SW	Buy the service from this brand more than others	If you use many service company brands, you are to spend with this service company brand more than other service company brands.
Y13_SW	Buy additional services from this brand before others	If you would buy an additional service in the future, you would consider buying that service from **the company** before other companies.
Y14_SW	Buy upgrade services from this brand more than others	If you would buy an upgrade service, you would choose to purchase that service from **the company** more than other companies.

Note. X6_B and Y7_RQP are reversed by X6R_B and Y7R_RQP, respectively

APPENDIX H
DESCRIPTIVE STATISTICS FOR ALL PROPOSED MEASURED ITEMS

Table H.1

Descriptive Statistics for All Proposed Measured Item

Item Codes	Item Shortenings	N	Min	Max	Mean		SD		Skewness		S' SE	Kurtosis		K' SE
		T/F	T/F	T/F	T	F	T	F	T	F	T/F	T	F	T/F
X1_B	Brands are identical character	500	1	5	3.24	3.31	1.022	1.014	-.313	-.377	.109	-.609	-.585	.218
X2_B	Brands are unidirectional image	500	1	5	3.31	3.32	.938	.995	-.376	-.421	.109	-.375	-.338	.218
X3_B	Brands are not different	500	1	5	3.43	3.47	.923	.959	-.130	-.453	.109	-.418	-.013	.218
X4_B	Brands are same value	500	1	5	3.46	3.49	.952	.940	-.185	-.221	.109	-.541	-.463	.218
X5_B	Brands are good fit in delivering experience	500	1	5	3.59	3.54	.946	.898	-.310	-.291	.109	-.390	-.106	.218
X6_B	Brands are not representative	500	1	5	3.75	3.61	.975	.903	-.584	-.446	.109	-.020	.133	.218
X7_Ea	Employees are more cheery	500	1	5	3.53	3.42	.773	.806	.108	.112	.109	-.133	.128	.218
X8_Ea	Employees are more willing	500	1	5	3.61	3.44	.802	.822	-.086	-.022	.109	-.103	.418	.218
X9_Ea	Employees have more understanding	500	1	5	3.64	3.44	.772	.805	-.036	-.075	.109	-.001	.422	.218
X10_Eb	Employees are eager to serve more	500	1	5	3.61	3.44	.879	.874	-.210	-.144	.109	-.392	-.070	.218
X11_Eb	Employees serve more rapidly	500	1	5	3.50	3.32	.919	.949	-.261	-.066	.109	-.406	-.415	.218
X12_Eb	Employees have fewer errors	500	1	5	3.51	3.39	.836	.857	.022	.025	.109	-.169	-.032	.218
X13_Scn	Service is more resonate	500	1	5	3.64	3.41	.781	.802	-.144	-.049	.109	.028	.429	.218
X14_Scn	Service can be accessed easier	500	1	5	3.75	3.53	.789	.816	-.050	-.090	.109	-.454	.052	.218
X15_Scn	Service is quicker	500	1	5	3.64	3.41	.858	.871	-.389	-.242	.109	.095	-.046	.218
X16_Scn	Overall service has better employees	500	1	5	3.67	3.50	.801	.824	-.162	-.196	.109	-.066	.318	.218
X17_Scn	Problem solving is faster	500	1	5	3.54	3.39	.873	.865	-.226	-.165	.109	-.059	-.169	.218
X18_Scf	Service process is easier to understand	500	1	5	3.62	3.53	.762	.796	-.281	-.105	.109	.363	-.191	.218
X19_Scf	Step of service process is better	500	1	5	3.64	3.54	.753	.804	-.272	-.292	.109	.276	.280	.218
X20_Scf	Overall service process is better	500	1	5	3.76	3.60	.788	.804	-.482	-.257	.109	.747	.091	.218
X21_Sme	Equipment is more modern	500	1	5	3.81	3.75	.822	.860	-.441	-.266	.109	.118	-.377	.218
X22_Sme	Equipment is more efficient	500	1	5	3.73	3.61	.902	.889	-.449	-.382	.109	.083	.043	.218
X23_Sme	Equipment serves quicker	500	1	5	3.70	3.45	.853	.943	-.330	-.258	.109	-.177	-.220	.218
X24_Sse	Equipment is more secure	500	1	5	3.64	3.49	.826	.817	-.156	-.012	.109	-.081	.038	.218
X25_Sse	Equipment is more suitable for use	500	1	5	3.70	3.57	.854	.838	-.324	-.161	.109	.180	-.141	.218
X26_Sse	Overall equipment is better	500	1	5	3.93	3.75	.828	.827	-.286	-.194	.109	-.441	-.320	.218
Y1_RQP	New brand is superior to old brand	500	1	5	3.76	3.58	.790	.800	-.331	-.211	.109	.283	.200	.218

Table H.1

Descriptive Statistics for All Proposed Measured Item (Cont.)

Item Codes	Item Shortenings	N	Min	Max	Mean		SD		Skewness		S' SE	Kurtosis		K' SE
		T/F	T/F	T/F	T	F	T	F	T	F	T/F	T	F	T/F
Y2_RQP	New brand is more superior to other competing brands than old brand	500	1	5	3.66	3.39	.801	.792	-.250	-.273	.109	.127	.610	.218
Y3_RQP	New brand gets more preference than old brand	500	1	5	3.75	3.58	.834	.854	-.506	-.150	.109	.429	-.036	.218
Y4_RQT	New brand gets more trust than old brand	500	1	5	3.69	3.51	.841	.831	-.365	-.074	.109	.209	.063	.218
Y5_RQT	New brand is more reliable than old brand	500	1	5	3.66	3.47	.853	.828	-.387	-.093	.109	.041	.369	.218
Y6_RQT	New brand is more believable than old brand	500	1	5	3.59	3.46	.831	.852	-.252	-.184	.109	.144	.270	.218
Y7_RQP	New brand is worse than old brand	500	1	5	2.38	2.39	1.063	1.004	.613	.376	.109	-.157	-.371	.218
Y8_RS	Time of next purchase is reduced more recency	500	1	5	3.04	2.94	.968	.940	-.032	-.015	.109	-.192	-.371	.218
Y9_RS	More frequency to use current service	500	1	5	3.41	3.22	.779	.832	-.024	-.196	.109	.357	.517	.218
Y10_RS	More monetary to use other type of service	500	1	5	3.44	3.31	.785	.795	-.057	-.071	.109	.200	.467	.218
Y11_RS	More monetary to use upgrade service	500	1	5	3.57	3.36	.821	.814	-.184	-.267	.109	.064	.570	.218
Y12_SW	Buy the service from this brand more than others	500	1	5	3.60	3.35	.884	.843	-.326	-.119	.109	.112	.220	.218
Y13_SW	Buy additional service from this brand before others	500	1	5	3.59	3.38	.903	.863	-.299	-.179	.109	-.102	-.013	.218
Y14_SW	Buy upgrade service from this brand more than others	500	1	5	3.59	3.35	.925	.860	-.209	-.015	.109	-.386	-.025	.218
X6R_B	Brands are representative	500	1	5	2.25	2.39	.975	.903	.584	.446	.109	-.020	.133	.218
Y7R_RQP	New brand is better (than old brand)	500	1	5	3.62	3.61	1.063	1.004	-.613	-.376	.109	-.157	-.371	.218

Note. T = Telecommunications
F = Finance
SD = Standard Deviation
S'SE = Standard Error of Skewness
K'SE = Standard Error of Kurtosis

APPENDIX I

RESULTS OF MEASUREMENT MODEL (TELECOMMUNICATIONS)

Figure I.1

Baseline Measurement Model (Telecommunications)

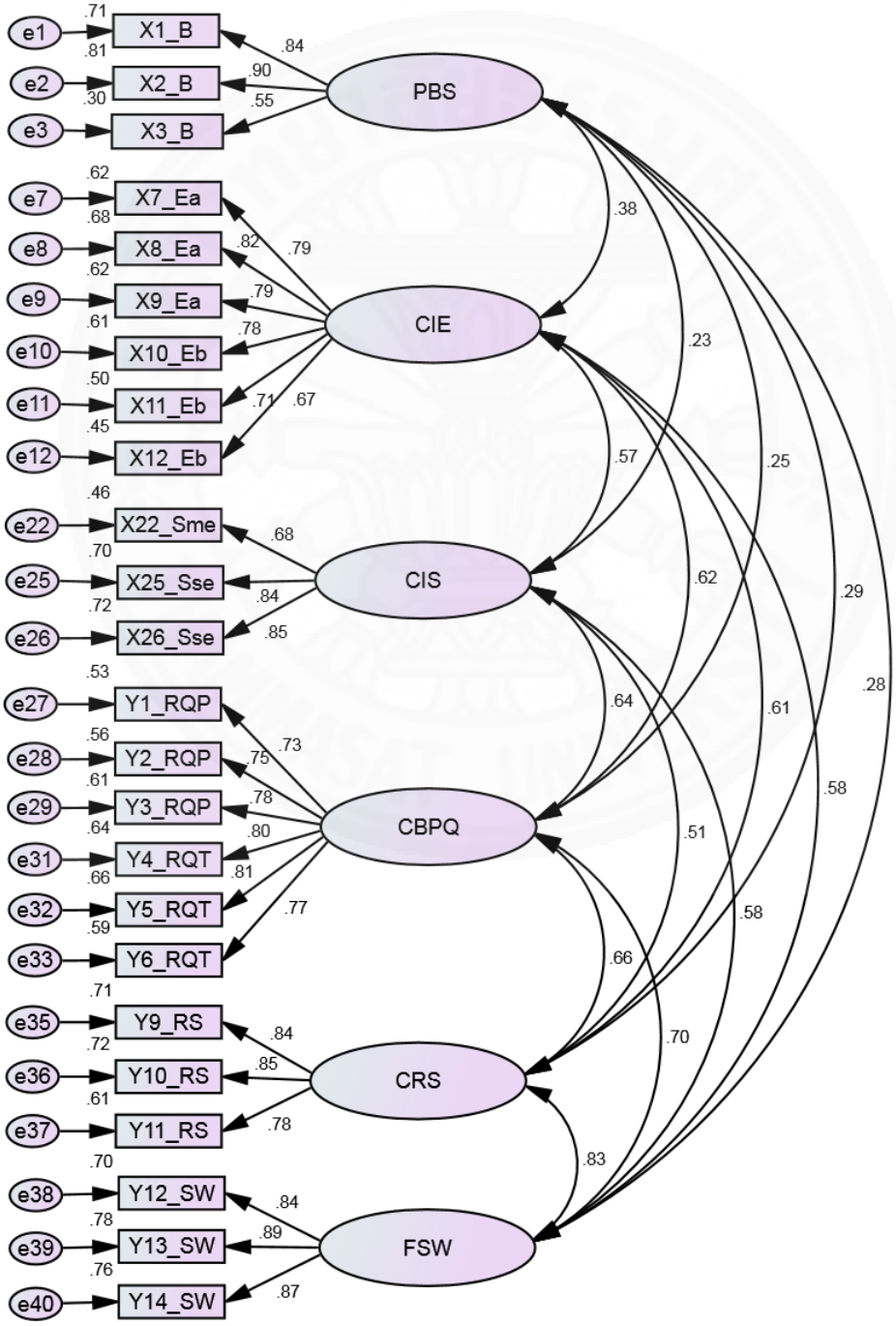


Table I.1

Model Fit Summary and Estimates of Baseline Measurement Model (Telecommunications)

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	63	739.228	237	.000	3.119
Saturated model	300	.000	0		
Independence model	24	7879.160	276	.000	28.548

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.033	.880	.848	.695
Saturated model	.000	1.000		
Independence model	.282	.204	.135	.188

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.906	.891	.934	.923	.934
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.859	.778	.802
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	502.228	424.039	588.031
Saturated model	.000	.000	.000
Independence model	7603.160	7316.906	7895.768

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.481	1.006	.850	1.178
Saturated model	.000	.000	.000	.000
Independence model	15.790	15.237	14.663	15.823

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.065	.060	.071	.000
Independence model	.235	.230	.239	.000

Table I.1

Model Fit Summary and Estimates of Baseline Measurement Model (Telecommunications) (Cont.)

AIC

Model	AIC	BCC	BIC	CAIC
Default model	865.228	871.874	1130.748	1193.748
Saturated model	600.000	631.646	1864.382	2164.382
Independence model	7927.160	7929.692	8028.311	8052.311

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.734	1.577	1.906	1.747
Saturated model	1.202	1.202	1.202	1.266
Independence model	15.886	15.312	16.472	15.891

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	185	197
Independence model	20	22

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
X2_B	<---	PBS	.982	.061	16.205	***	par_1
X1_B	<---	PBS	1.000				
X12_Eb	<---	CIE	.921	.061	15.145	***	par_2
X11_Eb	<---	CIE	1.068	.066	16.062	***	par_3
X10_Eb	<---	CIE	1.130	.062	18.169	***	par_4
X9_Ea	<---	CIE	.999	.053	18.716	***	par_5
X8_Ea	<---	CIE	1.085	.053	20.549	***	par_6
X7_Ea	<---	CIE	1.000				
X22_Sme	<---	CIS	.871	.056	15.693	***	par_7
X25_Sse	<---	CIS	1.014	.050	20.287	***	par_8
X26_Sse	<---	CIS	1.000				
Y6_RQT	<---	CBPQ	1.103	.068	16.221	***	par_9
Y5_RQT	<---	CBPQ	1.204	.070	17.171	***	par_10
Y4_RQT	<---	CBPQ	1.163	.068	17.016	***	par_11
Y14_SW	<---	FSW	1.088	.047	23.292	***	par_12
Y13_SW	<---	FSW	1.082	.045	23.993	***	par_13
Y12_SW	<---	FSW	1.000				
Y11_RS	<---	CRS	.971	.050	19.309	***	par_14
Y10_RS	<---	CRS	1.013	.044	22.759	***	par_15

Table I.1

Model Fit Summary and Estimates of Baseline Measurement Model (Telecommunications) (Cont.)

			Estimate	S.E.	C.R.	P	Label
Y9_RS	<---	CRS	1.000				
Y1_RQP	<---	CBPQ	1.000				
Y2_RQP	<---	CBPQ	1.039	.062	16.720	***	par_31
Y3_RQP	<---	CBPQ	1.132	.066	17.261	***	par_32
X3_B	<---	PBS	.590	.047	12.417	***	par_33

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
X2_B	<---	PBS	.899
X1_B	<---	PBS	.840
X12_Eb	<---	CIE	.672
X11_Eb	<---	CIE	.709
X10_Eb	<---	CIE	.784
X9_Ea	<---	CIE	.789
X8_Ea	<---	CIE	.825
X7_Ea	<---	CIE	.789
X22_Sme	<---	CIS	.680
X25_Sse	<---	CIS	.836
X26_Sse	<---	CIS	.850
Y6_RQT	<---	CBPQ	.766
Y5_RQT	<---	CBPQ	.815
Y4_RQT	<---	CBPQ	.799
Y14_SW	<---	FSW	.871
Y13_SW	<---	FSW	.886
Y12_SW	<---	FSW	.837
Y11_RS	<---	CRS	.779
Y10_RS	<---	CRS	.849
Y9_RS	<---	CRS	.845
Y1_RQP	<---	CBPQ	.731
Y2_RQP	<---	CBPQ	.748
Y3_RQP	<---	CBPQ	.783
X3_B	<---	PBS	.549

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CIE	<-->	CIS	.244	.026	9.283	***	par_16
PBS	<-->	CIS	.136	.032	4.239	***	par_17
PBS	<-->	CIE	.196	.029	6.709	***	par_18
PBS	<-->	CBPQ	.126	.026	4.779	***	par_19
PBS	<-->	CRS	.165	.030	5.434	***	par_20
PBS	<-->	FSW	.175	.034	5.191	***	par_21

Table I.1

Model Fit Summary and Estimates of Baseline Measurement Model (Telecommunications) (Cont.)

			Estimate	S.E.	C.R.	P	Label
CIE	<-->	CBPQ	.219	.023	9.345	***	par_22
CIE	<-->	CRS	.244	.025	9.616	***	par_23
CIE	<-->	FSW	.261	.028	9.356	***	par_24
CIS	<-->	CBPQ	.258	.027	9.549	***	par_25
CIS	<-->	CRS	.235	.027	8.626	***	par_26
CIS	<-->	FSW	.300	.032	9.436	***	par_27
CBRQ	<-->	CRS	.250	.025	9.876	***	par_28
CBRQ	<-->	FSW	.300	.029	10.238	***	par_29
FSW	<-->	CRS	.403	.034	11.748	***	par_30

Correlations: (Group number 1 - Default model)

			Estimate
CIE	<-->	CIS	.571
PBS	<-->	CIS	.226
PBS	<-->	CIE	.376
PBS	<-->	CBPQ	.254
PBS	<-->	CRS	.293
PBS	<-->	FSW	.275
CIE	<-->	CBPQ	.624
CIE	<-->	CRS	.609
CIE	<-->	FSW	.579
CIS	<-->	CBPQ	.636
CIS	<-->	CRS	.507
CIS	<-->	FSW	.577
CBRQ	<-->	CRS	.660
CBRQ	<-->	FSW	.705
FSW	<-->	CRS	.829

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
PBS	.736	.074	9.974	***	par_34
CIE	.371	.037	10.162	***	par_35
CIS	.494	.045	10.976	***	par_36
CBPQ	.332	.036	9.120	***	par_37
FSW	.546	.049	11.195	***	par_38
CRS	.433	.039	11.216	***	par_39

Table I.1

Model Fit Summary and Estimates of Baseline Measurement Model (Telecommunications) (Cont.)

	Estimate	S.E.	C.R.	P	Label
e2	.168	.038	4.404	***	par_40
e1	.307	.043	7.154	***	par_41
e12	.383	.027	14.302	***	par_42
e11	.419	.030	13.913	***	par_43
e10	.297	.023	12.834	***	par_44
e9	.224	.017	13.067	***	par_45
e8	.206	.017	11.835	***	par_46
e7	.226	.018	12.719	***	par_47
e22	.437	.033	13.429	***	par_48
e25	.219	.022	9.778	***	par_49
e26	.190	.021	9.071	***	par_50
e29	.269	.020	13.217	***	par_51
e28	.282	.021	13.521	***	par_52
e27	.290	.021	13.693	***	par_53
e33	.285	.022	13.232	***	par_54
e32	.244	.020	12.212	***	par_55
e31	.255	.020	12.961	***	par_56
e40	.206	.019	11.056	***	par_57
e39	.175	.017	10.230	***	par_58
e38	.234	.019	12.002	***	par_59
e37	.265	.021	12.612	***	par_60
e36	.171	.016	10.701	***	par_61
e35	.174	.016	10.856	***	par_62
e3	.594	.041	14.605	***	par_63

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
X3_B	.301
Y9_RS	.713
Y10_RS	.722
Y11_RS	.606
Y12_SW	.700
Y13_SW	.785
Y14_SW	.758
Y4_RQT	.638
Y5_RQT	.664

Table I.1

Model Fit Summary and Estimates of Baseline Measurement Model (Telecommunications) (Cont.)

	Estimate
Y6_RQT	.587
Y1_RQP	.534
Y2_RQP	.560
Y3_RQP	.613
X26_Sse	.722
X25_Sse	.699
X22_Sme	.462
X7_Ea	.622
X8_Ea	.680
X9_Ea	.623
X10_Eb	.615
X11_Eb	.503
X12_Eb	.452
X1_B	.706
X2_B	.808

Figure I.2

Re-specified Measurement Model (Telecommunications)

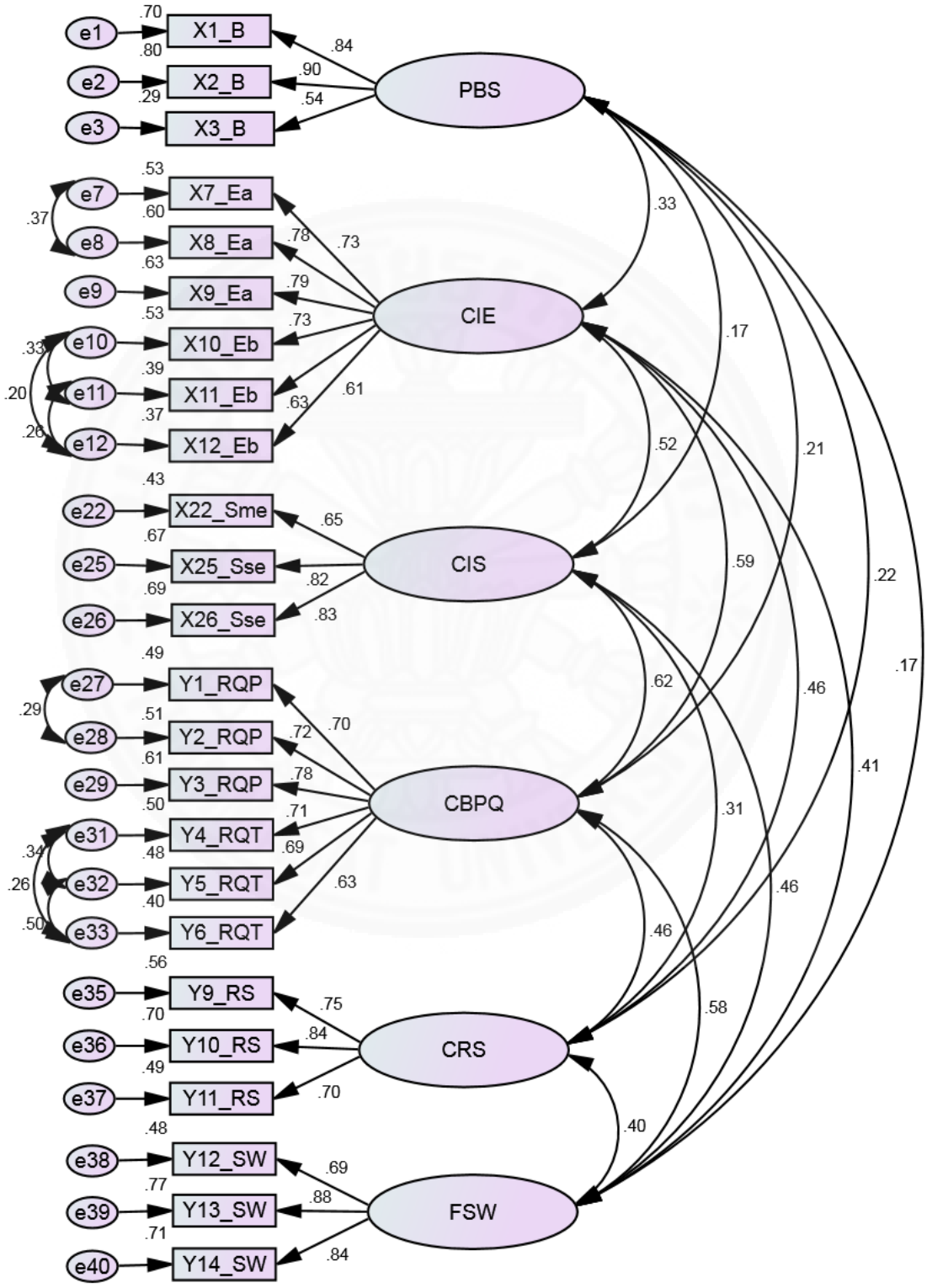


Table I.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Telecommunications)

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	70	648.173	230	.000	2.818
Saturated model	300	.000	0		
Independence model	24	7879.160	276	.000	28.548

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.114	.896	.865	.687
Saturated model	.000	1.000		
Independence model	.282	.204	.135	.188

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.918	.901	.945	.934	.945
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.833	.765	.788
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	418.173	345.996	497.992
Saturated model	.000	.000	.000
Independence model	7603.160	7316.906	7895.768

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.299	.838	.693	.998
Saturated model	.000	.000	.000	.000
Independence model	15.790	15.237	14.663	15.823

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.060	.055	.066	.001
Independence model	.235	.230	.239	.000

Table I.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Telecommunications) (Cont.)

AIC

Model	AIC	BCC	BIC	CAIC
Default model	788.173	795.557	1083.195	1153.195
Saturated model	600.000	631.646	1864.382	2164.382
Independence model	7927.160	7929.692	8028.311	8052.311

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.580	1.435	1.739	1.594
Saturated model	1.202	1.202	1.202	1.266
Independence model	15.886	15.312	16.472	15.891

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	206	218
Independence model	20	22

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
X2_B	<---	PBS	.982	.061	16.164	***	par_1
X1_B	<---	PBS	1.000				
X12_Eb	<---	CIE	.911	.068	13.402	***	par_2
X11_Eb	<---	CIE	1.033	.074	13.945	***	par_3
X10_Eb	<---	CIE	1.131	.070	16.158	***	par_4
X9_Ea	<---	CIE	1.077	.062	17.480	***	par_5
X8_Ea	<---	CIE	1.097	.049	22.439	***	par_6
X7_Ea	<---	CIE	1.000				
X22_Sme	<---	CIS	.871	.055	15.717	***	par_7
X25_Sse	<---	CIS	1.017	.050	20.392	***	par_8
X26_Sse	<---	CIS	1.000				
Y6_RQT	<---	CBPQ	.961	.068	14.210	***	par_9
Y5_RQT	<---	CBPQ	1.065	.070	15.274	***	par_10
Y4_RQT	<---	CBPQ	1.075	.069	15.560	***	par_11
Y14_SW	<---	FSW	1.330	.082	16.132	***	par_12
Y13_SW	<---	FSW	1.345	.081	16.641	***	par_13
Y12_SW	<---	FSW	1.000				

Table I.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Telecommunications) (Cont.)

			Estimate	S.E.	C.R.	P	Label
Y11_RS	<---	CRS	1.074	.074	14.550	***	par_14
Y10_RS	<---	CRS	1.185	.073	16.234	***	par_15
Y9_RS	<---	CRS	1.000				
Y1_RQP	<---	CBPQ	1.000				
Y2_RQP	<---	CBPQ	1.033	.053	19.498	***	par_30
Y3_RQP	<---	CBPQ	1.160	.067	17.444	***	par_31
X3_B	<---	PBS	.590	.048	12.411	***	par_32

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
X2_B	<---	PBS	.896
X1_B	<---	PBS	.835
X12_Eb	<---	CIE	.605
X11_Eb	<---	CIE	.626
X10_Eb	<---	CIE	.725
X9_Ea	<---	CIE	.793
X8_Ea	<---	CIE	.776
X7_Ea	<---	CIE	.729
X22_Sme	<---	CIS	.653
X25_Sse	<---	CIS	.819
X26_Sse	<---	CIS	.832
Y6_RQT	<---	CBPQ	.634
Y5_RQT	<---	CBPQ	.691
Y4_RQT	<---	CBPQ	.710
Y14_SW	<---	FSW	.840
Y13_SW	<---	FSW	.879
Y12_SW	<---	FSW	.691
Y11_RS	<---	CRS	.702
Y10_RS	<---	CRS	.839
Y9_RS	<---	CRS	.745
Y1_RQP	<---	CBPQ	.702
Y2_RQP	<---	CBPQ	.717
Y3_RQP	<---	CBPQ	.782
X3_B	<---	PBS	.542

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CIE	<-->	CIS	.183	.020	9.096	***	par_16
PBS	<-->	CIS	.093	.028	3.303	***	par_17
PBS	<-->	CIE	.151	.025	6.157	***	par_18
PBS	<-->	CBPQ	.093	.022	4.161	***	par_19
PBS	<-->	CRS	.090	.021	4.194	***	par_20

Table I.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Telecommunications) (Cont.)

			Estimate	S.E.	C.R.	P	Label
PBS	<-->	FSW	.072	.021	3.370	***	par_21
CIE	<-->	CBPQ	.164	.017	9.415	***	par_22
CIE	<-->	CRS	.122	.015	7.873	***	par_23
CIE	<-->	FSW	.114	.015	7.614	***	par_24
CIS	<-->	CBPQ	.211	.021	9.944	***	par_25
CIS	<-->	CRS	.101	.016	6.317	***	par_26
CIS	<-->	FSW	.156	.020	7.851	***	par_27
CBRQ	<-->	CRS	.116	.014	8.421	***	par_28
CBRQ	<-->	FSW	.155	.017	9.128	***	par_29
FSW	<-->	CRS	.100				
e32	<-->	e31	.109	.020	5.510	***	par_33
e33	<-->	e32	.176	.022	8.059	***	par_34
e28	<-->	e27	.079	.017	4.684	***	par_35
e8	<-->	e7	.089	.017	5.347	***	par_36
e11	<-->	e10	.129	.023	5.537	***	par_37
e12	<-->	e11	.116	.024	4.806	***	par_38
e33	<-->	e31	.090	.020	4.557	***	par_39
e12	<-->	e10	.076	.021	3.610	***	par_40

Correlations: (Group number 1 - Default model)

			Estimate
CIE	<-->	CIS	.522
PBS	<-->	CIS	.168
PBS	<-->	CIE	.335
PBS	<-->	CBPQ	.211
PBS	<-->	CRS	.218
PBS	<-->	FSW	.167
CIE	<-->	CBPQ	.588
CIE	<-->	CRS	.463
CIE	<-->	FSW	.412
CIS	<-->	CBPQ	.618
CIS	<-->	CRS	.315
CIS	<-->	FSW	.463
CBRQ	<-->	CRS	.456
CBRQ	<-->	FSW	.579
FSW	<-->	CRS	.396
e32	<-->	e31	.338
e33	<-->	e32	.498
e28	<-->	e27	.287
e8	<-->	e7	.368
e11	<-->	e10	.326

Table I.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Telecommunications) (Cont.)

			Estimate
e12	<-->	e11	.261
e33	<-->	e31	.264
e12	<-->	e10	.205

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
PBS	.709	.071	9.953	***	par_41
CIE	.287	.030	9.648	***	par_42
CIS	.429	.039	11.112	***	par_43
CBPQ	.271	.029	9.457	***	par_44
FSW	.265	.035	7.627	***	par_45
CRS	.240	.030	7.932	***	par_46
e2	.168	.038	4.382	***	par_47
e1	.307	.043	7.139	***	par_48
e12	.413	.030	13.898	***	par_49
e11	.476	.035	13.737	***	par_50
e10	.332	.026	12.521	***	par_51
e9	.197	.018	11.081	***	par_52
e8	.229	.020	11.262	***	par_53
e7	.254	.021	12.168	***	par_54
e22	.438	.032	13.475	***	par_55
e25	.217	.022	9.775	***	par_56
e26	.192	.021	9.201	***	par_57
e29	.232	.020	11.383	***	par_58
e28	.274	.022	12.549	***	par_59
e27	.279	.022	12.705	***	par_60
e33	.372	.027	13.598	***	par_61
e32	.336	.026	12.905	***	par_62
e31	.308	.024	12.628	***	par_63
e40	.195	.020	9.714	***	par_64
e39	.141	.018	7.771	***	par_65
e38	.291	.024	12.294	***	par_66
e37	.285	.023	12.170	***	par_67
e36	.142	.018	7.966	***	par_68
e35	.192	.020	9.840	***	par_69
e3	.594	.041	14.606	***	par_70

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
X3_B	.293
Y9_RS	.555
Y10_RS	.704

Table I.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Telecommunications) (Cont.)

	Estimate
Y11_RS	.493
Y12_SW	.477
Y13_SW	.773
Y14_SW	.706
Y4_RQT	.504
Y5_RQT	.477
Y6_RQT	.402
Y1_RQP	.493
Y2_RQP	.514
Y3_RQP	.611
X26_Sse	.691
X25_Sse	.671
X22_Sme	.427
X7_Ea	.531
X8_Ea	.602
X9_Ea	.629
X10_Eb	.526
X11_Eb	.392
X12_Eb	.366
X1_B	.698
X2_B	.803

APPENDIX J
RESULTS OF MEASUREMENT MODEL (FINANCE)

Figure J.1

Baseline Measurement Model (Finance)

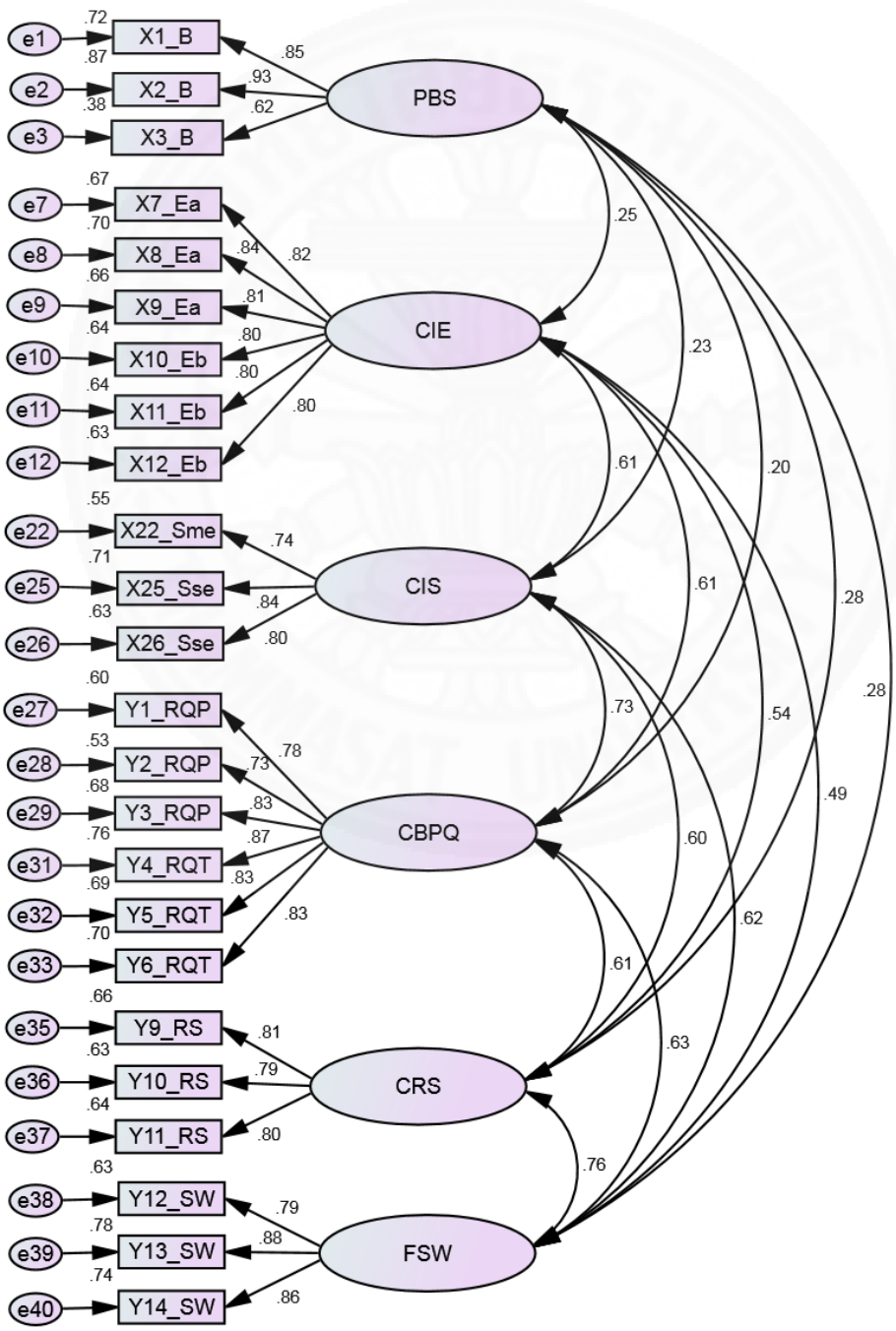


Table J.1

Model Fit Summary and Estimates of Baseline Measurement Model (Finance)

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	63	693.817	237	.000	2.927
Saturated model	300	.000	0		
Independence model	24	8501.832	276	.000	30.804

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.028	.895	.867	.707
Saturated model	.000	1.000		
Independence model	.291	.196	.126	.180

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.918	.905	.945	.935	.944
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.859	.789	.811
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	456.817	381.690	539.575
Saturated model	.000	.000	.000
Independence model	8225.832	7928.159	8529.853

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.390	.915	.765	1.081
Saturated model	.000	.000	.000	.000
Independence model	17.038	16.485	15.888	17.094

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.062	.057	.068	.000
Independence model	.244	.240	.249	.000

Table J.1

Model Fit Summary and Estimates of Baseline Measurement Model (Finance) (Cont.)

AIC

Model	AIC	BCC	BIC	CAIC
Default model	819.817	826.463	1085.337	1148.337
Saturated model	600.000	631.646	1864.382	2164.382
Independence model	8549.832	8552.364	8650.983	8674.983

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.643	1.492	1.809	1.656
Saturated model	1.202	1.202	1.202	1.266
Independence model	17.134	16.537	17.743	17.139

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	197	209
Independence model	19	20

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
X2_B	<---	PBS	1.079	.053	20.398	***	par_1
X1_B	<---	PBS	1.000				
X12_Eb	<---	CIE	1.033	.052	20.031	***	par_2
X11_Eb	<---	CIE	1.154	.057	20.349	***	par_3
X10_Eb	<---	CIE	1.058	.053	20.136	***	par_4
X9_Ea	<---	CIE	.989	.047	21.021	***	par_5
X8_Ea	<---	CIE	1.040	.046	22.412	***	par_6
X7_Ea	<---	CIE	1.000				
X22_Sme	<---	CIS	1.000	.059	17.001	***	par_7
X25_Sse	<---	CIS	1.075	.056	19.036	***	par_8
X26_Sse	<---	CIS	1.000				
Y6_RQT	<---	CBPQ	1.145	.056	20.314	***	par_9
Y5_RQT	<---	CBPQ	1.112	.056	20.031	***	par_10
Y4_RQT	<---	CBPQ	1.164	.055	21.064	***	par_11
Y14_SW	<---	FSW	1.107	.054	20.613	***	par_12
Y13_SW	<---	FSW	1.141	.054	21.137	***	par_13
Y12_SW	<---	FSW	1.000				
Y11_RS	<---	CRS	.961	.053	18.134	***	par_14
Y10_RS	<---	CRS	.930	.049	19.083	***	par_15

Table J.1

Model Fit Summary and Estimates of Baseline Measurement Model (Finance) (Cont.)

			Estimate	S.E.	C.R.	P	Label
Y9_RS	<---	CRS	1.000				
Y1_RQP	<---	CBPQ	1.000				
Y2_RQP	<---	CBPQ	.930	.054	17.368	***	par_31
Y3_RQP	<---	CBPQ	1.135	.056	20.173	***	par_32
X3_B	<---	PBS	.686	.046	14.768	***	par_33

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
X2_B	<---	PBS	.935
X1_B	<---	PBS	.850
X12_Eb	<---	CIE	.795
X11_Eb	<---	CIE	.803
X10_Eb	<---	CIE	.799
X9_Ea	<---	CIE	.811
X8_Ea	<---	CIE	.835
X7_Ea	<---	CIE	.819
X22_Sme	<---	CIS	.740
X25_Sse	<---	CIS	.844
X26_Sse	<---	CIS	.796
Y6_RQT	<---	CBPQ	.835
Y5_RQT	<---	CBPQ	.833
Y4_RQT	<---	CBPQ	.869
Y14_SW	<---	FSW	.859
Y13_SW	<---	FSW	.882
Y12_SW	<---	FSW	.792
Y11_RS	<---	CRS	.799
Y10_RS	<---	CRS	.792
Y9_RS	<---	CRS	.814
Y1_RQP	<---	CBPQ	.776
Y2_RQP	<---	CBPQ	.730
Y3_RQP	<---	CBPQ	.826
X3_B	<---	PBS	.617

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CIE	<-->	CIS	.266	.027	9.762	***	par_16
PBS	<-->	CIS	.128	.030	4.286	***	par_17
PBS	<-->	CIE	.145	.029	4.912	***	par_18
PBS	<-->	CBPQ	.109	.027	4.008	***	par_19
PBS	<-->	CRS	.166	.032	5.248	***	par_20
PBS	<-->	FSW	.163	.031	5.337	***	par_21
CIE	<-->	CBPQ	.249	.026	9.715	***	par_22

Table J.1

Model Fit Summary and Estimates of Baseline Measurement Model (Finance) (Cont.)

			Estimate	S.E.	C.R.	P	Label
CIE	<-->	CRS	.241	.027	8.894	***	par_23
CIE	<-->	FSW	.217	.026	8.415	***	par_24
CIS	<-->	CBPQ	.298	.028	10.476	***	par_25
CIS	<-->	CRS	.269	.028	9.433	***	par_26
CIS	<-->	FSW	.271	.029	9.451	***	par_27
CBRQ	<-->	CRS	.258	.027	9.587	***	par_28
CBRQ	<-->	FSW	.260	.027	9.704	***	par_29
FSW	<-->	CRS	.341	.032	10.716	***	par_30

Correlations: (Group number 1 - Default model)

			Estimate
CIE	<-->	CIS	.615
PBS	<-->	CIS	.227
PBS	<-->	CIE	.255
PBS	<-->	CBPQ	.203
PBS	<-->	CRS	.285
PBS	<-->	FSW	.284
CIE	<-->	CBPQ	.609
CIE	<-->	CRS	.541
CIE	<-->	FSW	.494
CIS	<-->	CBPQ	.730
CIS	<-->	CRS	.604
CIS	<-->	FSW	.620
CBRQ	<-->	CRS	.614
CBRQ	<-->	FSW	.630
FSW	<-->	CRS	.758

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
PBS	.742	.069	10.828	***	par_34
CIE	.435	.040	10.893	***	par_35
CIS	.432	.043	10.031	***	par_36
CBPQ	.385	.038	10.093	***	par_37
FSW	.444	.044	10.209	***	par_38
CRS	.457	.044	10.356	***	par_39
e2	.125	.034	3.672	***	par_40
e1	.285	.033	8.508	***	par_41
e12	.270	.020	13.432	***	par_42
e11	.320	.024	13.258	***	par_43
e10	.275	.021	13.336	***	par_44
e9	.221	.017	13.270	***	par_45

Table J.1

Model Fit Summary and Estimates of Baseline Measurement Model (Finance) (Cont.)

	Estimate	S.E.	C.R.	P	Label
e8	.204	.016	12.496	***	par_46
e7	.213	.017	12.835	***	par_47
e22	.357	.029	12.452	***	par_48
e25	.201	.021	9.409	***	par_49
e26	.250	.022	11.295	***	par_50
e29	.231	.017	13.226	***	par_51
e28	.293	.020	14.350	***	par_52
e27	.254	.018	13.905	***	par_53
e33	.220	.017	13.084	***	par_54
e32	.209	.016	12.997	***	par_55
e31	.168	.014	11.992	***	par_56
e40	.194	.018	10.794	***	par_57
e39	.165	.017	9.535	***	par_58
e38	.264	.021	12.582	***	par_59
e37	.239	.022	11.086	***	par_60
e36	.236	.021	11.462	***	par_61
e35	.233	.022	10.698	***	par_62
e3	.569	.039	14.604	***	par_63

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
X3_B	.380
Y9_RS	.662
Y10_RS	.627
Y11_RS	.639
Y12_SW	.627
Y13_SW	.778
Y14_SW	.738
Y4_RQT	.756
Y5_RQT	.695
Y6_RQT	.697
Y1_RQP	.602
Y2_RQP	.532
Y3_RQP	.682
X26_Sse	.633
X25_Sse	.713
X22_Sme	.548
X7_Ea	.671
X8_Ea	.698
X9_Ea	.659

Table J.1

Model Fit Summary and Estimates of Baseline Measurement Model (Finance) (Cont.)

	Estimate
X10_Eb	.639
X11_Eb	.644
X12_Eb	.632
X1_B	.723
X2_B	.873

Figure J.2

Re-specified Measurement Model (Finance)

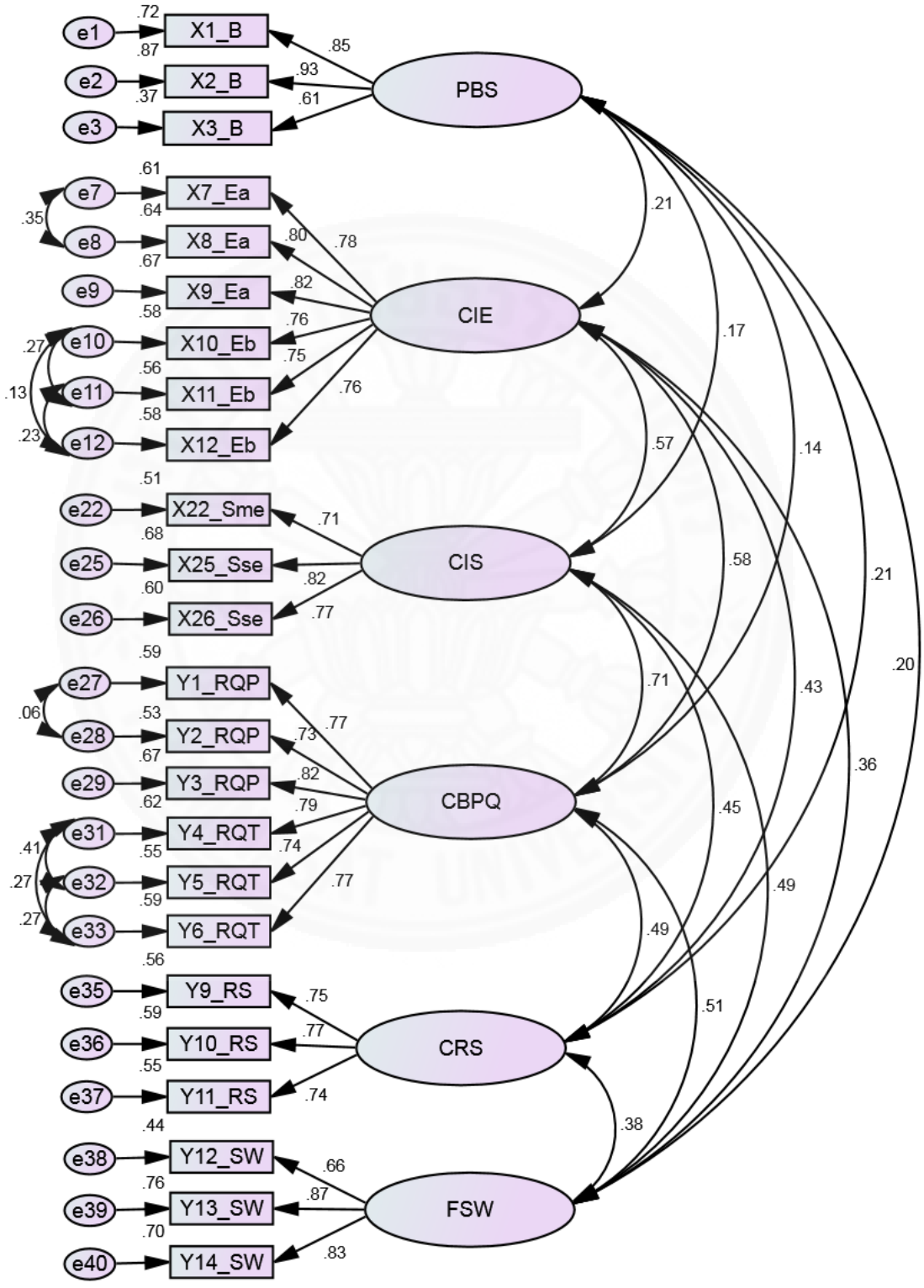


Table J.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Finance)

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	70	659.335	230	.000	2.867
Saturated model	300	.000	0		
Independence model	24	8501.832	276	.000	30.804

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.094	.901	.871	.691
Saturated model	.000	1.000		
Independence model	.291	.196	.126	.180

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.922	.907	.948	.937	.948
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.833	.769	.790
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	429.335	356.366	509.942
Saturated model	.000	.000	.000
Independence model	8225.832	7928.159	8529.853

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.321	.860	.714	1.022
Saturated model	.000	.000	.000	.000
Independence model	17.038	16.485	15.888	17.094

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.061	.056	.067	.000
Independence model	.244	.240	.249	.000

Table J.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Finance) (Cont.)

AIC

Model	AIC	BCC	BIC	CAIC
Default model	799.335	806.719	1094.357	1164.357
Saturated model	600.000	631.646	1864.382	2164.382
Independence model	8549.832	8552.364	8650.983	8674.983

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.602	1.456	1.763	1.617
Saturated model	1.202	1.202	1.202	1.266
Independence model	17.134	16.537	17.743	17.139

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	202	215
Independence model	19	20

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
X2_B	<---	PBS	1.080	.053	20.380	***	par_1
X1_B	<---	PBS	1.000				
X12_Eb	<---	CIE	1.037	.058	17.891	***	par_2
X11_Eb	<---	CIE	1.130	.063	17.824	***	par_3
X10_Eb	<---	CIE	1.057	.059	17.881	***	par_4
X9_Ea	<---	CIE	1.041	.052	20.159	***	par_5
X8_Ea	<---	CIE	1.041	.042	24.826	***	par_6
X7_Ea	<---	CIE	1.000				
X22_Sme	<---	CIS	.998	.059	17.019	***	par_7
X25_Sse	<---	CIS	1.075	.056	19.103	***	par_8
X26_Sse	<---	CIS	1.000				
Y6_RQT	<---	CBPQ	1.060	.056	19.044	***	par_9
Y5_RQT	<---	CBPQ	1.001	.055	18.081	***	par_10
Y4_RQT	<---	CBPQ	1.063	.055	19.313	***	par_11
Y14_SW	<---	FSW	1.337	.088	15.217	***	par_12
Y13_SW	<---	FSW	1.392	.091	15.237	***	par_13
Y12_SW	<---	FSW	1.000				
Y11_RS	<---	CRS	1.028	.075	13.772	***	par_14
Y10_RS	<---	CRS	1.031	.068	15.266	***	par_15

Table J.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Finance) (Cont.)

			Estimate	S.E.	C.R.	P	Label
Y9_RS	<---	CRS	1.000				
Y1_RQP	<---	CBPQ	1.000				
Y2_RQP	<---	CBPQ	.937	.050	18.741	***	par_30
Y3_RQP	<---	CBPQ	1.129	.055	20.614	***	par_31
X3_B	<---	PBS	.686	.046	14.766	***	par_32

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
X2_B	<---	PBS	.933
X1_B	<---	PBS	.846
X12_Eb	<---	CIE	.760
X11_Eb	<---	CIE	.748
X10_Eb	<---	CIE	.760
X9_Ea	<---	CIE	.817
X8_Ea	<---	CIE	.799
X7_Ea	<---	CIE	.782
X22_Sme	<---	CIS	.711
X25_Sse	<---	CIS	.824
X26_Sse	<---	CIS	.772
Y6_RQT	<---	CBPQ	.767
Y5_RQT	<---	CBPQ	.742
Y4_RQT	<---	CBPQ	.790
Y14_SW	<---	FSW	.834
Y13_SW	<---	FSW	.874
Y12_SW	<---	FSW	.661
Y11_RS	<---	CRS	.742
Y10_RS	<---	CRS	.766
Y9_RS	<---	CRS	.746
Y1_RQP	<---	CBPQ	.770
Y2_RQP	<---	CBPQ	.726
Y3_RQP	<---	CBPQ	.821
X3_B	<---	PBS	.610

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CIE	<-->	CIS	.211	.021	9.830	***	par_16
PBS	<-->	CIS	.089	.026	3.469	***	par_17
PBS	<-->	CIE	.109	.026	4.262	***	par_18
PBS	<-->	CBPQ	.070	.024	2.983	.003	par_19
PBS	<-->	CRS	.095	.024	3.994	***	par_20
PBS	<-->	FSW	.084	.021	4.109	***	par_21
CIE	<-->	CBPQ	.203	.020	9.965	***	par_22

Table J.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Finance) (Cont.)

			Estimate	S.E.	C.R.	P	Label
CIE	<-->	CRS	.143	.019	7.682	***	par_23
CIE	<-->	FSW	.106	.015	7.070	***	par_24
CIS	<-->	CBPQ	.250	.022	11.152	***	par_25
CIS	<-->	CRS	.150	.018	8.378	***	par_26
CIS	<-->	FSW	.144	.017	8.366	***	par_27
CBRQ	<-->	CRS	.154	.017	9.002	***	par_28
CBRQ	<-->	FSW	.145	.016	9.046	***	par_29
FSW	<-->	CRS	.100				
e33	<-->	e32	.073	.016	4.436	***	par_33
e32	<-->	e31	.104	.017	6.288	***	par_34
e28	<-->	e27	.015	.014	1.040	.298	par_35
e8	<-->	e7	.080	.016	5.186	***	par_36
e12	<-->	e11	.076	.020	3.740	***	par_37
e11	<-->	e10	.090	.021	4.332	***	par_38
e33	<-->	e31	.066	.016	4.216	***	par_39
e12	<-->	e10	.037	.018	2.041	.041	par_40

Correlations: (Group number 1 - Default model)

			Estimate
CIE	<-->	CIS	.574
PBS	<-->	CIS	.173
PBS	<-->	CIE	.213
PBS	<-->	CBPQ	.142
PBS	<-->	CRS	.206
PBS	<-->	FSW	.204
CIE	<-->	CBPQ	.576
CIE	<-->	CRS	.434
CIE	<-->	FSW	.359
CIS	<-->	CBPQ	.707
CIS	<-->	CRS	.454
CIS	<-->	FSW	.488
CBRQ	<-->	CRS	.486
CBRQ	<-->	FSW	.511
FSW	<-->	CRS	.377
e33	<-->	e32	.269
e32	<-->	e31	.410
e28	<-->	e27	.060
e8	<-->	e7	.350
e12	<-->	e11	.231
e11	<-->	e10	.270
e33	<-->	e31	.266

Table J.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Finance) (Cont.)

			Estimate
e12	<-->	e10	.125

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
PBS	.717	.066	10.929	***	par_41
CIE	.368	.035	10.553	***	par_42
CIS	.368	.036	10.323	***	par_43
CBPQ	.339	.031	10.818	***	par_44
FSW	.238	.032	7.400	***	par_45
CRS	.296	.038	7.798	***	par_46
e2	.124	.034	3.634	***	par_47
e1	.286	.033	8.529	***	par_48
e12	.289	.024	12.250	***	par_49
e11	.371	.030	12.522	***	par_50
e10	.300	.024	12.263	***	par_51
e9	.198	.017	11.552	***	par_52
e8	.226	.019	11.730	***	par_53
e7	.234	.020	12.007	***	par_54
e22	.358	.029	12.521	***	par_55
e25	.201	.021	9.459	***	par_56
e26	.250	.022	11.308	***	par_57
e29	.209	.018	11.684	***	par_58
e28	.268	.021	13.051	***	par_59
e27	.233	.019	12.491	***	par_60
e33	.267	.021	12.520	***	par_61
e32	.278	.022	12.836	***	par_62
e31	.231	.019	11.915	***	par_63
e40	.186	.020	9.334	***	par_64
e39	.143	.019	7.393	***	par_65
e38	.307	.024	12.789	***	par_66
e37	.255	.024	10.506	***	par_67
e36	.222	.022	10.258	***	par_68
e35	.235	.025	9.407	***	par_69
e3	.569	.039	14.602	***	par_70

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
X3_B	.372
Y9_RS	.557
Y10_RS	.586
Y11_RS	.551
Y12_SW	.437

Table J.2

Model Fit Summary and Estimates of Re-specified Measurement Model (Finance) (Cont.)

	Estimate
Y13_SW	.763
Y14_SW	.696
Y4_RQT	.624
Y5_RQT	.551
Y6_RQT	.588
Y1_RQP	.593
Y2_RQP	.527
Y3_RQP	.674
X26_Sse	.596
X25_Sse	.679
X22_Sme	.506
X7_Ea	.611
X8_Ea	.639
X9_Ea	.667
X10_Eb	.577
X11_Eb	.559
X12_Eb	.578
X1_B	.715
X2_B	.871

APPENDIX K
RESULTS OF STRUCTURAL MODEL (TELECOMMUNICATIONS)

Figure K.1

Baseline Structural Model with Measures (Telecommunications)

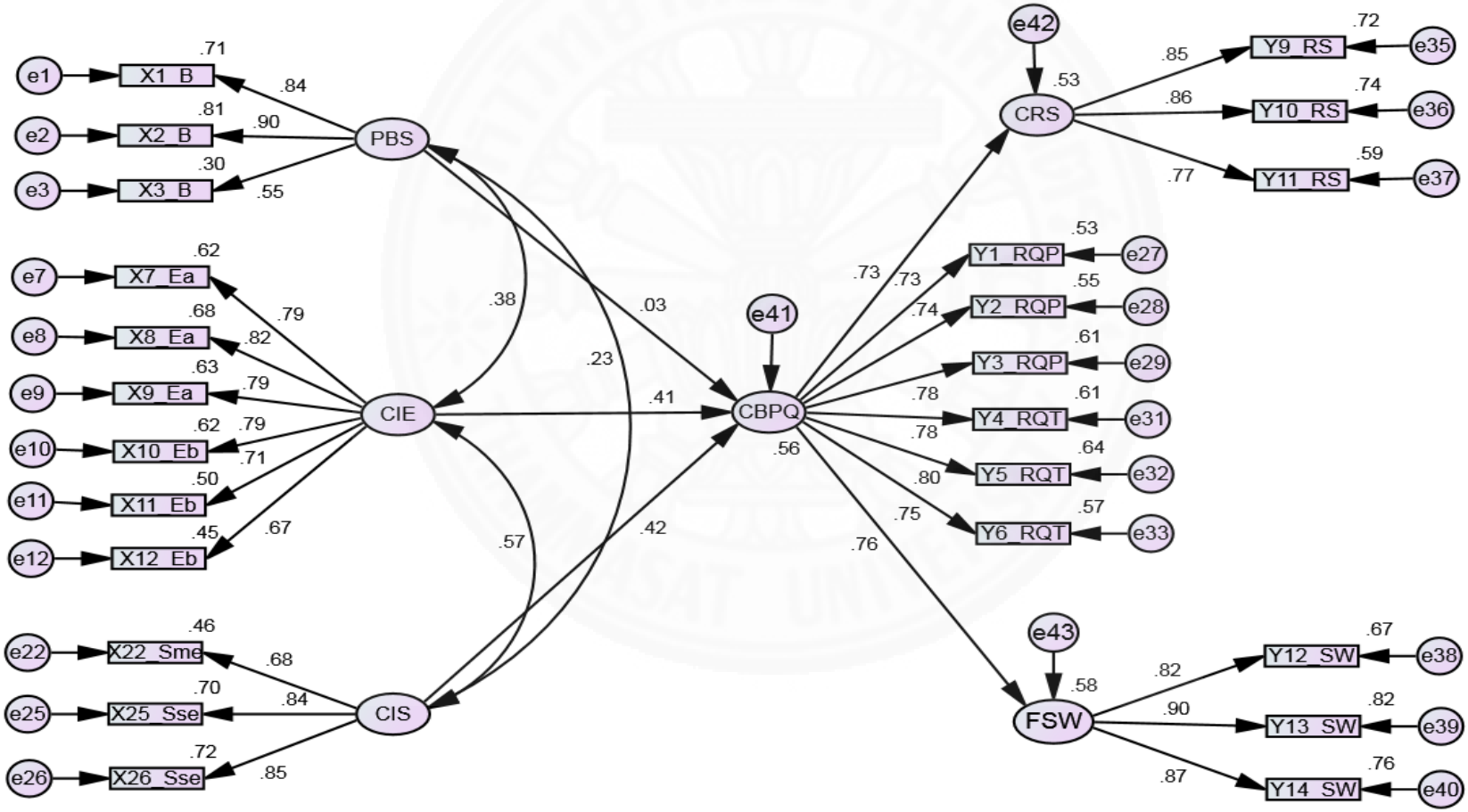


Table K.1

Model Fit Summary and Estimates of Baseline Structural Model (Telecommunications)

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	56	930.422	244	.000	3.813
Saturated model	300	.000	0		
Independence model	24	7879.160	276	.000	28.548

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.048	.860	.827	.699
Saturated model	.000	1.000		
Independence model	.282	.204	.135	.188

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.882	.866	.910	.898	.910
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.884	.780	.804
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	686.422	596.629	783.774
Saturated model	.000	.000	.000
Independence model	7603.160	7316.906	7895.768

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.865	1.376	1.196	1.571
Saturated model	.000	.000	.000	.000
Independence model	15.790	15.237	14.663	15.823

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.075	.070	.080	.000
Independence model	.235	.230	.239	.000

Table K.1

Model Fit Summary and Estimates of Baseline Structural Model (Telecommunications) (Cont.)

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1042.422	1048.329	1278.440	1334.440
Saturated model	600.000	631.646	1864.382	2164.382
Independence model	7927.160	7929.692	8028.311	8052.311

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.089	1.909	2.284	2.101
Saturated model	1.202	1.202	1.202	1.266
Independence model	15.886	15.312	16.472	15.891

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	151	160
Independence model	20	22

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CBPQ	<---	CIS	.344	.044	7.743	***	par_17
CBPQ	<---	CIE	.388	.052	7.464	***	par_22
CBPQ	<---	PBS	.021	.027	.773	.439	par_26
CRS	<---	CBPQ	.833	.061	13.714	***	par_18
FSW	<---	CBPQ	.954	.069	13.907	***	par_21
X11_Eb	<---	CIE	1.068	.067	16.006	***	par_1
X10_Eb	<---	CIE	1.136	.062	18.183	***	par_2
X8_Ea	<---	CIE	1.084	.053	20.435	***	par_3
X7_Ea	<---	CIE	1.000				
X12_Eb	<---	CIE	.923	.061	15.111	***	par_4
X9_Ea	<---	CIE	1.003	.054	18.705	***	par_5
Y11_RS	<---	CRS	.953	.051	18.733	***	par_6
Y10_RS	<---	CRS	1.022	.046	22.242	***	par_7
Y9_RS	<---	CRS	1.000				
Y3_RQP	<---	CBPQ	1.129	.066	17.187	***	par_8
Y2_RQP	<---	CBPQ	1.036	.062	16.603	***	par_9
Y1_RQP	<---	CBPQ	1.000				
X2_B	<---	PBS	.982	.061	16.227	***	par_10
X1_B	<---	PBS	1.000				

Table K.1

Model Fit Summary and Estimates of Baseline Structural Model (Telecommunications) (Cont.)

			Estimate	S.E.	C.R.	P	Label
X3_B	<---	PBS	.591	.047	12.441	***	par_11
X26_Sse	<---	CIS	1.000				
X25_Sse	<---	CIS	1.022	.050	20.280	***	par_12
X22_Sme	<---	CIS	.872	.056	15.661	***	par_13
Y13_SW	<---	FSW	1.130	.048	23.559	***	par_19
Y14_SW	<---	FSW	1.117	.049	22.660	***	par_20
Y12_SW	<---	FSW	1.000				
Y4_RQT	<---	CBPQ	1.145	.068	16.893	***	par_23
Y5_RQT	<---	CBPQ	1.187	.069	17.172	***	par_24
Y6_RQT	<---	CBPQ	1.088	.067	16.173	***	par_25

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
CBPQ	<---	CIS	.420
CBPQ	<---	CIE	.411
CBPQ	<---	PBS	.032
CRS	<---	CBPQ	.725
FSW	<---	CBPQ	.760
X11_Eb	<---	CIE	.708
X10_Eb	<---	CIE	.787
X8_Ea	<---	CIE	.823
X7_Ea	<---	CIE	.787
X12_Eb	<---	CIE	.672
X9_Ea	<---	CIE	.791
Y11_RS	<---	CRS	.766
Y10_RS	<---	CRS	.859
Y9_RS	<---	CRS	.846
Y3_RQP	<---	CBPQ	.778
Y2_RQP	<---	CBPQ	.743
Y1_RQP	<---	CBPQ	.728
X2_B	<---	PBS	.899
X1_B	<---	PBS	.840
X3_B	<---	PBS	.550
X26_Sse	<---	CIS	.847
X25_Sse	<---	CIS	.840
X22_Sme	<---	CIS	.678
Y13_SW	<---	FSW	.903
Y14_SW	<---	FSW	.873
Y12_SW	<---	FSW	.816
Y4_RQT	<---	CBPQ	.783
Y5_RQT	<---	CBPQ	.800

Table K.1

Model Fit Summary and Estimates of Baseline Structural Model (Telecommunications) (Cont.)

	Estimate
Y6_RQT <--- CBPQ	.752

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
PBS <--> CIS	.136	.032	4.241	***	par_14
CIE <--> PBS	.196	.029	6.701	***	par_15
CIE <--> CIS	.244	.026	9.274	***	par_16

Correlations: (Group number 1 - Default model)

	Estimate
PBS <--> CIS	.226
CIE <--> PBS	.376
CIE <--> CIS	.571

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
CIE	.370	.037	10.132	***	par_27
PBS	.735	.074	9.981	***	par_28
CIS	.491	.045	10.930	***	par_29
e41	.145	.017	8.452	***	par_30
e42	.206	.022	9.241	***	par_31
e43	.220	.023	9.431	***	par_32
e11	.420	.030	13.910	***	par_33
e10	.294	.023	12.755	***	par_34
e8	.208	.018	11.855	***	par_35
e7	.227	.018	12.707	***	par_36
e12	.383	.027	14.295	***	par_37
e9	.223	.017	13.017	***	par_38
e37	.278	.022	12.521	***	par_39
e40	.204	.019	10.757	***	par_40
e36	.161	.017	9.657	***	par_41
e39	.151	.017	8.876	***	par_42
e35	.172	.017	10.308	***	par_43
e38	.260	.021	12.546	***	par_44
e33	.299	.022	13.717	***	par_45
e32	.261	.020	12.941	***	par_46
e31	.273	.020	13.455	***	par_47
e29	.274	.020	13.604	***	par_48
e28	.287	.021	13.917	***	par_49
e27	.293	.021	14.045	***	par_50
e2	.169	.038	4.420	***	par_51
e1	.307	.043	7.176	***	par_52
e3	.593	.041	14.594	***	par_53

Table K.1

Model Fit Summary and Estimates of Baseline Structural Model (Telecommunications) (Cont.)

	Estimate	S.E.	C.R.	P	Label
e26	.193	.021	9.214	***	par_54
e25	.215	.022	9.587	***	par_55
e22	.439	.033	13.446	***	par_56

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
CBPQ	.559
FSW	.577
CRS	.526
X22_Sme	.459
X25_Sse	.705
X26_Sse	.717
X3_B	.302
X1_B	.706
X2_B	.808
Y1_RQP	.530
Y2_RQP	.553
Y3_RQP	.605
Y4_RQT	.613
Y5_RQT	.640
Y6_RQT	.566
Y12_SW	.666
Y9_RS	.716
Y13_SW	.815
Y10_RS	.738
Y14_SW	.761
Y11_RS	.587
X9_Ea	.625
X12_Eb	.451
X7_Ea	.620
X8_Ea	.677
X10_Eb	.619
X11_Eb	.502

Figure K.2

Re-specified Structural Model with Measures (Telecommunications)

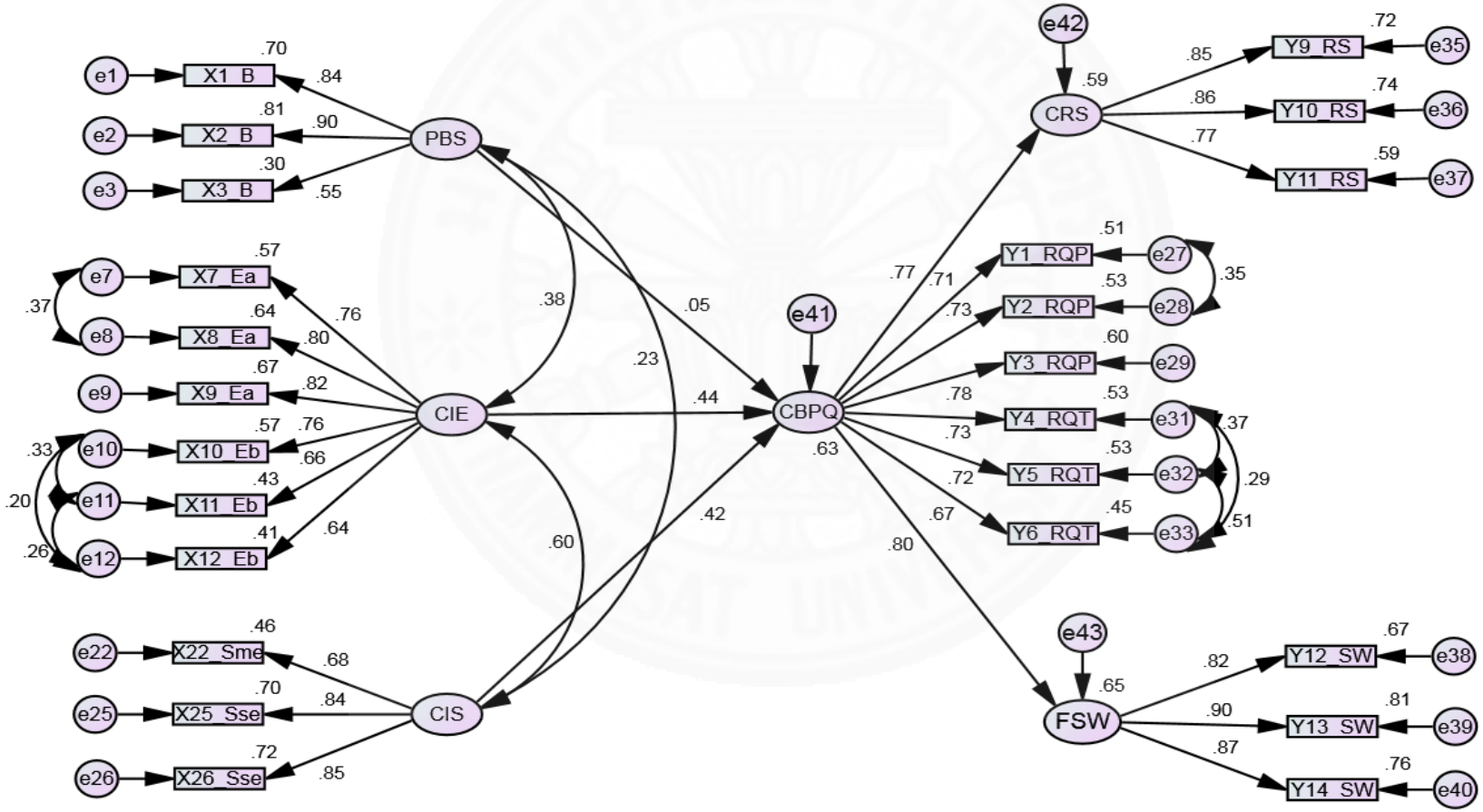


Table K.2

Model Fit Summary and Estimates of Re-specified Structural Model (Telecommunications)

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	64	594.629	236	.000	2.520
Saturated model	300	.000	0		
Independence model	24	7879.160	276	.000	28.548

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.038	.911	.886	.716
Saturated model	.000	1.000		
Independence model	.282	.204	.135	.188

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.925	.912	.953	.945	.953
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.855	.791	.815
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	358.629	290.612	434.326
Saturated model	.000	.000	.000
Independence model	7603.160	7316.906	7895.768

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.192	.719	.582	.870
Saturated model	.000	.000	.000	.000
Independence model	15.790	15.237	14.663	15.823

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.055	.050	.061	.061
Independence model	.235	.230	.239	.000

Table K.2

Model Fit Summary and Estimates of Re-specified Structural Model (Telecommunications) (Cont.)

AIC

Model	AIC	BCC	BIC	CAIC
Default model	722.629	729.380	992.364	1056.364
Saturated model	600.000	631.646	1864.382	2164.382
Independence model	7927.160	7929.692	8028.311	8052.311

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.448	1.312	1.600	1.462
Saturated model	1.202	1.202	1.202	1.266
Independence model	15.886	15.312	16.472	15.891

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	229	243
Independence model	20	22

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CBPQ	<---	CIS	.339	.045	7.527	***	par_17
CBPQ	<---	CIE	.427	.057	7.509	***	par_22
CBPQ	<---	PBS	.030	.027	1.111	.267	par_26
CRS	<---	CBPQ	.903	.067	13.560	***	par_18
FSW	<---	CBPQ	1.035	.076	13.614	***	par_21
X11_Eb	<---	CIE	1.033	.074	13.895	***	par_1
X10_Eb	<---	CIE	1.136	.070	16.170	***	par_2
X8_Ea	<---	CIE	1.097	.049	22.389	***	par_3
X7_Ea	<---	CIE	1.000				
X12_Eb	<---	CIE	.912	.068	13.372	***	par_4
X9_Ea	<---	CIE	1.081	.062	17.466	***	par_5
Y11_RS	<---	CRS	.955	.051	18.832	***	par_6
Y10_RS	<---	CRS	1.020	.046	22.394	***	par_7
Y9_RS	<---	CRS	1.000				
Y3_RQP	<---	CBPQ	1.153	.070	16.442	***	par_8
Y2_RQP	<---	CBPQ	1.033	.054	19.004	***	par_9
Y1_RQP	<---	CBPQ	1.000				
X2_B	<---	PBS	.984	.061	16.184	***	par_10
X1_B	<---	PBS	1.000				

Table K.2

Model Fit Summary and Estimates of Re-specified Structural Model (Telecommunications) (Cont.)

			Estimate	S.E.	C.R.	P	Label
X3_B	<---	PBS	.591	.048	12.432	***	par_11
X26_Sse	<---	CIS	1.000				
X25_Sse	<---	CIS	1.023	.050	20.406	***	par_12
X22_Sme	<---	CIS	.874	.056	15.705	***	par_13
Y13_SW	<---	FSW	1.121	.047	23.666	***	par_19
Y14_SW	<---	FSW	1.113	.049	22.794	***	par_20
Y12_SW	<---	FSW	1.000				
Y4_RQT	<---	CBPQ	1.087	.072	15.107	***	par_23
Y5_RQT	<---	CBPQ	1.099	.073	15.056	***	par_24
Y6_RQT	<---	CBPQ	.994	.071	14.029	***	par_25

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
CBPQ	<---	CIS	.423
CBPQ	<---	CIE	.444
CBPQ	<---	PBS	.045
CRS	<---	CBPQ	.770
FSW	<---	CBPQ	.803
X11_Eb	<---	CIE	.658
X10_Eb	<---	CIE	.757
X8_Ea	<---	CIE	.800
X7_Ea	<---	CIE	.757
X12_Eb	<---	CIE	.638
X9_Ea	<---	CIE	.820
Y11_RS	<---	CRS	.768
Y10_RS	<---	CRS	.858
Y9_RS	<---	CRS	.847
Y3_RQP	<---	CBPQ	.778
Y2_RQP	<---	CBPQ	.725
Y1_RQP	<---	CBPQ	.712
X2_B	<---	PBS	.900
X1_B	<---	PBS	.839
X3_B	<---	PBS	.549
X26_Sse	<---	CIS	.846
X25_Sse	<---	CIS	.839
X22_Sme	<---	CIS	.679
Y13_SW	<---	FSW	.900
Y14_SW	<---	FSW	.873
Y12_SW	<---	FSW	.820
Y4_RQT	<---	CBPQ	.727
Y5_RQT	<---	CBPQ	.725

Table K.2

Model Fit Summary and Estimates of Re-specified Structural Model (Telecommunications) (Cont.)

			Estimate
Y6_RQT	<---	CBPQ	.673

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
PBS	<-->	CIS	.136	.032	4.246	***	par_14
CIE	<-->	PBS	.189	.029	6.520	***	par_15
CIE	<-->	CIS	.244	.026	9.301	***	par_16
e8	<-->	e7	.090	.017	5.435	***	par_27
e28	<-->	e27	.108	.018	6.118	***	par_28
e11	<-->	e12	.117	.024	4.842	***	par_29
e11	<-->	e10	.129	.023	5.531	***	par_30
e32	<-->	e31	.125	.020	6.359	***	par_31
e33	<-->	e32	.183	.021	8.569	***	par_32
e33	<-->	e31	.103	.020	5.275	***	par_33
e10	<-->	e12	.075	.021	3.588	***	par_34

Correlations: (Group number 1 - Default model)

			Estimate
PBS	<-->	CIS	.226
CIE	<-->	PBS	.377
CIE	<-->	CIS	.596
e8	<-->	e7	.372
e28	<-->	e27	.355
e11	<-->	e12	.263
e11	<-->	e10	.326
e32	<-->	e31	.370
e33	<-->	e32	.507
e33	<-->	e31	.292
e10	<-->	e12	.204

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
CIE	.342	.037	9.326	***	par_35
PBS	.734	.074	9.960	***	par_36
CIS	.490	.045	10.935	***	par_37
e41	.118	.016	7.601	***	par_38
e42	.177	.021	8.336	***	par_39
e43	.186	.022	8.483	***	par_40
e11	.477	.035	13.744	***	par_41
e10	.330	.026	12.473	***	par_42
e8	.231	.020	11.325	***	par_43
e7	.255	.021	12.204	***	par_44

Table K.2

Model Fit Summary and Estimates of Re-specified Structural Model (Telecommunications) (Cont.)

	Estimate	S.E.	C.R.	P	Label
e12	.414	.030	13.898	***	par_45
e9	.195	.018	11.009	***	par_46
e37	.276	.022	12.560	***	par_47
e40	.203	.019	10.825	***	par_48
e36	.162	.016	9.856	***	par_49
e39	.155	.017	9.216	***	par_50
e35	.172	.016	10.413	***	par_51
e38	.256	.021	12.463	***	par_52
e33	.378	.027	14.042	***	par_53
e32	.344	.026	13.505	***	par_54
e31	.332	.025	13.394	***	par_55
e29	.275	.022	12.571	***	par_56
e28	.303	.023	13.414	***	par_57
e27	.307	.023	13.526	***	par_58
e2	.167	.038	4.361	***	par_59
e1	.308	.043	7.191	***	par_60
e3	.593	.041	14.590	***	par_61
e26	.194	.021	9.333	***	par_62
e25	.215	.022	9.682	***	par_63
e22	.437	.033	13.442	***	par_64

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
CBPQ	.625
FSW	.645
CRS	.592
X22_Sme	.461
X25_Sse	.704
X26_Sse	.716
X3_B	.302
X1_B	.704
X2_B	.809
Y1_RQP	.507
Y2_RQP	.526
Y3_RQP	.605
Y4_RQT	.529
Y5_RQT	.525
Y6_RQT	.452
Y12_SW	.672
Y9_RS	.717

Table K.2

Model Fit Summary and Estimates of Re-specified Structural Model (Telecommunications) (Cont.)

	Estimate
Y13_SW	.809
Y10_RS	.736
Y14_SW	.762
Y11_RS	.589
X9_Ea	.672
X12_Eb	.407
X7_Ea	.573
X8_Ea	.640
X10_Eb	.572
X11_Eb	.433

APPENDIX L
RESULTS OF STRUCTURAL MODEL (FINANCE)

Figure L.1

Baseline Structural Model with Measures (Finance)

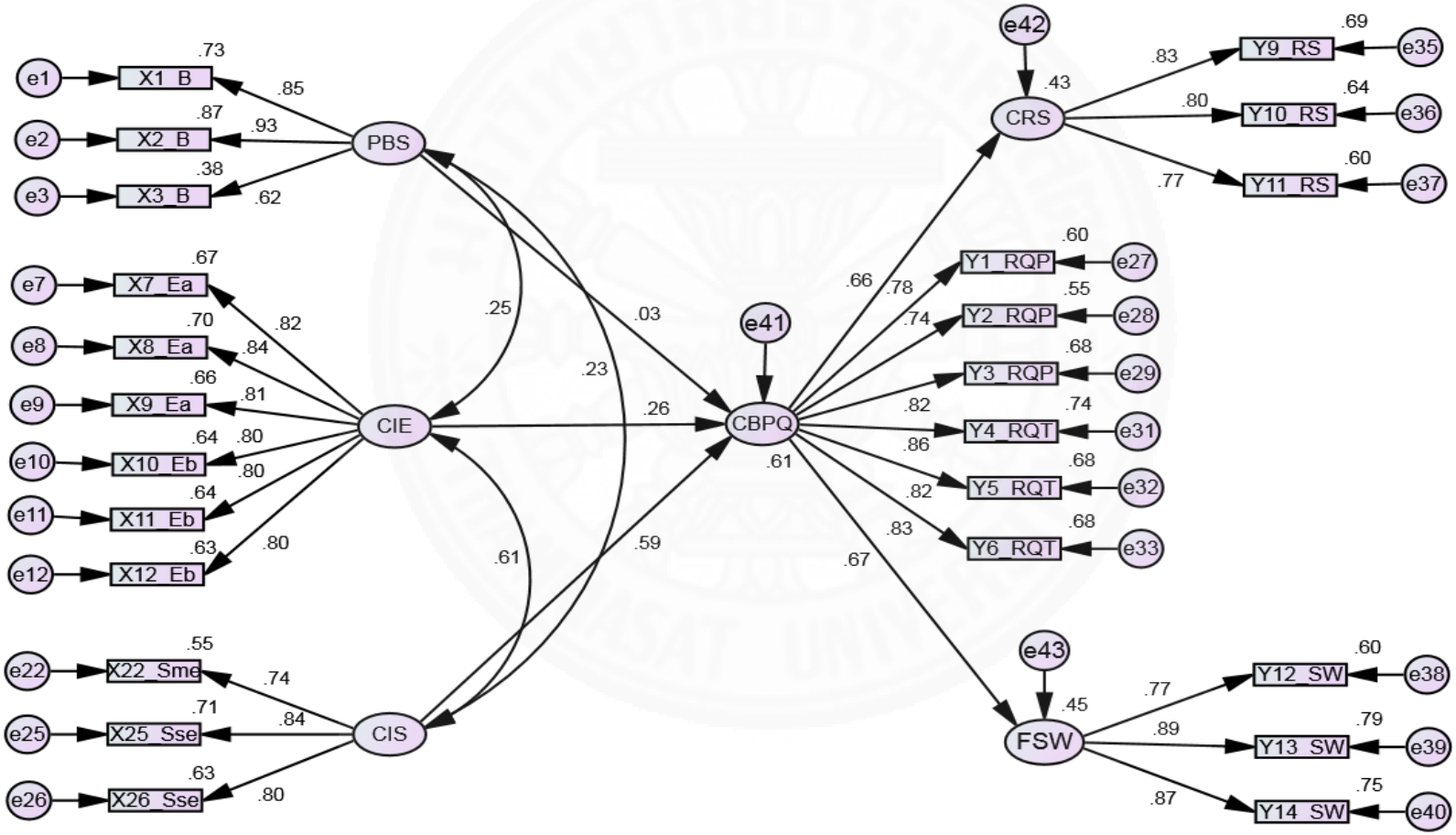


Table L.1

Model Fit Summary and Estimates of Baseline Structural Model (Finance)

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	56	863.666	244	.000	3.540
Saturated model	300	.000	0		
Independence model	24	8501.832	276	.000	30.804

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.049	.872	.842	.709
Saturated model	.000	1.000		
Independence model	.291	.196	.126	.180

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.898	.885	.925	.915	.925
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.884	.794	.817
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	619.666	533.829	713.081
Saturated model	.000	.000	.000
Independence model	8225.832	7928.159	8529.853

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.731	1.242	1.070	1.429
Saturated model	.000	.000	.000	.000
Independence model	17.038	16.485	15.888	17.094

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.071	.066	.077	.000
Independence model	.244	.240	.249	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	975.666	981.573	1211.684	1267.684
Saturated model	600.000	631.646	1864.382	2164.382

Table L.1

Model Fit Summary and Estimates of Baseline Structural Model (Finance) (Cont.)

Model	AIC	BCC	BIC	CAIC
Independence model	8549.832	8552.364	8650.983	8674.983

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.955	1.783	2.142	1.967
Saturated model	1.202	1.202	1.202	1.266
Independence model	17.134	16.537	17.743	17.139

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	163	173
Independence model	19	20

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CBPQ	<---	CIS	.552	.055	9.981	***	par_17
CBPQ	<---	CIE	.246	.046	5.295	***	par_22
CBPQ	<---	PBS	.019	.026	.728	.467	par_26
CRS	<---	CBPQ	.732	.056	13.085	***	par_18
FSW	<---	CBPQ	.702	.055	12.780	***	par_21
X11_Eb	<---	CIE	1.152	.057	20.302	***	par_1
X10_Eb	<---	CIE	1.059	.053	20.133	***	par_2
X8_Ea	<---	CIE	1.040	.046	22.400	***	par_3
X7_Ea	<---	CIE	1.000				
X12_Eb	<---	CIE	1.035	.052	20.061	***	par_4
X9_Ea	<---	CIE	.990	.047	21.017	***	par_5
Y11_RS	<---	CRS	.907	.051	17.749	***	par_6
Y10_RS	<---	CRS	.920	.048	19.006	***	par_7
Y9_RS	<---	CRS	1.000				
Y3_RQP	<---	CBPQ	1.131	.056	20.149	***	par_8
Y2_RQP	<---	CBPQ	.941	.053	17.642	***	par_9
Y1_RQP	<---	CBPQ	1.000				
X2_B	<---	PBS	1.075	.054	20.059	***	par_10
X1_B	<---	PBS	1.000				
X3_B	<---	PBS	.684	.046	14.736	***	par_11
X26_Sse	<---	CIS	1.000				
X25_Sse	<---	CIS	1.073	.056	18.994	***	par_12

Table L.1

Model Fit Summary and Estimates of Baseline Structural Model (Finance) (Cont.)

			Estimate	S.E.	C.R.	P	Label
X22_Sme	<---	CIS	1.000	.059	16.990	***	par_13
Y13_SW	<---	FSW	1.181	.057	20.558	***	par_19
Y14_SW	<---	FSW	1.144	.057	20.126	***	par_20
Y12_SW	<---	FSW	1.000				
Y4_RQT	<---	CBPQ	1.150	.055	20.913	***	par_23
Y5_RQT	<---	CBPQ	1.099	.055	19.871	***	par_24
Y6_RQT	<---	CBPQ	1.135	.056	20.168	***	par_25

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
CBPQ	<---	CIS	.586
CBPQ	<---	CIE	.261
CBPQ	<---	PBS	.026
CRS	<---	CBPQ	.656
FSW	<---	CBPQ	.670
X11_Eb	<---	CIE	.801
X10_Eb	<---	CIE	.799
X8_Ea	<---	CIE	.835
X7_Ea	<---	CIE	.819
X12_Eb	<---	CIE	.796
X9_Ea	<---	CIE	.812
Y11_RS	<---	CRS	.772
Y10_RS	<---	CRS	.802
Y9_RS	<---	CRS	.833
Y3_RQP	<---	CBPQ	.823
Y2_RQP	<---	CBPQ	.738
Y1_RQP	<---	CBPQ	.776
X2_B	<---	PBS	.933
X1_B	<---	PBS	.852
X3_B	<---	PBS	.616
X26_Sse	<---	CIS	.797
X25_Sse	<---	CIS	.843
X22_Sme	<---	CIS	.741
Y13_SW	<---	FSW	.891
Y14_SW	<---	FSW	.865
Y12_SW	<---	FSW	.772
Y4_RQT	<---	CBPQ	.859
Y5_RQT	<---	CBPQ	.824
Y6_RQT	<---	CBPQ	.827

Table L.1

Model Fit Summary and Estimates of Baseline Structural Model (Finance) (Cont.)

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
PBS	<-->	CIS	.129	.030	4.276	***	par_14
CIE	<-->	PBS	.145	.030	4.914	***	par_15
CIE	<-->	CIS	.267	.027	9.762	***	par_16

Correlations: (Group number 1 - Default model)

			Estimate
PBS	<-->	CIS	.226
CIE	<-->	PBS	.255
CIE	<-->	CIS	.614

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
CIE	.435	.040	10.889	***	par_27
PBS	.744	.069	10.796	***	par_28
CIS	.433	.043	10.040	***	par_29
e41	.150	.017	8.884	***	par_30
e42	.273	.030	9.169	***	par_31
e43	.233	.025	9.238	***	par_32
e11	.322	.024	13.284	***	par_33
e10	.275	.021	13.326	***	par_34
e8	.204	.016	12.496	***	par_35
e7	.213	.017	12.825	***	par_36
e12	.268	.020	13.403	***	par_37
e9	.221	.017	13.261	***	par_38
e37	.267	.023	11.601	***	par_39
e40	.186	.019	9.939	***	par_40
e36	.225	.021	10.900	***	par_41
e39	.154	.018	8.455	***	par_42
e35	.211	.022	9.674	***	par_43
e38	.286	.022	13.014	***	par_44
e33	.229	.017	13.324	***	par_45
e32	.220	.017	13.265	***	par_46
e31	.181	.015	12.436	***	par_47
e29	.234	.017	13.427	***	par_48
e28	.284	.020	14.366	***	par_49
e27	.254	.018	14.036	***	par_50
e2	.127	.035	3.652	***	par_51
e1	.282	.034	8.256	***	par_52
e3	.569	.039	14.613	***	par_53
e26	.249	.022	11.233	***	par_54
e25	.203	.022	9.398	***	par_55

Table L.1

Model Fit Summary and Estimates of Baseline Structural Model (Finance) (Cont.)

	Estimate	S.E.	C.R.	P	Label
e22	.356	.029	12.396	***	par_56

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
CBPQ	.611
FSW	.449
CRS	.430
X22_Sme	.549
X25_Sse	.711
X26_Sse	.635
X3_B	.380
X1_B	.725
X2_B	.871
Y1_RQP	.602
Y2_RQP	.545
Y3_RQP	.678
Y4_RQT	.738
Y5_RQT	.679
Y6_RQT	.684
Y12_SW	.597
Y9_RS	.695
Y13_SW	.793
Y10_RS	.644
Y14_SW	.749
Y11_RS	.597
X9_Ea	.659
X12_Eb	.634
X7_Ea	.671
X8_Ea	.697
X10_Eb	.639
X11_Eb	.642

Figure L.2

Re-specified Structural Model with Measures (Finance)

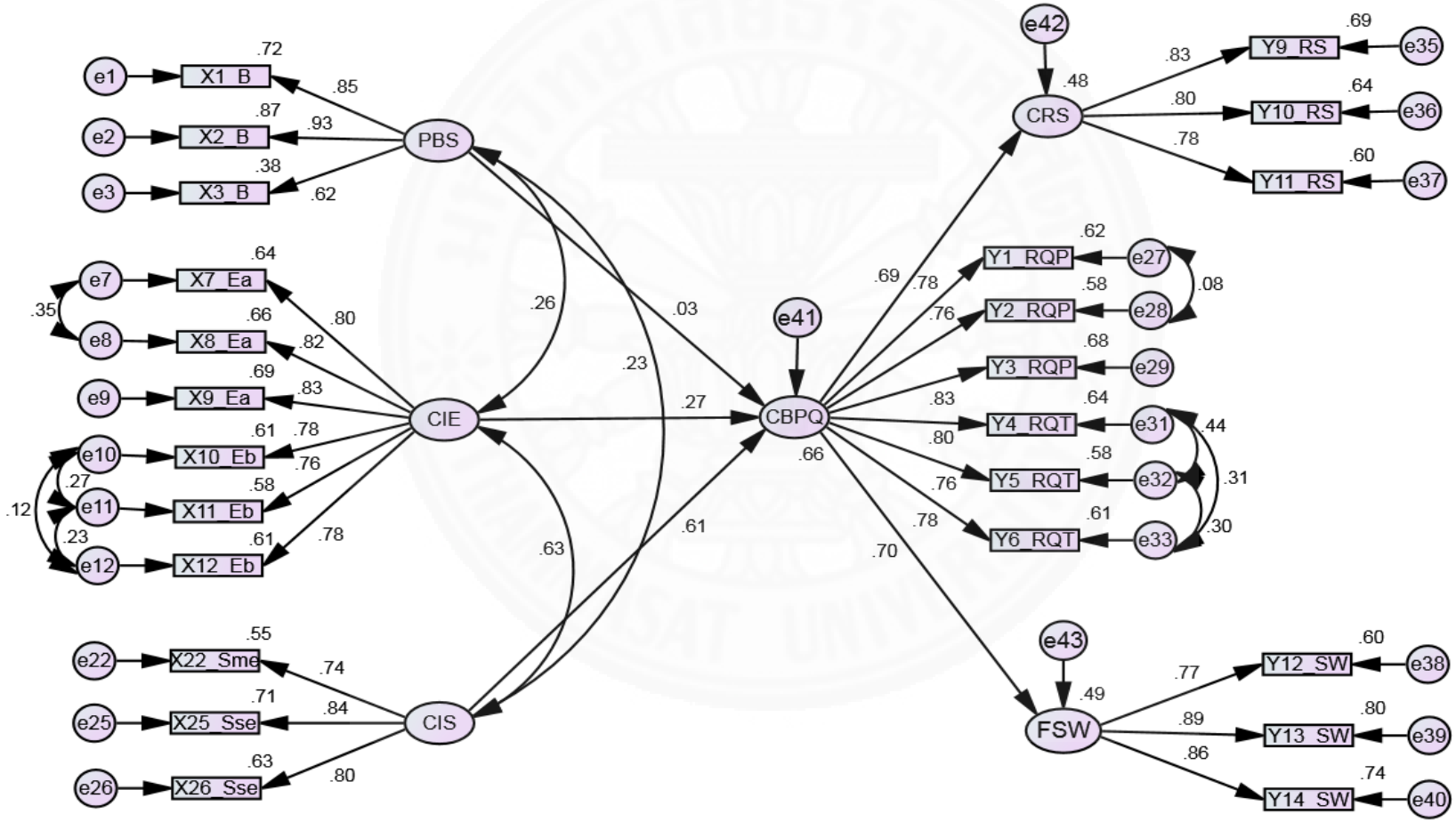


Table L.2

Model Fit Summary and Estimates of Re-specified Structural Model (Finance)

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	64	672.031	236	.000	2.848
Saturated model	300	.000	0		
Independence model	24	8501.832	276	.000	30.804

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.043	.900	.873	.708
Saturated model	.000	1.000		
Independence model	.291	.196	.126	.180

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.921	.908	.947	.938	.947
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.855	.787	.810
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	436.031	362.381	517.320
Saturated model	.000	.000	.000
Independence model	8225.832	7928.159	8529.853

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.347	.874	.726	1.037
Saturated model	.000	.000	.000	.000
Independence model	17.038	16.485	15.888	17.094

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.061	.055	.066	.001
Independence model	.244	.240	.249	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	800.031	806.782	1069.766	1133.766
Saturated model	600.000	631.646	1864.382	2164.382

Table L.2

Model Fit Summary and Estimates of Re-specified Structural Model (Finance) (Cont.)

Model	AIC	BCC	BIC	CAIC
Independence model	8549.832	8552.364	8650.983	8674.983

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.603	1.456	1.766	1.617
Saturated model	1.202	1.202	1.202	1.266
Independence model	17.134	16.537	17.743	17.139

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	203	215
Independence model	19	20

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CBPQ	<---	CIS	.578	.057	10.132	***	par_17
CBPQ	<---	CIE	.262	.050	5.217	***	par_22
CBPQ	<---	PBS	.022	.026	.826	.409	par_26
CRS	<---	CBPQ	.763	.056	13.547	***	par_18
FSW	<---	CBPQ	.727	.056	13.034	***	par_21
X11_Eb	<---	CIE	1.129	.064	17.765	***	par_1
X10_Eb	<---	CIE	1.058	.059	17.870	***	par_2
X8_Ea	<---	CIE	1.041	.042	24.806	***	par_3
X7_Ea	<---	CIE	1.000				
X12_Eb	<---	CIE	1.040	.058	17.899	***	par_4
X9_Ea	<---	CIE	1.042	.052	20.145	***	par_5
Y11_RS	<---	CRS	.917	.051	17.817	***	par_6
Y10_RS	<---	CRS	.923	.048	19.073	***	par_7
Y9_RS	<---	CRS	1.000				
Y3_RQP	<---	CBPQ	1.124	.056	20.029	***	par_8
Y2_RQP	<---	CBPQ	.956	.051	18.733	***	par_9
Y1_RQP	<---	CBPQ	1.000				
X2_B	<---	PBS	1.076	.054	20.062	***	par_10
X1_B	<---	PBS	1.000				
X3_B	<---	PBS	.684	.046	14.738	***	par_11
X26_Sse	<---	CIS	1.000				
X25_Sse	<---	CIS	1.075	.056	19.121	***	par_12

Table L.2

Model Fit Summary and Estimates of Re-specified Structural Model (Finance) (Cont.)

			Estimate	S.E.	C.R.	P	Label
X22_Sme	<---	CIS	.997	.059	17.009	***	par_13
Y13_SW	<---	FSW	1.183	.057	20.622	***	par_19
Y14_SW	<---	FSW	1.139	.057	20.159	***	par_20
Y12_SW	<---	FSW	1.000				
Y4_RQT	<---	CBPQ	1.062	.056	19.041	***	par_23
Y5_RQT	<---	CBPQ	1.003	.056	17.847	***	par_24
Y6_RQT	<---	CBPQ	1.059	.057	18.643	***	par_25

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
CBPQ	<---	CIS	.607
CBPQ	<---	CIE	.268
CBPQ	<---	PBS	.030
CRS	<---	CBPQ	.695
FSW	<---	CBPQ	.701
X11_Eb	<---	CIE	.765
X10_Eb	<---	CIE	.779
X8_Ea	<---	CIE	.815
X7_Ea	<---	CIE	.798
X12_Eb	<---	CIE	.780
X9_Ea	<---	CIE	.833
Y11_RS	<---	CRS	.777
Y10_RS	<---	CRS	.801
Y9_RS	<---	CRS	.830
Y3_RQP	<---	CBPQ	.827
Y2_RQP	<---	CBPQ	.758
Y1_RQP	<---	CBPQ	.785
X2_B	<---	PBS	.934
X1_B	<---	PBS	.851
X3_B	<---	PBS	.616
X26_Sse	<---	CIS	.797
X25_Sse	<---	CIS	.845
X22_Sme	<---	CIS	.739
Y13_SW	<---	FSW	.893
Y14_SW	<---	FSW	.863
Y12_SW	<---	FSW	.773
Y4_RQT	<---	CBPQ	.803
Y5_RQT	<---	CBPQ	.760
Y6_RQT	<---	CBPQ	.781

Table L.2

Model Fit Summary and Estimates of Re-specified Structural Model (Finance) (Cont.)

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
PBS	<-->	CIS	.129	.030	4.284	***	par_14
CIE	<-->	PBS	.143	.029	4.883	***	par_15
CIE	<-->	CIS	.266	.027	9.727	***	par_16
e8	<-->	e7	.081	.016	5.214	***	par_27
e11	<-->	e10	.091	.021	4.358	***	par_28
e11	<-->	e12	.076	.020	3.741	***	par_29
e32	<-->	e31	.117	.017	7.070	***	par_30
e33	<-->	e32	.087	.017	5.203	***	par_31
e28	<-->	e27	.020	.014	1.406	.160	par_32
e33	<-->	e31	.081	.016	5.126	***	par_33
e10	<-->	e12	.036	.018	1.977	.048	par_34

Correlations: (Group number 1 - Default model)

			Estimate
PBS	<-->	CIS	.227
CIE	<-->	PBS	.258
CIE	<-->	CIS	.629
e8	<-->	e7	.351
e11	<-->	e10	.272
e11	<-->	e12	.231
e32	<-->	e31	.439
e33	<-->	e32	.303
e28	<-->	e27	.078
e33	<-->	e31	.308
e10	<-->	e12	.122

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
CIE	.413	.040	10.252	***	par_35
PBS	.744	.069	10.793	***	par_36
CIS	.433	.043	10.056	***	par_37
e41	.135	.016	8.203	***	par_38
e42	.246	.028	8.684	***	par_39
e43	.216	.024	8.991	***	par_40
e11	.373	.030	12.551	***	par_41
e10	.300	.024	12.236	***	par_42
e8	.226	.019	11.749	***	par_43
e7	.235	.020	12.008	***	par_44
e12	.287	.024	12.202	***	par_45
e9	.198	.017	11.529	***	par_46

Table L.2

Model Fit Summary and Estimates of Re-specified Structural Model (Finance) (Cont.)

	Estimate	S.E.	C.R.	P	Label
e37	.262	.023	11.477	***	par_47
e40	.189	.019	10.184	***	par_48
e36	.227	.021	11.002	***	par_49
e39	.151	.018	8.422	***	par_50
e35	.215	.022	9.903	***	par_51
e38	.285	.022	13.010	***	par_52
e33	.283	.022	13.068	***	par_53
e32	.289	.022	13.329	***	par_54
e31	.245	.019	12.629	***	par_55
e29	.230	.019	12.377	***	par_56
e28	.266	.020	13.364	***	par_57
e27	.245	.019	13.014	***	par_58
e2	.127	.035	3.638	***	par_59
e1	.283	.034	8.272	***	par_60
e3	.569	.039	14.612	***	par_61
e26	.249	.022	11.304	***	par_62
e25	.201	.021	9.472	***	par_63
e22	.358	.029	12.515	***	par_64

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
CBPQ	.658
FSW	.491
CRS	.483
X22_Sme	.546
X25_Sse	.713
X26_Sse	.635
X3_B	.380
X1_B	.725
X2_B	.872
Y1_RQP	.616
Y2_RQP	.575
Y3_RQP	.684
Y4_RQT	.644
Y5_RQT	.578
Y6_RQT	.610
Y12_SW	.598
Y9_RS	.688
Y13_SW	.797
Y10_RS	.641

Table L.2

Model Fit Summary and Estimates of Re-specified Structural Model (Finance) (Cont.)

	Estimate
Y14_SW	.744
Y11_RS	.604
X9_Ea	.693
X12_Eb	.609
X7_Ea	.637
X8_Ea	.664
X10_Eb	.607
X11_Eb	.585

BIOGRAPHY

Name	Ms. Nareerut Nunchasiri
Date of Birth	September 1, 1968
Educational Attainment	2009-2014: Doctor of Business Administration
	2000-2002: Master of Information Technology
	1994-1996: Master of Business Administration
	1986-1989: Bachelor of Engineering
Work Position	Project Engineering Division Manager
	Bangkok Metro PCL

Publications

Nunchasiri, Nareerut, & Udorn, Pipop. (2015). Corporate rebranding in service context: Its effects on relationship strength and future share of wallet. [Full Paper]. *Proceeding of the Third Asia Pacific Conference on Global Business, Economics, Finance and Banking, Singapore, ID: S579,* 1–32.

Work Experiences	2014-Present: Project Engineering Division Manager
	Bangkok Metro PCL
	2012-2013: Services Development Manager
	Bangkok Metro PCL
	2012: Business Development Manager
	Bangkok Metro PCL
	2008-2011: Deputy Business Development Manager
	Bangkok Metro PCL
	2004-2007: Business Development Chief
	Bangkok Metro PCL
	2003-2004: Station Key Instructor
	Bangkok Metro PCL

1999-2000: Assistant Quality Assurance Manager
Kruger Ventilation Industries (Thailand) CL
1991-1999: Senior Mechanical Engineer
Fidelis Consultant CL
1990-1991: Mechanical Engineer
Pro-En Consultant and Management CL