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**The Effects of Product Diversification on Brand Identity
(Case Study of Samsung and Toshiba Electronics)**

A dissertation submitted in partial fulfilment of the requirements of the School of Business and Law,
University of East London for the degree of

MSc International Business Management

September 2016

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ABSTRACT

This study is an investigation into the effects of product diversification on brand identity of two international corporation- Samsung and Toshiba Electronics. The research paper is structured using existing literature from product diversification and brand identity relationship as part of its secondary sources. This was to aid in gaining more insight into the research background and evidence in the two field respectively. Quantitative approach has been adopted as a method for collecting primary data for the research to establish customers' attitude towards product diversification. The researcher investigates the practicability of firms keeping their brand identity secure whilst diversifying. Their success and failures were evaluated. The potential risk to corporate brand identity and those risks that could be imminent in the diversification process were evaluated. The study further measures the practical usability of applying product diversification on brand identity most especially in the situation that customers are accustomed to the brand and parent products. Customers reaction to the diversification once aware was investigated. Findings show that there is a correlation between product diversification and brand identity. A well-positioned corporation brands were able to diversify into the new market using the advantage of customers recognition to introduce varied new products to their portfolio. Though, it was discovered that many of the new product is still unknown to customers. As a result of this, it was recommended that more research into customers' acceptance of new product from an established brand identity is conducted.

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1.0 CHAPTER ONE- INTRODUCTION

1.1 Background

Series of studies has been undertaken in regards to brand identity and product diversification as an independent study or in relation to other fields in marketing, economics, management strategy and finance. However, it appears to have minimal research input in interrelating the two fields of study. For example, brand identity has been related to brand extension, extended product lines, brand identity in the competitive market etc. So also product diversification has been related to firm performance, licensing, geographical relationship with product diversification etc. but there exists little research involving the correlation between two concepts. Thus, this research aims to evaluate theories and findings from existing literature of subject area authorities, relevant article, and the influence product diversification play on brand identity and its effect on customer's opinion and behavior to the diversification from two case study organisations.

Diversification is considered as an important strategic management theory that defines the characteristic of business groups diversification into quite a few industries through new products and services (Cuervo-Cazurra 2006). Product diversification is, therefore, a strategy those business groups implements in order to manage the different and multiple market divisions. It has from time been the most extensively adopted marketing approaches for introducing new markets and attaining market shares in an unsettled and globally competitive marketplace (Bowen & Wiersema 2005; Griffith & Rubera 2014). There is two distinct types of product diversification strategy identified from previous research as related and unrelated diversification. Rumelt (1974) explained related product diversification as the involvement of firm in product markets that are related to its core resources and explained unrelated product diversification as the expansion into product markets that are not related to a firm's core resource. Business group or corporations that diversify their operations to related markets do so mostly for the tenacity to achieve economic benefits, the sharing of physical and human

resources as well as sharing technological and marketing resources all through their related markets. although, the strength of communication and coordination amongst the different product lines will have to be greatly increased within the corporation (Hills 1994; Shin 2004). A business group that diversifies their operations into unrelated marketplaces also do so to realise economic benefits but by exploiting their internal capital market to support growth into various – product market in order to enhance the corporation/brand performance and recognition (Oyedijo 2012). According to Morse (2010), the introduction of various products under the same brand name is referred as the brand identity.

A well-recognised and established brand identity is a great advantage to any business. Most especially in a situation whereby same categories of products with similar functionalities and qualities are satisfying same needs. The fact in this situation is the choice customer have to make between the different brands and that particular brand. Thus, requiring businesses to build the solid brand identity as they are principal for their strategic marketing in today's global and competitive marketplace where there is the availability of knowledge of particular products for customers in meeting both their needs as well their expectation.

Keller (2003) explained that brand identity encompasses both visual and verbal elements of a company and these elements distinguish that particular company from others in the industry. It is the pictographic and vocal expression of a specific brand and it contains all its related design representations. Therefore, the brand identity embraced numerous incorporated constituents such as the brands' logo, name, website, business card, packaging, letterhead and much more that are uniquely pertinent to the brand from customers view. In support, Aaker (2004) explained that brand identity has a significant part in the intensely held views of buyers in a marketplace. Keller (2003) further indicated that the core concept behind the brand identity is to dwell in a particular place of customers targeted audience mind. Once the brand is established in customers perception they will be relating the particular brand identity to other brands. Therefore, it is identified that brand identity can influence customers behavior through the perception that

has been created by the brand. Thus, the success of the business in the universal marketplace is subsequently greatly established through brand identity as it impacts the positioning and ability of business various products and their services to be recognized and near to respective target audience (Viot 2011).

If brand identity fails to deliver consistent communication from its various marketing tools it will lead to failure in building a strong brand image. Hence, discovering a correlation between the concept of product diversification and its effect on corporate brand identity can build up on previous work or impact the inferences of previously stated theories. The result will contribute to reducing the gap in the literature regarding the relationships. The result will also be insightful for brand managers that are engaged in managing product diversification decision whilst managing their corporation brand.

1.2 Research Questions, Research Objectives and Rationale

Investigating the correlation between product diversification on corporates brand identity could result in significant an impact in theoretical and managerial propositions. Accuracy and reliability of an investigation should be considered from the start of a study, hence by the identifying of the research questions that the research aim to address will provide a lead to the expansion of credible investigation report (Tomal, 2010) researcher should ensure the. Expanding the research could also lead to either a positive, negative or no effect as a different viewpoint may be just what the general product diversification and brand identity connection discussions required. This study, therefore, proposes the following research questions:

How can firms keep brand identity secure while diversifying?

What are the risks of product diversification on brand identity?

What are the success and failures of case study firms?

What are customers attitude towards product diversification?

The research objectives is proposed to elaborate research questions and are divided into for four parts as follows:

To examine and critically analyse the drivers of product diversification in the selected cases

To investigate risk of diversification on their brand identity

To examine strategies implemented to keep brand identity secure whilst diversifying

To investigate possible changes in brand identity due to product diversification

Research rationale is based on the exploration of existing literature that focused on the importance of brand identity of a corporation and the products they offer to their public. The researcher observed that over decades many of this recognised corporations have diversified into other new products that a large number of customers are not aware or do not identify the particular corporation. Many of the corporation have largely looked for new markets in different industries for economic growth benefits and to achieve competitive advantage. Many have successfully incorporated product diversification which has smoothly blend with the brand vision and message to customers whilst some have experienced failures of their brand identity with the introduction of the new products. Customers will in one or the other reacted with the brand's intention once discovered. The research will therefore not only be seeking to evaluate the impact of product diversification on brand identity, it will also seek to understand customers view on the brands and to find out what customers awareness are to the diversified product from choosing case studies. The result of data gathered from primary research which will be complementing literature review will aid in the understand of this.

1.3 Selected Case Studies, Research Method and Sample Population

In order to highlight the experience of each research question element, the researcher chose to study two well-recognised corporations that have truly undergone product diversification from their founding to the present. Samsung Corporation began in the year 1938 as a small trading company that was into the business of selling noodles and dried seafood before diversifying in 1968 into Electronics and since then continue to capture markets growth through diversification into different industries. They have remained one of the best brands that have influenced customers choice globally (Samsung Village 2015). Toshiba likewise began in 1939 as a result of a merger of two companies that were engaged in consumer goods and machinery respectively. Toshiba became a corporation in 1984 has with time become a diversified electrical and electronics manufacturer (Wordpress 2011).

In terms of the research methodology, researcher adopts both primary and secondary data. Primary data is to be gathered through structured interview questionnaire whereby each participant is provided with same questions in the same order. Secondary data for the study will rely on articles, credible research database, corporate reports, published articles and business news.

For the sampling population of this study, researcher intends to select the sample of 100 customers randomly within Greenwich Borough of London and this is to make sure that a significant study of research focus that will meet objectives set out is undertaken.

1.4 Hypotheses, Data Analysis, and Conclusions

The hypothesis is at a general level and it is as follows: The implication of unrelated product diversification strategy on brand identity depends on the success, growth and financial performance of the diversified product.

Data analysis and conclusion will be linked from all quantitative data gathered in correlation to the investigation. Hypothetical and management inferences will be discussed. Recommendations and further research will be provided.

2.0 CHAPTER TWO- LITERATURE REVIEW

2.1 Introduction

This literature review will incorporate the study of two main fields of study as they are both important to address the research question. It is imminent to discuss how this two field of study correlate. It will explore theories, concept and key findings that are significant to the subject area. It will assess the level of applicability of information that is available so as to find key explanations for the research problems in this study. Furthermore, it will also provide researcher some understandings of the gap that is existing in knowledge, which will also contribute to the progress of the study and aid in identifying theoretical background in the positivism of various researchers. Hence, the chapter presents combination of literature that provides some view into the knowledge already existing on key terms and the variables of research problems, then associating it to developing the framework for this current research.

2.2 The Concept and Theory of Diversification

Several definitions of diversification have been in use in previous studies according to Park & Jang (2012) who cited Ansoff (1957) as the first author to use the word 'diversification' to explain corporate growth strategies that involve the introduction of new product to a new market. According to Wang, Ning & Cheng (2014) the first empirical investigation of diversification was conducted by Gort in 1962, he assessed the association between diversification and profitability by means of information gathered from 1947 to 1957 from 111 U.S. large firms. From then on, high-number of research has risen in the field (Rumelt 1974; Kodama, 1986; Christensen & Montgomery, 1981; Pennings & Natter 2001; Barbiroli & Focacci 2003; Chavas & Kim 2010; Kim, Lim & Park, 2009; Miller, 2006). Berry (1971) was also cited to have defined diversification as increase in a number of industries a business partakes in. In recent, Aaker (2005) referred to diversification as an approach of entering into products markets different from those in which a corporate is presently engaged in. He further explained that it

can be seen as a growth pattern or strategy which has been used to exploit a marketing or distribution strength by adding compatible product that shares customer with a brand but is different from the brand's existing products but benefits from the recognition of the brand name and the identity.

Chandler (1962) explained that businesses diversify to exploit their under-utilised resources in sectors with low opportunity and combining their positions in their basic industries. That means when corporations are chanced to understand the opportunities available for them in the marketplace and there is availability of technology, there is greater opportunity for them to grow the basic business in that market. Similarly, Clarke (1985), explained that the implementation of diversification is for the purpose of initiating the outcome of an improved economic benefits via a more effective application of organisation resources all through the various businesses of a corporation. Ardekani (1988) as well sees diversification as something positive as it influences and improves financial performance of organisation. According to Shin (2001), businesses diversify their operations into various markets in order to enhance the business scope.

In modern business world, many corporations engage in more than one business and they normally have several profit centers that focus on a product offering and market segment. Each market segment is governed through the corporate center. The diverse types of strategies at the corporate standpoint are often in the direction of corporate objectives, resources, and competencies that are aligned to achieve those set-out objectives (Rue & Holland, 1989, Grant 2005; Mintzberg, Ahlstrand & Lampel 2009). Considering Ansoff Matrix for diversification strategy (Ansoff 1957), it was explained that at corporate level diversification can be applied when an organisation wants to achieve competitive advantage over rivals. When businesses adopt this strategy, there should be a clear knowledge of what to expect in relations to their growth. However, diversification strategy has the potential to fail if the organisation lacks in proper assessment of risks that could be involved or fail to reduce the risk. Thus, diversification would be of benefit to a corporation, if its implementation offers economies of scope at some level to support growth and enhanced performance. (Caves et. al. 1980; Clarke 1985 cited by Oyedijo 2012).

There are two major categories to diversification which Aaker (2005) explained as product expansion and market expansion. According to him, it could also be otherwise referred to as new products and new markets. However, Cuervo-Cazurra (2006) considered diversification as a vital strategic management theory that can either be related or unrelated diversification. Empirical findings into the concept of diversification as explained by Grant (2015) has concentrated on related and unrelated diversification. He considered the importance of economies of scope in firms if there is shared resources and capabilities. Most scholars propose that firms that diversified into areas related to its core businesses exhibited enhanced performance than others that diversified into unrelated business fields (Wang, Ning & Cheng 2014- Markides & Williamson, 1994; Palich, Carini, & Seaman, 2000; Purkayastha, Manolova, & Edelman, 2012; Rumelt, 1982).

Shin (2001) also explained that businesses diversify their operations into related markets for the purpose of achieving economic benefits and by sharing human and physical resources throughout their markets. A business which diversifies operations into unrelated markets could also do so in order to realise economic benefits by exploiting their internal capital market. Nevertheless, there is a long-standing broad view that related diversification increases business performance, but unrelated diversification of business decreases it. However, the empirical results have been contradictory. Some studies from the likes of Grinyer et al. (1980), Bass et al. (1977), Chatterjee (1986) and Ravenscraft (1983) is the view that there was no evidence that related diversification offers more advantages than unrelated diversification.

2.3 Product Diversification Strategy

Park & Jang (2012) cited Amit & Livnat, (1988) who explained that firms adopted product diversification strategies to increase market power, create synergy in operations, and reduce the probability of bankruptcy. Using Rumelt (1986) example, 86% of Fortune 500 firms' operations diversified into more than one

business in 1974. Since then, product diversifications have continued to increase (Porter 1987) and most large firms maintained product diversification as one of their competitive strategies (Hoskisson & Hitt, 1990; Ramírez & Espitia, 2002). From the various literature reviews studied, most focused topics related to product diversification is majorly in line of the effect of product diversification on firm performance (Wernerfelt & Montgomery, 1988; Amit & Livnat, 1988; Chatterjee & Wernerfelt, 1991; Lang & Stulz, 1994; Ramírez & Espitia, 2002; Siggelkow, 2003; Li & Greenwood, 2004; Chang & Wang, 2007;). However, viewpoints and empirical results are still inconclusive, while product diversification can enhance firm performance by creating synergy through internalisation of business activities and facilitating demand interaction (Ramírez & Espitia, 2002; Siggelkow, 2003; Li & Greenwood, 2004), at the same time claimed it may deteriorate firm performance by incurring coordination and control costs (Hoskisson & Hitt, 1988; Hitt et al., 1997) and bring about inefficiency when transferring core competencies to varying markets (Wernerfelt & Montgomery, 1988). Geringer et al (2000) also found no significant evidence of an interactive effect of product diversification on firm's performance likewise Tallman & Li (1996).

Some of the researchers included firm performance "degree of diversification" (Gerringer, Tallman and Olsen, 2000). According to this concept as explained by Grinyer, McKiernan and Yassai; Ardekani 1988), it is a progressive influence in the improvement of economic performance of corporations. However, it is note that the degree of product diversification varies among firms, reflecting different expectations in regards to product diversification's effects. Other discussion of "product diversification" are either with (Mayer & Whittington, 2003; Qian 1997) international diversification or geographical with the view of finding the extent of growth in a given time period of a new product in different geographical domains (Delios & Beamish, 1999; Thomas, 2006; Qian & Li, 2002).

Killing (1977)- cited by Wang, Ning & Cheng (2014) highlight that internal developments of new products are one of the major two routes for diversifying

firms. By this reasoning, scholars paid significant consideration to firms' technology, basing their argument that a firm's extension to other productions is not an accidental walk but has been decided through the nature of firms technological capabilities (Breschi, Lissoni, & Malerba, 2003; Cesaroni, 2004; Gupta, 1990; Kim et al. 2009; Leten, Belderbos, & Van Looy, 2007). Explicitly, scholars introduce the term technological diversification as a key predictor in product diversification (Breschi et al., 2003; Fleming, 2002; Leten et al., 2007; Markides & Williamson, 1994; Patel & Pavitt, 1994). Killing (1977) states that to implement a new product, three different types of skills are required: product design, production process, and marketing capability. Therefore, the author identified four types of diversification based on the extent to which a firm must support a new product: core, closely related, loosely related, and unrelated diversification. As explained earlier, in practice, more scholars use the dichotomy of related versus unrelated diversification to describe a firms' diversification behavior (e.g. Bettis, 1981).

2.4 Brand and Customers

In today's market, customers have many choices when considering brand options that are available, so they often face the dilemma of what makes any particular brand specific (Kapferer, 2008). This competitiveness in markets makes brand identity progressively important. De Chernatony (2001) explained that brands flourish through the connections formed with customers. It provides the foundation for the customer to reflect externally about something for themselves to that of their peers most especially in owning a particular brand (de Chernatony, 2001). From this perspective, it can be view that brands are increasingly fulfilling consumer's needs for affiliation, identification and it is the key source of differentiation that guides customers' choice of purchase.

Branding can either make or break a new product. Thus, there is an important requirement for marketers to handle it with care as brands carry with itself an image and possession of an identity that needs to be conversed effectively to target customers (Editorial, 2006). Branded products automatically ring bells in

customer's mind possibility of them selecting brand product is high as the name had already registered (Ryan & Jones, 2009). Kapferer (2008), proposed that brand is a memory of product and must act as a long lasting and stable reference to the product. It must preserve its identity and by doing this, it is also respecting its contract and mission with itself and its consumers. There is, therefore, the possibility of consumers accepting new product from their recognised brand due to the brand's attitude and associations that have been transferred to the new product.

2.5 Brand Identity

There are various views in branding literature on brand identity. Several authors have compared existing views in order to elaborate on the general understanding of brand identity (Csaba and Bengtsson 2006). Early classification of brand identity associated it with visual distinctiveness (van Riel & Balmer 1997) and there is a widely held notion that a stable brand identity helps firms navigate and acclimatise to changes in market (Collins & Porras, 1994).

Many professionals and scholars view the role of brand identity as a significant tool to effectively manage and differentiate brands (Aaker, 1996; de Chernatony, 2010; Joachimsthaler & Aaker, 1999; Kapferer, 2008; Keller, 2008). There are two structures that emerged from these views. Both are aspirational and enduring. The "Aspirational" feature of brand identity according to academics of brand management is an internal and aspirational construct that originates individually from brand management. Aaker, adopted a strategist perspective of the concept by depicting brand identity as firstly, a unique set of brand associations that the brand strategist desires to create (Aaker, 1996). Secondly, brand identity as a tool that characterises what the firms can do and will aim to do over time (Aaker & Joachimsthaler, 2000). This view is challenged by de Chernatony (2010), whereby he argued that one of the weaknesses of this view is that managers focus on internal perspective of branding and less thought is given to the way customers perceive brand. The "Enduring" feature, Collins & Porras (1994) explained that Brand identity in this perspective is about preserving the core values and purpose

of the brand, whilst cultural, operating practices, strategies and specific goals can change. That is "enduring" stands for constant but yet flexible. It establishes the parts of brand principles that remain constant and those that can evolve.

Keller (2003) describe brand identity as a distinctive set of brand associations that businesses create and aim to maintain. The author explained that brand identity does not directly influence the preferences of customers but rather get the customers to interpret firm's identity and then translate it to an image. Kapferer (1997) model of brand identity is as a result of many dimensions that include user image, brand values, brand personality and brand relationships. Harris & de Charlnatony (2001) is the view that brand identity is made of the brand's vision, culture, positioning, personality, relationship and presentation. de Chernatony (1999), express brand identity to be consisting of brand's awareness, purpose, differentiation, and offerings.

A new unrelated product in comparison to products usually sold using a well-known brand name can be corresponding either with the personal dimension (i.e. brand values and personality) or with the social dimension (i.e. user image and relationships) of brand identity. The framework of Brand Identity has the incorporation of market feedback though customers input in the development of brand identity and not just management aspirational dimensions. For instance, Kapferer's brand identity framework (1986) concurrently incorporates both management's (physical, personality, relationship, culture, and consumer reflection) and consumers' feedbacks (self-image). Aaker's (1996) brand identity system delivers value proposition that includes self-expressive benefits. That is the expression of consumers' self-identity. Homer (2004), express that strong brand identity has the potential to create in customers mind an image that there is no alternative product for a specific product. Thus, the end result of the advert or promotion of that product is its brand identity. The brand identity concept appears to be a simple concept but from various study, it is observed to have been very adaptive in many marketing areas such as business identity, corporate identity etc. In a nutshell, if brand identity is not in existence, customer awareness

in regards to a particular brand's product will not be available and this may lead to failed or unperformed product in the market.

2.6 Corporate and Product Brand Identity

Corporate brand identity relates to the type of identity that includes precise features and values chosen that are associated with a corporate brand by its representation and its proposal to the marketplace (Balmer & Greyser, 2002). According to Balmer (2008), who explained that these specific features and values are used in market communications as the "covenanted identity". Though, the author clarified that these features and values that emphasise the promises are made to investors in relative to the particular corporate brand. The materialisation of Corporate brand identity is typically through but not limited to the corporate name, logotypes, slogans, market offer, workers behavior and the different forms of prearranged communications tools (Aaker 2004; Balmer 2001, 2005; Balmer and Gray 2003). Through the identified sources of information, corporate brands identity is decoded by the market and it results in corporate reputation and brand image, whilst combining its associations and expectations to a non-formal contract between the corporation and its investors (Balmer & Greyser, 2002).

In comparing the corporate brand to product brand identity, Ceonex (2011) explained that products stand as the most significant representatives of any brand or corporation. The key in defining a corporate identity depends on how well the corporation communicates their values and visions through the path of the identity and the image of the business products whilst putting aimed customers in thoughts. Riezebos et al. (2012) explained that brands can be categorized as corporate brand if the name of the business is used as brand name on the products e.g Apple, whilst product brand is the brand name that is precise to particular product (e.g. iPhone) manufactured by the business. Some establishment uses only their corporate brand for positioning, some others use their product brands whilst some others incorporate the two (corporate and product brands). Brand positioning is a significant decision as it defines and design corporation image and offerings that are projected to occupy the mind of a

target market (Kotler, 2003; Keller & Lehmann 2006; Hooley et al. 2007). Considering the both corporate and product brands, Riezebos et al. (2012) further explained that is essential to take a close look at the describing features of the corporation behind brand before positioning the brand as it always appears more persistent to evaluate the organisation behind the corporate brand than that of a product brand due to the fact that corporate brand essentially represents the corporation. Nevertheless, it is equally important for product brands to take the corporate identity into consideration when determining brand positioning matters. Characteristically, an effective positioning tactic is always linked to corporation key capabilities whilst revealing the corporation unique way of bringing value to their customers (Fuchs & Diamantopoulos, 2010; Keller, 2003). Though it may not be apparent what corporation is behind a certain product brand but there is the tendency that the corporation will either intentionally or unintentionally leave its symbol on their product brand for customers recognition. As Ceonex (2011) discussed that customers impression of a corporation and its image is greatly influenced by the customer's experience of the product from the company. Product identity, therefore, sums the official and functional properties that help customers shape a psychological image of the product manufacturer. Psychologists as well have suggested that brand is symbolised by a system of unified memory nodules in minds that when customers come in contact with a brand name nodes networks the connection between the brand name and product brand (Riezebos et al. (2012; Jalkala et al. 2014).

2.7 Risk of Product Diversification on Brand Identity

Most actions in life involve risk and this includes most actives in the business environ as well. Diversification of any kind it a potential risk taking. Corporation brand identity will be at potential risk if proper groundwork has not been surveyed before diversifying into the new product. The proper groundwork as well does not guarantee that all potential risk will be eliminated but they could be reduced or better controlled once they arise. Amihud & Lev 1981 cited by Matthew & McKeon 2016 supports the view that risk reduction is a reasonable motive for gaining activities. The core risk identified is brand reputation damage.

Lau and Lee (1999) explained that brand reputation is the opinion others hold that a brand is good and reliable but there is always a likelihood for this perception to influence organisation performance, product quality and if the brand fails to live up to brand meaning and message to target audiences. Nevertheless, Craig (2015) explained that the pathway to diversification is to be decided in parts as to how much risk a corporation will want to take and the level of resources available to take the risk. He explains that in principle the higher a risk is, the more the return of the investment. In relation to brands Kardes & Allen (1991) cited by Montaner & Pina (2009) explaining that the damaging impacts diversification or extensions could have on brands that market different products, lays with the risk of being considered as brand that does not clearly associate to a specific market and thus deteriorates their image through the diversification of new products. So also Meyvis & Janiszewski (2004) is of the opinion that the variety of diversifications or extensions will produce a more diffuse brand image but will give a higher recognition of the products by customers. Therefore, the brand range of products may have a positive effect intention on quality and purchase but there is the potential that it can be damaging to the brand image. Buil et al. (2009); Broniarczyk & Alba (1994); Park et al. (1991), are among the many scholars that revealed that there is a perceived consistency between brand and its extension/diversification that has the ability to influence customers' attitude positively or negatively to the new product.

2.8 Summary

The literature review section has critically examined what products diversification and its various viewpoints entails. It has researched into the purposes and significance of a brand identity and its value to the development of businesses. The influence of product diversification on brand identity from various authorities in both field of study has been evaluated. A brand identity which is very vital to the success of a corporation was identified as an asset to well-known corporations as it helps them in retaining their customers over an extensive period. Variables in terms of corporate brand identity and product identity were examined and risk relating to both concepts of study were considered in the final subsection.

Nonetheless, all researchers and practitioners explanations in the literature has added value to the evidence due to the practical connections among the reflected variables of the research enquiry.

3.0 CHAPTER THREE- RESEARCH METHODOLOGY

3.1 Introduction

A methodology is an imperative aspect of a research due to the fact that, the use of accurate and appropriate method will lead to a more precise outcome (Silverman, 1993). Therefore, the researcher will utilise this chapter in selecting a suitable method with respects to the answering of the research questions and will be providing an analysis of the research method. It will explain the reason for choosing the method and the approach that will be adopted in piloting the research. The chapter will also explain how method will help in attaining research objectives, it will describe how researcher plans to gather data, and it will explain the research design and the research strategy. It will provide justification for the interpretation and analysis method for data that will be collected from participants. It will explore the possible validity and reliability of the data collected through the study and general credibility of the research and lastly the limitations.

3.2 Research Philosophy

According to Saunders et al. (2009), research philosophy concept is in relevance to how the world is viewed, how knowledge is gained and enhanced. Bryman and Bell (2007), explained research philosophy as a set of beliefs and expectations that direct the researcher to their research aims and research objectives. It basically allows for the researcher to understand the research nature and to help them in the process. Gummesson (2000), refer to the concept as a 'Paradigm' of perceptions of a researcher on how they will conduct their research'. Research Philosophy is said to involve three major ways of thinking and it includes ontology, epistemology and axiology (Saunders et al. 2009). In order to investigate the effect of product diversification on brand identity, all the three philosophies remain similarly needed since ontology can be use to discuss the authenticity of study, epistemology discuss the nature of knowledge and how it is gathered whilst axiology will pact with all the ethical and moral issues to be concerned about while undertaking the research (Klenke, 2008). There are also

different research approaches geared to the gaining of knowledge e.g. positivism, realism, interpretivism etc. (Saunders et al. 2009). The two leading of these philosophies supposition in social research are interpretivism and positivism (Collis and Hussey 2009; Creswell 1994 and 1998) which this study will analyse.

3.3 Positivism and Interpretivism

The positivism philosophy explained by Morgan and Smircich (1980), is that conduct from people or personalities is the reflection of their exterior world. That is the philosophy is out to predict and establish what occurs in the social world by finding fundamental relationship and consistency between the components. This approach is of the view that certainty is an autonomous entity. As the researcher will neither swayed or be influenced by the research subject, therefore, researchers are independent as well (Saunders et al. 2009), nonetheless, it is almost unlikely to exclude individuals own standards from research objectives. Furthermore, according to Gill and Johnson (2002) who explained that to facilitate repetition, positivists are inclined to apply highly structured methodology. Positivist prefers undertaking their work using an observable communal reality, whilst expecting the result of their research to be similar to the ones undertaken by physical and natural scientist (Remenyi et al., 1998). This approach is also employed when researchers need to have quantifiable observation that will have to be statistically analysed. Most Positivist utilises questionnaires in conducting interviews and they make use of quantitative data. Other methodologies related to positivism paradigm are experimental studies, surveys, cross-sectional studies and longitudinal studies (Collis and Hussey 2009). Anderson (1986), argues that whilst positivism essentially relies on fixed laws, it is not proficient to deeply clarify behavior. In this instance, consumer's behavior towards product diversification of a well-known brand.

Interpretivism approach seeks to observe and understand differences between people as social actors. It basically suggests that differences exist between piloting a research among individuals comparatively to objects (Saunders et al. 2009). Interpretivism claims that humans are dynamic and will interact with the

purpose of forming their own environment, therefore, individuals have the capability to influence their own environment and they can also be influenced by their environment. That means, the major objective of the approach is to fundamentally understand behavior, discover the reason for the behavior and the motivation for certain behaviors. It does not and cannot predict behavior (Collis and Hussey 2009). Therefore, interpretivism basically assumes that people's behavior cannot be experimentally investigated whilst positivism pacts with real world situations and the increase of common findings between variables. The interpretivism philosophy deals with qualitative studies and positivism focuses on quantitative studies (Saunders et al 2009). Considering the nature of the questions and scope of this research study, the ideal model is positivism. The interpretivism has not been considering reasonable for this study as the research philosophy show there is no general truth and in relation to human behavior, it cannot be subjected to prediction, interpretation and analysis as it will with positivism.

3.4 Research Approach

Another important component to deliberate on in undertaking this study is the research approach because an unsuitable research approach can create inappropriate research methods and could misinform researchers. Hence, to achieve the objective of research effectively and efficiently, the appropriate approach is necessary. In social research, deductive and inductive approaches are presented. Crowther and Lancaster (2009) explained that deductive approach allows researchers in building theoretical assumptions for their research and thus generalising their findings using a highly structured methodology. Sappleton (2013), explained that inductive approach is used in collecting data to build a theoretical framework. Exploration for this research is built on earlier acknowledged theoretical assumptions that are there is the presence of effect of product diversification on brand identity. The research will also focus on statistical demonstration of data to answer a part of the research question that will be revealed in the data gathering mechanism adopted, which is the structured

interview questionnaire that will establish customers awareness in product diversification of the two case study corporations. The research approach reasoning that shall be implemented is deductive so as to make inference on the relationship between product diversification and brand identity. The deductive approach has been considering appropriate to address the research as there is availability of theoretical framework that identifies the relationship between product diversification and brand identity.

3.5 Research Design

This will be fact-finding otherwise known as exploratory studies as it seeks to find out to what degree the effects of product diversification has on brand identity. According to Robson (2002), exploratory study was explained to be a valuable measure of finding out about what is happening, in seeking new insight and in asking questions in order to assess phenomenon in a new light. Therefore, study will be seeking consumer's views through the use a structured interview questionnaire in generalising the problem of the study by collecting data and some qualitative data has also been drawn upon to boost the quality and validity of the research. Thematic analyses will be used with the qualitative data collected. The approach provides substance for categorising and summarising data with common themes. Secondary data will also be used in comparing and interpreting data collected as studies have argued that this sharpens the capability of the researcher and it is also not enough for researchers to rely on primary data collection alone as the secondary data collection will empower researcher to take advantage of previous researchers (Lazarsfeld 1972; Cooper and Schindler 2011).

3.6 Data Collection Technique

Collis and Hussey (2009) explained that data collection are data used as a basis for interpretation or recognisable realities. Essentially, the data collection techniques is subject to the way the data will be utilised, that means, if a researcher employs a technique in collecting data based on the regularity of an occurrence, they will realize quantitative data and if the collection of data is done

in studying meaning of a phenomena, it will lead to attaining qualitative data (Hussey and Hussey 1997). This study will use both primary and secondary data generation. Primary Data will be gathered through structured interview questionnaire whereby each participant will be provided with same questions and in the same order. Bryman & Bell (2007), expressed that questionnaire investigation method can be used in the collection of huge quantity of data within a little period of time. Additionally, it can eradicate errors, biases and other forms of inaccuracies that can be related to another method of collecting primary data such as unstructured interviews, observations etc. The questionnaire has been developed using open-ended, pre-coded and fixed choice questions which are structured in a manner that will keep participants focused on the subject. The questionnaire will be distributed to electronics consumers within the Greenwich Borough in London. The data that will be received from the structured interview questionnaire will be helpful in identifying factors of product diversification that could affect the buying behaviour of electronics consumers of Samsung and Toshiba. The secondary data will be achieved through published articles, books, business news, articles and credible market research databases and corporate reports.

3.7 Structured Interview Questionnaire

Structured interview involves either asking a set of questions of each and every candidate in a one-on-one interview or having each and every candidate fill out a questionnaire form that contains the same questions in the same order.

3.8 Sampling

Selection of suitable samples in terms of the quality and quantity is very significant to a research as the outcome of findings are based on the samples (Marshal and Rossman, 2006). The populace of study will be customers of either Samsung or Toshiba. Certainly, there is no system available in determining the precise number of the corporation's present customers. Sapsford and Jupp (2006)

explained that sample allows researcher to choose a section of a population. Therefore, the researcher will select sample of hundred customers within Greenwich Borough of London to in order to make sure that a vital study of the research focus objectives is undertaken. The sample techniques generally available are two and they are probability and nonprobability technique. For this research purpose, random sampling which is categorized within probability sample method will be utilised because information will be more realistic through selecting random respondents. The other two under this category are systematic and stratified sampling.

3.9 Data Analysis and Interpretation

Precise data analysis and collection of reliable techniques to analyse facts gathered is a critical situation of positivism if accuracy is to be ensured and if validity and reliability of findings are to be generalized (Gillham 2008). The data analysis methods referred to are qualitative and quantitative methods.

Quantitative and Qualitative Method

Quantitative data which tends to be objective and reliable denotes that all data are analysed using statistical approach, whilst qualitative which tends to be more subjective is analysed using the interpretivism methods (Collis and Hussey 2009). The two approaches are not exclusive of each other there is link between the quantitative and qualitative data e.g. qualitative method has quantitative component and vice versa. This will enable thorough using an effective data analysis tools (Hackley 2003; Hesse-Biber and Leavy 2011). Both methods can be useful in social science research and business, but its application depends on the nature of the research questions and researchers philosophical preferences (Collis and Hussey, 2009). Based on the positivist approach, research student are lead to quantitative method where data collected are typically specific and result of findings are with relatively high degree of reliability. Equally, the interpretivism approach is lead to qualitative method where data are temporary and results of

findings are of high degree of validity (Hussey and Hussey, 1997; Collis and Hussey 2009).

In this study, the aim is to collect a large amount of data through structured interview questionnaire and analyse them using the Microsoft Excel and SPSS software. The qualitative method will not be practical in this sense. However, its analysis will also be helpful in providing substance to data analysis that is relating to qualitative parts of the phenomenon. The quantitative method will also help to explore new information and can be used in generalising the large population being studied (Hooley and Hussey 2009).

3.10 Validity and Reliability

The researcher envisaged both reliability and validity issues within research particularly, with the primary and secondary data collection. Due to the fact that secondary data will be gathered from diverse sources and will be deliberated in different theoretical expectations, the existing findings may also be contradictory with one another. On the other hand, in collection of primary data there is the possibility that respondent may not be providing honest information, thus, some reliability and validity issues may arise.

3.11 Ethical Issue

As promised before undertaken the research, to respect and maintain ethical standard all through the research process, the researcher, first of all, gave participant letter and consent form to the participants. The participant letter introduces the research topic. It explained how participants confidentiality will be maintained during this research process. How all information collected will be kept strictly confidential in accordance with Data Protection Act (1998). All personal information and data collected from participants will be coded, anonymised and no one will be recognised any of the participant information from it. Data collected will be securely stored on a password protected computer and

safely disposed of once the dissertation has been completed. The consent form will be given to participants as evidence that they have been briefed about the purpose of the research and having no reservation to participation in it. The consent also evidenced that they are freely participating without any pressure or bribery from the researcher. The researcher will ensure there is distance from self and the participants so as not to sway their views to her own opinion as Saunders et al (2000) advised that everyone has opinions and idea of what they would like to see happen during a study.

3.12 Limitation

There is challenge in getting people to stop their activities in order to participate in the research. Greenwich is a busy borough and accessing people when they are not actually in a relaxed environment is a difficult task. Another challenge was getting female participants involve as most felt electronics is a male field but some are willing as the researcher is also a female. Another limitation is the questionnaire. Even though the anticipated 100 responses was achieved some of the participants did not respond to some questions making the outcome of the analysis result to some missing values.

3.13 Conclusion

The methodology chapter gave an explanation of the research ideas, quantitative and qualitative techniques, analytic processes that will be adopted in addressing each of the research questions. The chapter has also provided awareness into the different approaches for the gathering and analysing of both the primary and the secondary data. Researcher endeavors to discuss the focus of the nature to be used in qualitative and quantitative techniques. The research has the intention of utilising quantitative due to objectives of study and the nature of the research questions.

4.0 CHAPTER FOUR- DATA ANALYSIS

4.1 Introduction

This chapter focuses on the analysis of all field data (primary and secondary) that has been collected in order to establish the findings of the research exercise.

From the perspective of the research topic, which is- The effect of product diversification on brand identity- Case study of Samsung and Toshiba Electronics. The analysis will be addressed in 2 different categories to ensure each research questions and objectives are evaluated in depth. Research question 1 to 3 will be analysed using secondary sources and research question number 4 is answered through primary data.

4.2 Data Analysis/Interpretation

4.2.1 Research Question 1-3

Product Diversification and Brand Identity: Samsung and Toshiba Electronics

The founder of Samsung Byung-chull Lee who is also the chairman, made a crucial decision in December 1968 along with other executives to diversify the company products into the electronics business. This decision was successful and led to the origination of Samsung Electronics in January 1969. By the end of the following year, Samsung effectively produced 12 inch black and white Televisions and they started products exporting after two months. From then on, Samsung made arrangement for extensive investment and extension of production lines into other electronics categories such as air conditioners, refrigerators, washing machines, electric stoves, fans and much more by April 1973. (Samsung Village 2015).

At present Samsung Electronics engages in manufacturing and sales of electronics and computer peripherals. Their operation of business is through the following divisions: Consumer Electronics, Mobile Communications and Device Solutions and Information Technology Samsung (2016). The brand's presently rank seventh in the Interbrand's of "Best Global Brands 2015" having a brand value of \$45,297 million (Intrabrand, 2015). As at May 2016, Samsung Electronics market cap was

\$161.6 billion and it ranked 11th position of the world's most valuable brands. The main factors that had played a serious role in Samsung Electronics success include their continuous introduction of innovative products. They have continued to release new products and exceptional appliances that better respond to the needs of customers (Samsung 2016). Through good marketing and advertising, Samsung customers were constantly aware of their product and services. Therefore, this customer awareness has helped to promote not only the brand identity but the product and services as well (Klein and Lien 2009). Samsung product diversification has potential to be successful because of the brand identity that is already well recognised and position with targeted audience.

Toshiba came about through the merger of two companies named Tokyo Denki and Shibaura Seisakush. The two companies were engaged in consumer goods and machinery respectively. The companies took few letters in their existing company name "TO" and "Shiba" to form the Toshiba brand. It officially changed to Toshiba Corporation in 1984 (Worldpress 2011). The corporation has with time become a diversified electrical and electronics manufacturer. They provide range of products and services. They segments they operate with are as follows: Electronic Devices & Components; Energy & Infrastructure; Healthcare Systems & Services; Lifestyle Products & Services; Community Solutions and Others (Forbes 2016).

Economic unproductivity in Japan in the 90s led Toshiba to assume both concentration and selection approach in achieving sustainable growth. They concentrated their resources in their different sectors for growth potential and took up new businesses whilst they selectively promote growth both their mature and declining sectors through restructuring and reform. From the 20s, Toshiba experienced rapid economic growth in developing countries but growth remained slow in the developed world into the 21st century. This was perceived to be due to the intensifying global competition and major changes in the economy. Toshiba continues to focus on restructuring businesses aim to become a stronger global contender through their "concentration and selection" method whilst creating cost competitive products and services that are also customer captivating (Toshiba

2016). According to Forbes (2016), as at May 2016, Toshiba's market cap was \$9.4 Billion and it ranked #727 Global 2000.

The well-defined and strong sets of ideas from both corporation as seen above showed that both product diversification and brand identity are closely interrelated and have to be critically evaluated prior to market entrance of any business. The strategy of product diversification adopted by the two companies was undertaken through the adding of different products range whilst using their existing brand identity. This strategy also involves the creation of new customer base for the new products this corporation have diversified into as it is different from the already established businesses. This in return is expected to expand market potentials for the companies. Kapferer (1997), explained that product that belongs to a different category in comparison to the usual products commonly marketed using a recognised brand, can be corresponding by means of the brand's personal element (brand personality and brand values) or the brand's social dimension (user image and relationships) of the brand identity. As noted in the case study, Samsung and Toshiba brand identities are recognized in connection with the position they have presented to their customers both in their brands and products. Similarly as explained by Simonson (1997), that customers in most cases do not have access to an organisation's brand culture, strategies, missions, values and the reserved private self of the organisation, however, customers see the public face of the organisation or its brand as this is what the companies aim to impress. Samsung has from time to time presented itself as a high-quality brand, stylish and in command of premium price products. They created an impress of distinctive ways of penetrating market by their offering of technical innovation and designs that captivate their customers in electronics products (Samsung 2016). Toshiba, on the other hand, created an impress that their products are remarkable along with their spirit of innovation and creativity (Toshiba 2016). It can be seen from both companies the various perception of how their brand is being projected in the public face and eventually integrate the impression on their customers. Although, brand is not certainly the product but can be seen as the products' essence. That indicates the meaning and the

direction of the product as well as the definition of the products identity which also correspond to space and time (Newman & Darh 2014).

The management of brand identity during the process of product diversification is also of paramount consideration. As both corporations studied diversify into the new different types of businesses using their existing brand identity, it is essential to determining whether the new businesses which are aim for success potential will add and not reduce from the corporation's image as mentioned in the "bookkeeping model" theory that brand appearance has the tendency to change in the event of new information (Loken & John 1993). Kapferer (2012), also explained that the more a brand diversifies, the more the brand customers are prone to think that they are dealing with numerous different brands rather than a single one. Therefore, products diversified into need to be perceived and recalled very well by customers without them creating a separate brand identity in their mind towards the product.

4.2.2 Risk of diversification on their brand identity

In assessing the core dangers the two corporations could encounter following product diversification strategy and with the use of their established brand identity in the process are first: the risk of brand reputation damage. Lau and Lee (1999) explained that brand reputation is the opinion others hold that a brand is good and reliable but there is always a likelihood for this perception to influenced how organisation performance is weight in the new product segment most especially if it fail to live up to the brand meaning that has been presented to the customers through the brand identity. According to Chernatony (1999), The aim of brands includes its ability to ensure consistency over time in relation to the product they are identified with, so if through the introduction of a new business the brand fails to sustain their positioning advantage and lack of understanding or proper awareness of the diversified product by customers, there is high risk that their reputations will fall. Kardes & Allen (1991) cited by Montaner & Pina (2009), explained that the damaging impacts diversification or extensions could have on brand that market different products run the risk of being considered as

brand that does not clearly associate to a specific market and thus deteriorates their image with new products. So also Meyvis & Janiszewski (2004) is of the opinion that although, the variety of diversifications or extensions will produce a more diffuse brand image but it has to correspond with a higher recognition of the products by customers. Hence, the brand's range of products may have a positive intention effect on quality and purchase of the product but there is the potential that it can be damaging to the brand image. Hence, the rigorous use of advertising for the new product to create awareness can to some extent reduce some potential risk. There is also the risk of not understanding the new customers for the diversified business which should have been a prior research for the organisations. Park et al. (1991); Broniarczyk & Alba (1994); Buil et al. (2009), are among many scholars that revealed that perceived consistency with a brand and its extension or diversification has the ability to influence customers' attitude to the new product.

4.2.3 Success and Failures

There is also the potential for financial risk for the organisation. The entering of new business by large organisations such as Samsung and Toshiba may have a lesser risk related experience than small businesses, in the sense that, they could have sufficient resources to maintain the infrastructure and operations of product diversification, possess the power to purchase expertise of the different skills required for the new business but if the new business lacks customers' or advertisement that can strategically capture the customers, it can result in slower economic growth and a further decrease in organisations market share (Jagg Xaxx (2016).

The success and failure of product diversification strategy in relation to both companies can be related to Robert Waterman 1994; cited by Jeremy Kourdi (2015), who said that "Strategies that succeed are organic. They evolve. They wrap themselves around problems, challenges, and opportunities, make progress and move on." The two companies are strong successful brands but have experienced failures as well as success. Toshiba product had recently had a product (hard

drive) failure and at some point in 2015 had a case of internal audit failure. Samsung also has experienced some product failure (Samsung Galaxy Gear), advertising failure etc. Nevertheless, based on the result from analysis of primary data discussed below. It is seen that both companies have successfully benefited from customers' loyalty and enjoyed the likely power to charge premium costs and a substantial brand power in supporting the diversification to new products which they have managed to do for several years (Ghodeswar 2008). It is seen from Samsung and Toshiba company profile that the presence of economies of scale, productivity, potential and steadiness for growth as an outcome of having broad base of products and customers has led to most of the successes they had. Constant innovation has also helped the companies to make some progress. They have the understating that without innovation, improvement and the challenge in understanding aspects of the business that can be done differently, they may not be able to keep up with the standard that is expected of them as premium brands. Both companies have successfully gained access to the new and profitable markets through product diversification. They have successfully acquired new knowledge and capabilities (Toshiba 2016; Samsung 2016). It is observed that their willpower for success using product diversification strategy has played vital role in ensuring they impact customers preference and taste through their various products. Samsung corporation has a huge marketing budget. They have succeeded in implementing an extensive variety of marketing approaches that have raised their corporation to one of the global leaders in mobile phone marketplace. They have also effectively and significantly diversified products to match with competitors globally (Samsung Geeks, 2013). To conclude, both companies made enormous efforts in the developing of market platforms to build up their brand globally. The aspect researcher is expecting these companies to improve on is the need for more aggressive and strong brand awareness in order for customers to have adequate information on their new range of products.

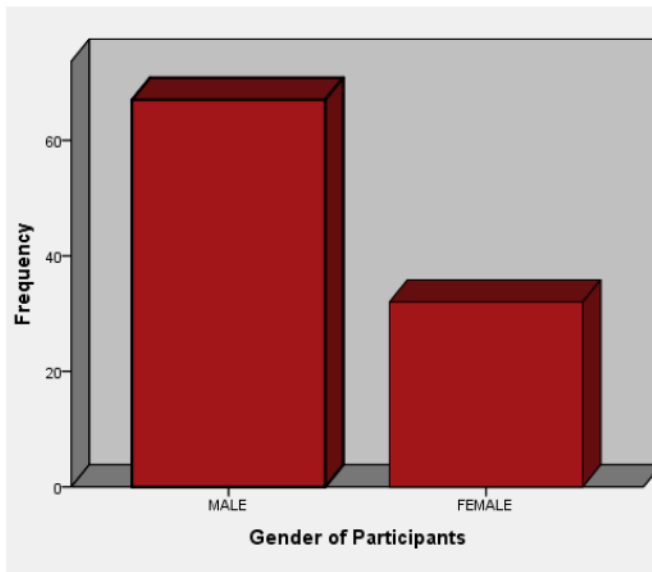
4.3 Research Question Four- SPSS Data Analysis/Interpretation and Discussion

Data to be analyzed for the fourth research question has been extracted using structured interview questionnaire method. Questionnaires were given to participants face to face and no particular customer sector was targeted. However, questionnaires were only given to people living in Greenwich Borough and are above the age of 18 years old as this increases the likelihoods that they will have better responsiveness to the topic. Responses received is analysed in relevance to one of the research questions that is directed toward the particular investigation. Therefore, questionnaire questions are a breakdown of that particular research question. Some questions are linked to another relevant one and evaluating them individually may lead to repetition of details, hence, not all questions will necessarily be analysed but it is guaranteed that no valid data is ignored or missing.

Data gathered is represented in graphs and frequency tables by means of SPSS software. Data analysed are products of 100 structured interview questionnaires distributed. They were successfully recovered but some of the questionnaires have some answers missing which have been reflected as a missing value on SPSS. Each participant was chanced to answer 17 closed-ended questions and 4 open-ended questions.

Gender of the participants was the first set of data analysed. The was to ensure that female and male views were considered. To also ensure there is no imbalance and to allow for generalization, participation from both gender in sourcing data is significant.

Figures (1) below represent gender of research participants.

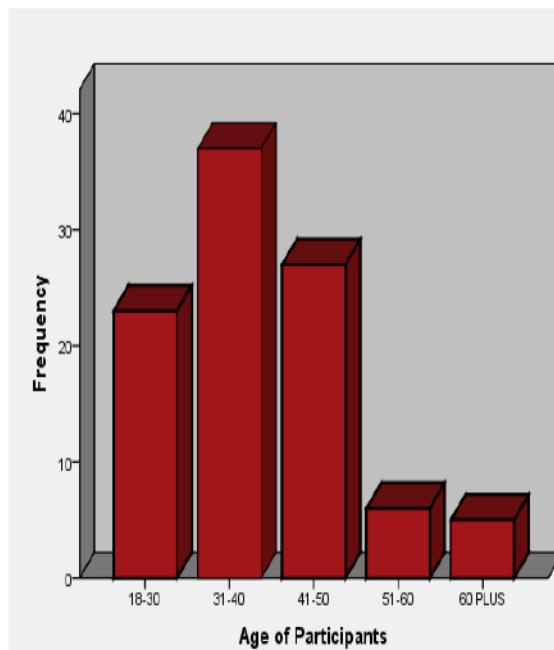


Gender of Participants					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	67	67.0	67.7	67.7
	FEMALE	32	32.0	32.3	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

From the above, it can be seen that 32% of the participants were female and 67% were male. A participant did not disclose their identity on the questionnaire and this reflected in the frequency table. The analysis shows that male gender was mostly represented in the research. The researcher's intention was to have equal representation of both gender whilst distributing the questionnaires, however, it was difficult as most female participants approached were declining to participate. Some gave reasons that they are not into electronics directly and always get a male support in purchasing one. Considering the vast difference of male being higher than the female counterparts, researcher concludes that the gender data analysis is imbalance.

The next question relates to the age of participants. The researcher thought to include age range as much as possible to begin from age 18. Therefore, in this study, participants were grouped into 18-30, 31-40, 41-50, 51-60, Over 60 years' age brackets.

Figures (2) below represent age brackets for participants:



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	23	23.0	23.5	23.5
	31-40	37	37.0	37.8	61.2
	41-50	27	27.0	27.6	88.8
	51-60	6	6.0	6.1	94.9
	60 PLUS	5	5.0	5.1	100.0
	Total	98	98.0	100.0	
Missing	System	2	2.0		
Total		100	100.0		

It is seen from the above data that even though participants were from all the age brackets in researcher targeted, most participants are from 31-40 categories with the highest score of 37%. Followed by participants from 41-50 age brackets at 27%, 18-30 standing at 23%, 51-60 6%, and 60 plus at 5%. Two of the participants did not disclose their age. The researcher has no intention of targeting the age group with the most participants as all data used were gotten from available and keen participants. Although, researcher identified that it was more convenient approaching participant from this age group as student is also within the same age demographic.

The data to be next analysed is a move from participants' demographic information to concentrate on research topic. Question asked is "What is the first brand name that comes to your mind when purchasing consumer electronics?". The essence of this question was to test customer's first perception and preferred choices of electronic brands. The question required participants to respond with the brand name of their first choice.

Figures (3) below shows participants' choices.

First brand name that comes to mind when purchasing consumer electronics

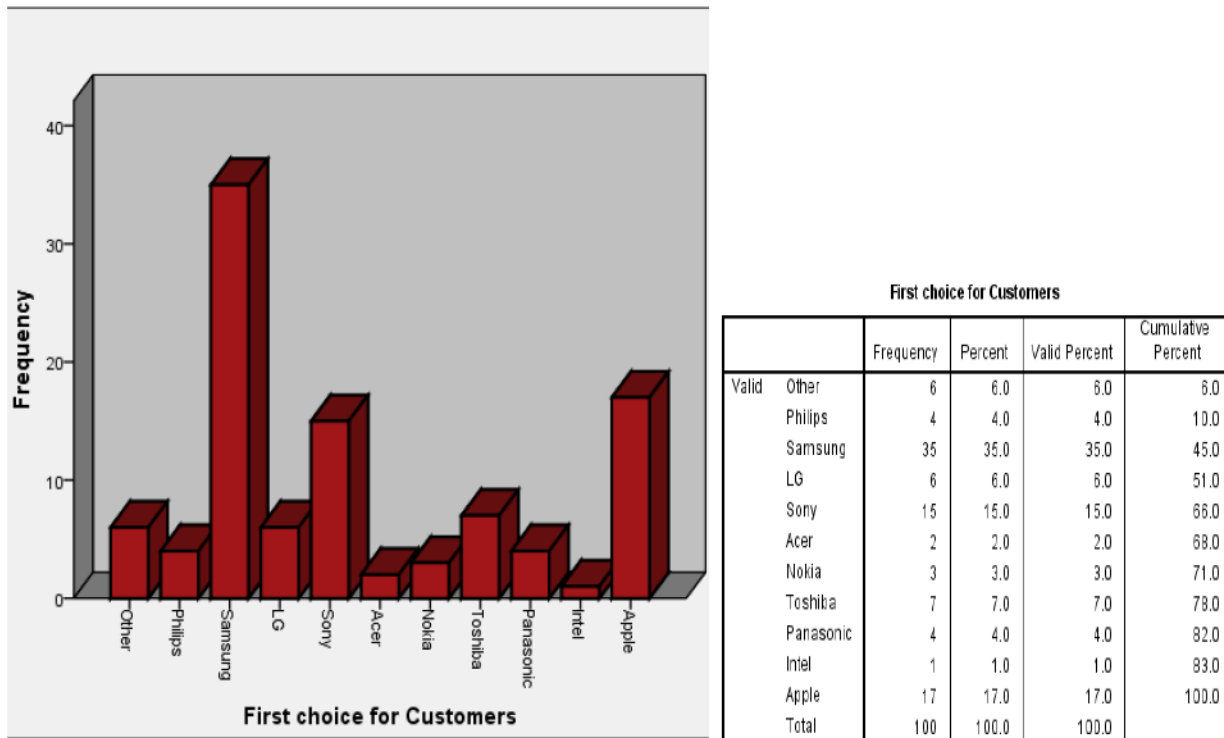
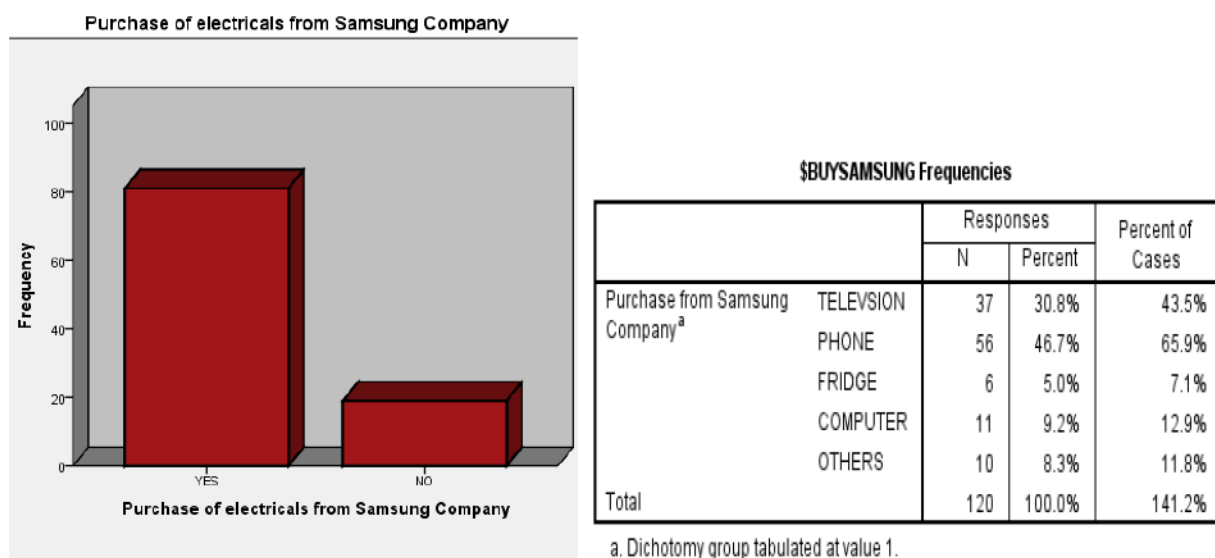


Figure 3 above is tilted to Samsung as 35% of the participants choose the brand. Apple follows suite with 17%, then Sony at 15%, Toshiba with 7%, LG with 6%, Philip and Panasonic 4%, Nokia 3%, Acer 2%, Intel 1% and those who mention others that were out of these categories were 6%. Surprisingly, many participants who geared towards Samsung is the view that Samsung brand is popular, innovative and their products designs are always of expected standard. This can be associated with Tidd et al (2007) who support the view that product designs and innovations can help organisations to enhance their productivity on long-standing and to retain their market share. Therrien et al (2011) also propose innovation as a multifaceted method that often leads to change in the process and production functions that are ideal for the organization in order to acquire and attain unique technological capability. It can be considered from the above, that as each brand is competing against each other, they gain competitive advantages through the special features on their products. Most participants that choose Sony brand explained that their product is of higher quality and they tend to last longer than most other brands. Apple's product is viewed by many as the product of trend but expensive. LG brand was viewed by some participants as products that has fair prices in comparison to other brands. Most participants that choose

Toshiba as their first choice expressed that Toshiba product is of durable quality and has tendency to last long. It was also depicted that participants that have formed connection with a particular brand, tend to purchase those brands product as they have confidence in the brands and feel good about the products.

The next area of attention is directed towards both Samsung and Toshiba company. Participants were asked if they had purchased consumer electrical from Samsung Company? They were provided a yes If yes, they were to tick which one of the products they purchased or name them if not included in the list.

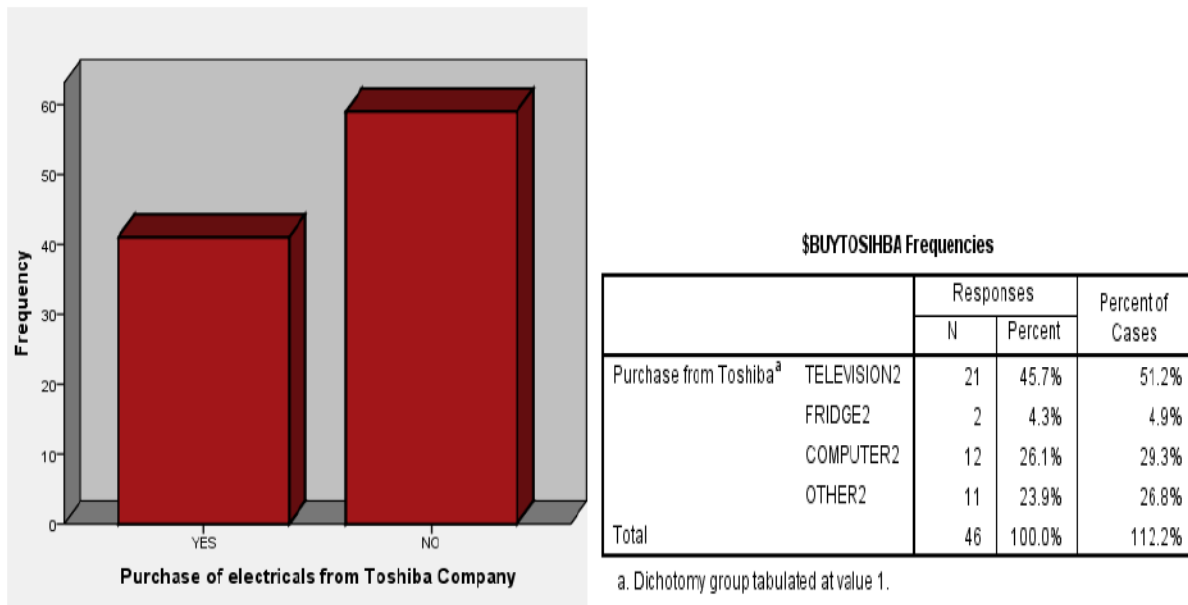
Figure (4) below shows their response.



From the above graph, it is seen that 81% of the participant answered YES and 19% responded NO. The 81% that ticked YES further responded to what product they had purchased from Samsung as seen on the frequency table 5 possible answers (Television, Phone, Fridge, Computer and Others). Some participants choose more than one options from the group which is why the total percentage was 120%. 56 of the participants purchased Phone which has the highest percentage at 46.7%, 37 purchased Television at 30.8%, 11 purchased computer at 9.2%, 6 for fridge at 5.0% and 10 choose Others at 8.3% specifying items such as Tablet, Laptop, Monitor, Printer and Speaker.

Participants were asked if they had purchased consumers electrical from Toshiba Company? If Yes, what product?

Figures (5) below shows response.



From the graph, it is depicted that 41% of the participant answered YES and 59% percent answer NO. For those that answered YES, further gave product options as seen on frequency table above. 21 of the participants indicated Television which has the highest percentage of options at 45.7%. This is still lower to Samsung in correlation. Although, Samsung has higher less percentage figure of 30.8% but higher number of participants at 37. Computer has the next high option within the group at 26.1% from 12 participant, followed by option for Others (laptop and printer) at 23.9% from 11 participants. Fridge, just as it is in Samsung has the lowest at 4.3% by two participants. Unlike Samsung which has its highest selection in phones at 46.7% from 56 participant, most of the participants were referring to Samsung's mobile phones. Toshiba has no participant options ticked for phones. Although, researcher checked the UK company website and phone stores for Toshiba phones but found none.

Participants were asked at this point the first thing that comes to their mind when they hear about Samsung Electronics. They were given 4 options of answers to choose from.

Figure (6) below shows participants response

First thing that comes to mind about Samsung Electronics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	2	2.0	2.0	2.0
Variety Product	42	42.0	42.0	44.0
Reasonable Price	19	19.0	19.0	63.0
Expected Quality	27	27.0	27.0	90.0
Others	10	10.0	10.0	100.0
Total	100	100.0	100.0	

42% selected "Variety of product", 19% ticked "Reasonable Price", 27% choose "Expected Quality" and 10% for "Others" whereby they specified that Samsung as a Popular brand name, Beautiful product designs, high competition electrical amongst other companies etc.

The Same question was also directed to participants about Toshiba Electronics. See frequency table below for result.

Figure (7)

First thing that comes to mind about Toshiba Electronics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Applicable	22	22.0	22.2	22.2
Variety Product	10	10.0	10.1	32.3
Reasonable Price	18	18.0	18.2	50.5
Expected Quality	37	37.0	37.4	87.9
Others	12	12.0	12.1	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

From the table, it is seen that only 77% participants answered this question. 22% of the participants indicated they were not applicable to them as they have not used Toshiba product before. One participant did not answer the question and this is shown as missing value of 1% on the frequency table. "Expected Quality" has the highest response at 37%, followed by "Reasonable Price" at 18%, "Variety

of Product at 10% and those who choose "Others" at 12%. Out of the 12% for Others 7 of them specify that Toshiba is old fashion, 1 said the products are not really good and others are saying limited product which one specify that Toshiba only produces Television (obviously the participant is not aware of Toshiba's other products).

Participants were then asked how they will rate their satisfaction with the electrical products purchased from each company. Answers were ranged from High, Moderate, Low, Unsatisfied and Not Applicable. See table below for response for both companies.

Figures (8)

Satisfactory rate for Samsung Electrical Product					Satisfactory rate for Toshiba Electrical Product				
	Frequency	Percent	Valid Percent	Cumulative Percent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid NotApplicable	5	5.0	5.0	5.0	Valid NotApplicable	38	38.0	38.0	38.0
Unsatisfied	3	3.0	3.0	8.0	Unsatisfied	5	5.0	5.0	43.0
Low	3	3.0	3.0	11.0	Low	7	7.0	7.0	50.0
Moderate	38	38.0	38.0	49.0	Moderate	27	27.0	27.0	77.0
High	51	51.0	51.0	100.0	High	23	23.0	23.0	100.0
Total	100	100.0	100.0		Total	100	100.0	100.0	

From the above frequency table for Samsung electrical product, 51% indicated High, 38% Moderate, 3% Low, 3% Unsatisfied and 5% Not applicable. For Toshiba electrical product purchased 23% indicated High, 27% Moderate, 7% for Low and 5% for Unsatisfied. 38% of the participant indicated Not Applicable. In correlation to Samsung having its highest percentage in "High" option, Toshiba has its highest in the "Moderate" option. It also has more "Not Applicable" than Samsung which is actually expected due to the fact that a large number of participant responded to the "NO" option in question 4 of the questionnaire that asked participants about purchasing consumers electrical from Toshiba company. Customer experience is a tremendous catalyst to the new age of business. It is often associated with employee and customer interaction, an intangible aspect of a purchase, but is not limited to them. Certain aspects of an experience can make or break a customer's decision to become a loyal customer and research have proven that customer expectations are increasing faster than organisations' abilities to meet them (Jenkinson, 2006).

Participants were asked then asked about how they will describe each of the companies question 10 and 11. Options (Innovative, Reliable, Strong Financially, Powerful, Advance, Traditional and Others) were provided. Participants had the opportunity to choose more than one option and they could specify further what their views were if not included through "Others" from the options list. In analyzing the multiple responses for this questions, researcher valued each tick as YES with number representation of 1 and those options that were not picked were valued as NO with number 2.

See figures below for the response analysis for both companies.

Figures (9a)

Multiple Responses for YES

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$DESCRIBESAMSUNG ^a	97	97.0%	3	3.0%	100	100.0%
\$DESCRIBETOSHIBA ^a	86	86.0%	14	14.0%	100	100.0%

a. Dichotomy group tabulated at value 1.

\$DESCRIBESAMSUNG Frequencies

		Responses		Percent of Cases
		N	Percent	
How would you describe Samsung ^a	INNOVATIVE	73	28.2%	75.3%
	RELIABLE	47	18.1%	48.5%
	FINANCIALLY	29	11.2%	29.9%
	POWERFUL	36	13.9%	37.1%
	ADVANCE	60	23.2%	61.9%
	TRADITIONAL	12	4.6%	12.4%
	OTHERSS	2	0.8%	2.1%
Total		259	100.0%	267.0%

a. Dichotomy group tabulated at value 1.

\$DESCRIBETOSHIBA Frequencies

		Responses		Percent of Cases
		N	Percent	
How would you describe Toshiba ^a	INNOVATIVE2	5	3.3%	5.8%
	RELIABLE2	50	32.7%	58.1%
	FINANCIALLY2	3	2.0%	3.5%
	POWERFUL2	22	14.4%	25.6%
	ADVANCE2	13	8.5%	15.1%
	TRADITIONAL2	56	36.6%	65.1%
	OTHERS2	4	2.6%	4.7%
Total		153	100.0%	177.9%

a. Dichotomy group tabulated at value 1.

In the multiple responses for "YES" which indicates participant agreement of their chosen option. For Samsung company, 28.2% of the participant were of the view that the company is Innovative, 23.2% indicated it is Advance, 18.1% for Reliable,

13.9% for Powerful, 11.2% for Strong Financially, 12% for Traditional and 2% for Others were participants indicated Beautiful Designs and durable products.

Shaughnessy (2013) reported Samsung as universal leader in screen technologies, design, and batteries. Hence at present, the company has introduced a market with a number of innovations of the product ranges of the firm letting diversification among the same categories of the product lines allowing the customer to make variety of choices of the same product.

For Toshiba company, it has the highest percentage in Traditional at 36.6%, followed by Reliable at 32.7%, Powerful at 14.4%, Advance at 8.5%, Innovative at 3.3%, Others at 2.6% whereby 4 participants specify that Toshiba Company has limited products for domestic customers.

Figure (9b)

Multiple Responses for NO

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$DESCRIBESAMSUNG ^a	100	100.0%	0	0.0%	100	100.0%
\$DESCRIBETOSHIBA ^a	100	100.0%	0	0.0%	100	100.0%

a. Dichotomy group tabulated at value 2.

\$DESCRIBESAMSUNG Frequencies

		Responses		Percent of Cases
		N	Percent	
How would you describe Samsung ^a	INNOVATIVE	27	6.1%	27.0%
	RELIABLE	53	12.0%	53.0%
	FINANCIALLY	71	16.1%	71.0%
	POWERFUL	64	14.5%	64.0%
	ADVANCE	40	9.1%	40.0%
	TRADITIONAL	88	20.0%	88.0%
	OTHERS	98	22.2%	98.0%
Total		441	100.0%	441.0%

a. Dichotomy group tabulated at value 2.

\$DESCRIBETOSHIBA Frequencies

		Responses		Percent of Cases
		N	Percent	
How would you describe Toshiba ^a	INNOVATIVE2	95	17.4%	95.0%
	RELIABLE2	50	9.1%	50.0%
	FINANCIALLY2	97	17.7%	97.0%
	POWERFUL2	78	14.3%	78.0%
	ADVANCE2	87	15.9%	87.0%
	TRADITIONAL2	44	8.0%	44.0%
	OTHERS2	96	17.6%	96.0%
Total		547	100.0%	547.0%

a. Dichotomy group tabulated at value 2.

The frequency table above shows the multiple responses for those options that were not selected.

The next set of questions to be analysed are question 12 and 13 on the questionnaire. It was directed to participants to establish their awareness of the different diversified businesses of Samsung and Toshiba, which are as follows:

Samsung C&T Fashion Group

Samsung C&T Resort and Construction

Samsung Heavy Industry (Shipbuilding & Offshore)

Samsung Trading and Investment

Toshiba Cooperation Energy & Infrastructure

Toshiba Cooperation Medical System (Medical Equipment & Services)

Toshiba Cooperation Logistic

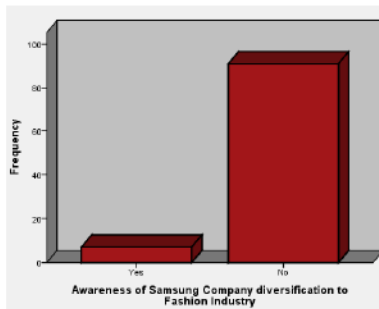
They were given options of YES and NO. YES indicating they were aware, NO indicating not aware. See below graphs and frequency tables for the representation of the analysis.

Figure (10a)

Statistics								
		Awareness of Samsung Company diversification to Fashion Industry	Awareness of Samsung Company diversification to Resort and Contruccion	Awareness of Samsung Company diversification to Heavy Industry	Awareness of Samsung Company diversification to Trading and Investment	Awareness of Toshiba Company diversification to Energy and Infrastructure	Awareness of Toshiba Company diversification to Medical System	Awareness of Toshiba Company diversification to Logistic
N	Valid	98	98	98	99	100	100	99
	Missing	2	2	2	1	0	0	1

Figures (10b)

Samsung C & T Fashion Group



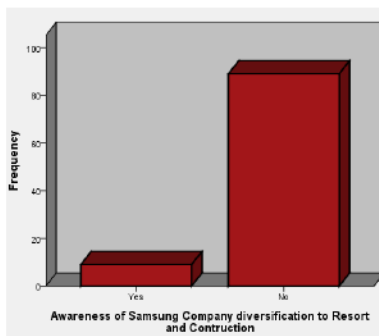
Awareness of Samsung Company diversification to Fashion Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	7.0	7.1	7.1
	No	91	91.0	92.9	100.0
	Total	98	98.0	100.0	
Missing	System	2	2.0		
Total		100	100.0		

For Samsung C & T Fashion Group 91% of the participant were not aware of this business and 7% indicated they were aware.

Figures (10c)

Samsung C&T Resort and Construction



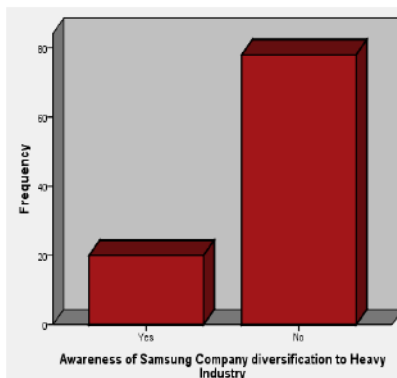
Awareness of Samsung Company diversification to Resort and Construction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	9.0	9.2	9.2
	No	89	89.0	90.8	100.0
	Total	98	98.0	100.0	
Missing	System	2	2.0		
Total		100	100.0		

For Samsung C&T Resort and Construction, 89% indicated they were aware of the business and 9% were unaware.

Figures (10d)

Samsung Heavy Industry



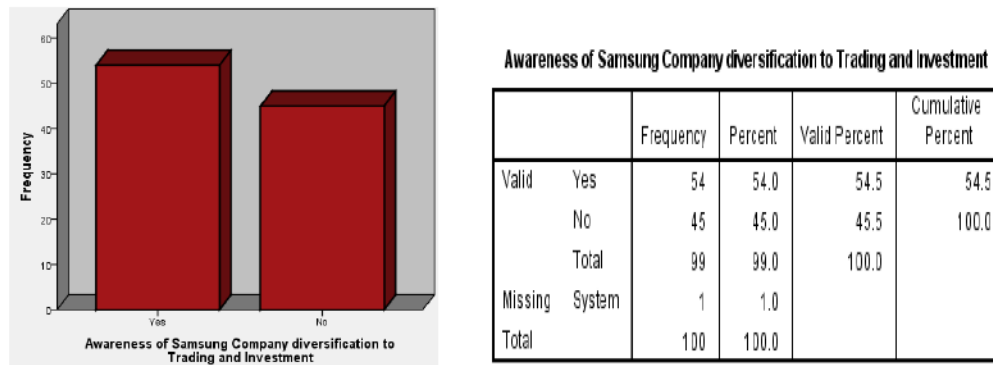
Awareness of Samsung Company diversification to Heavy Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	20.0	20.4	20.4
	No	78	78.0	79.6	100.0
	Total	98	98.0	100.0	
Missing	System	2	2.0		
Total		100	100.0		

For Samsung Heavy Industry (Shipbuilding & Offshore), 20% indicated they were aware of this business, 78% were not aware and there was no response from 2 participants .

Figures (10e)

Samsung Trading and Investment

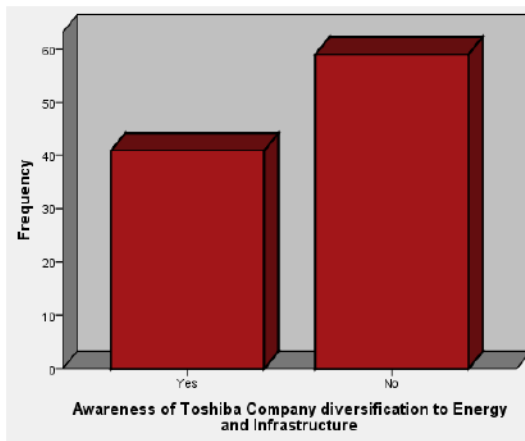


For Samsung Trading and Investment business, 54% indicated they were aware and 45% indicated they were not aware. There was one missing value.

Considering all of the above analysis for Samsung Company in relation to customer awareness of business listed, it is observed that a high number of customers are not aware of Samsung C & T Fashion Group as it came as a surprise to a lot of people that Samsung was also into fashion industry. They were motivated to check online to confirm the company was actually into the business. Samsung brand name has been well established and recognized in the electronics industry which is the image present in the mind of their customers. Having insight into the different businesses of this popular brand and where it stated has a noodle and dried food seller, has been a learning curve for the participants.

Figures (10f)

Toshiba Cooperation Energy & Infrastructure



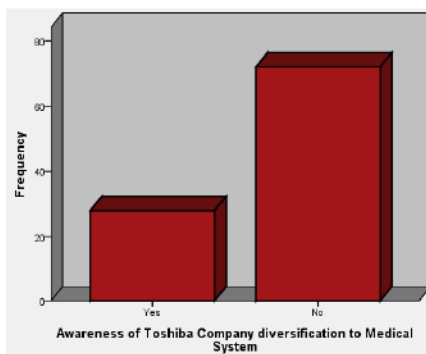
Awareness of Toshiba Company diversification to Energy and Infrastructure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	41.0	41.0	41.0
	No	59	59.0	59.0	100.0
Total		100	100.0	100.0	

For Toshiba Cooperation Energy & Infrastructure, 41% of the participants indicated they were aware of the business, 59% were not unaware.

Figures (10g)

Toshiba Cooperation Medical System



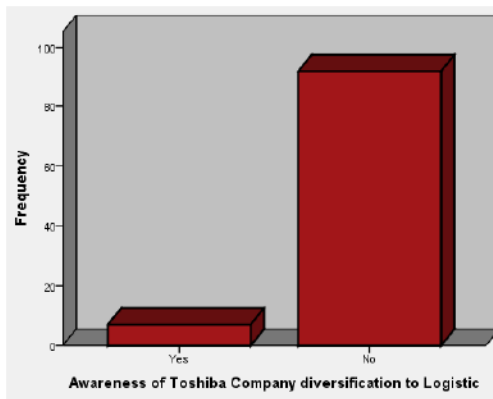
Awareness of Toshiba Company diversification to Medical System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	28	28.0	28.0	28.0
	No	72	72.0	72.0	100.0
Total		100	100.0	100.0	

For the Toshiba Cooperation Medical System, 28% were aware of the business and 72% were unaware.

Figures (10h)

Toshiba Cooperation Logistic



Awareness of Toshiba Company diversification to Logistic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	7.0	7.1	7.1
	No	92	92.0	92.9	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

In the Toshiba Cooperation Logistic, 7% were aware of the business, 92% were unaware and there was one missing value.

Base on the result of the analysis for Toshiba Company in relation to customer awareness of business listed, it can be observed that participants are more inclined with the knowledge that Toshiba is fundamentally into the production of Energy and Infrastructure which is actually the genesis product from the company. They were also well accepting that Toshiba could be into medical equipment as many remember seeing some of these products in Hospitals or companies. The Logistic business aspect came as a surprise to most participants whilst some were of the view that Toshiba has very limited products in relation to immediate domestic products.

The participants were then asked in question 14 and 15 how they felt about Samsung and Toshiba Company following their awareness of other businesses the companies were into. This was an open question. Participants gave different responses which were then grouped as seen in the tables below:

Figure (11a)

Participants feelings following awareness

Statistics

		Participant's feelings of Samsung Electronics following these awareness	Participant's feelings of Toshiba Electronics following these awareness
N	Valid	89	87
	Missing	11	13

Participant's feelings of Samsung Electronics following these awareness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	9	9.0	10.1	10.1
	Popular Brand Name (Top 10)	3	3.0	3.4	13.5
	Informed on making choice	2	2.0	2.2	15.7
	Satisfactory	10	10.0	11.2	27.0
	Confident about product from company	31	31.0	34.8	61.8
	Indifferent	12	12.0	13.5	75.3
	Now aware of range of Products	9	9.0	10.1	85.4
	Expanding Business Ventures	13	13.0	14.6	100.0
	Total	89	89.0	100.0	
Missing	System	11	11.0		
Total		100	100.0		

Participant's feelings of Toshiba Electronics following these awareness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	18	18.0	20.7	20.7
	Indifferent	18	18.0	20.7	41.4
	May consider product	9	9.0	10.3	51.7
	Not applicable	3	3.0	3.4	55.2
	Satisfactory	6	6.0	6.9	62.1
	Hardly use product	4	4.0	4.6	66.7
	Confident that product is reliable	23	23.0	26.4	93.1
	Expanding Business Venture	6	6.0	6.9	100.0
	Total	87	87.0	100.0	
Missing	System	13	13.0		
Total		100	100.0		

From the above it can be observed from both frequency table that the highest percentage of feelings expressed by the participants were both based on the confidence participants have about the company's product. Whilst some feel "indifferent", some expressed satisfactory. Some participants believe that the awareness will help them to make choice, consider buying product from the companies and some like the fact that both companies were expanding their business ventures.

Participants were asked in question 16 if the new awareness will affect their buying decisions on brands and why? This question requires a yes or no response with further explanation as to their choice.

Figure (12)

Would buying decision on the brands be affected and why?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	5	5.0	5.3	5.3
	YES: When investing on quality product	11	11.0	11.7	17.0
	NO: Reason not given/Not Really	61	61.0	64.9	81.9
	YES: Satisfaction on getting good quality product	6	6.0	6.4	88.3
	NO: Confident of products	7	7.0	7.4	95.7
	YES: Spend more time viewing product	4	4.0	4.3	100.0
	Total	94	94.0	100.0	
Missing	System	6	6.0		
Total		100	100.0		

From the above table, 61% of the participants responded NO and did not give further reason for their choice and some said “Not Really” as they have always used Samsung products that works well so the awareness will not have any effect on how they buy in future. Another 7% indicated “NO”, explaining that they have confidence in products from Samsung and as it is a name known with reliable electronics whilst some of these participants expressed that the awareness will not necessarily change their mind but they may consider looking into the Toshiba products in future. For participants that indicated “YES” at 11%, they explained that the awareness will affect them when considering on how to invest on quality product. At 6% expressed that they were satisfied that they are getting good product/quality, 4% explain they will spend more time viewing products before buying whilst 6% of the participants did not respond to the question.

Participants were then asked in question 17 and 18 if they will recommend brands to friends. They were provided with the option of YES or NO for this question.

The experience not only influences the customer's return but the customer's willingness to recommend the organisation, also known as a very powerful advertising tool called word-of-mouth communication. As research concluded, customers of positive experience believe businesses should be

rewarded with positive word-of-mouth communication and those customers demonstrated a certain commitment to the organisation (Cheung *et al.*, 2007). The positive experience gets customers talking, thus putting brand names in potential customer's heads leading to growth of an organisation's customer following.

The positive customer experience leads to the expansion of your loyal customer population. An organisation's loyal customers are the repeat users and customer loyalty was concluded as one of the mediating factors of positive effect on word-of-mouth communication (Kazemi *et al.*, 2014). As there is no doubt about the importance of loyal customers, their opinions and behaviours are most likely influenced differently than one-time customers or customers who do not communicate about the organisation.

Figures (13)

Will participant recommend Samsung brands to friends						Will participant recommend Toshiba brands to friends					
		Frequency	Percent	Valid Percent	Cumulative Percent			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	90	90.0	90.9	90.9	Valid	Yes	53	53.0	54.6	54.6
	No	9	9.0	9.1	100.0		No	44	44.0	45.4	100.0
	Total	99	99.0	100.0			Total	97	97.0	100.0	
Missing	System	1	1.0			Missing	System	3	3.0		
Total		100	100.0			Total		100	100.0		

For Samsung brand to be recommended to friends 90% of the participants indicated YES, 9% indicated NO. There was one missing value. For Toshiba brand to be recommended, 53% of the participants answered YES and 44% indicated NO and some participant were of the view that they do not know the product that well to make a recommendation for the brand. There were 3 missing responses.

Participants were further ask if they will join the brand as community of fans. The option of YES, NO and Don't know was provided for participants as shown in the figure below.

Figure (14)

Would participants join brands community of fans

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	41.0	41.4	41.4
	No	27	27.0	27.3	68.7
	Don't Know	31	31.0	31.3	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

From the above results, 41% indicated YES, 27% indicated NO and 31% indicated that they don't know if they will like to join or not. Some were interested in knowing the benefits of joining brands community of fans and how to go about it.

5.0 CHAPTER FIVE- CONCLUSION

Information gathered from all the findings that have been revealed from the analysis shall be summarized in this chapter in order to make a clear and concluding recommendation. The conclusion will highlight points for possible future research and the potential for expansion of this study. Recommendations based on findings will be provided for Samsung electronics as it may improve the future business and customer awareness. The key quest in the study was to examine and evaluate the effect of product diversification on brand identity. How the introduction of new products in a new market influenced the corporate brand identity. Risks to brand identity from product diversification were evaluated. Success and failures of corporation were examined. Customers reaction towards the studied corporation brand following awareness to product diversification was investigated. Corporations selected for case studies were Samsung and Toshiba electronics. Researcher analysed that Samsung and Toshiba are both global sellers of Electronics appliances.

Samsung Electronics has developed into a global information technology frontrunner and are presently managing nothing less than 200 businesses around the world. It was discovered from findings that Samsung Electronics technological innovation accounts for the Corporation's growth and star performance. They have continued to advance and expand their consumer electronic division through strategic products (Samsung 2016b). The electronic segment of the corporation had managed to keep alive the brand identity through their various product which has been reflected from customers response as many participants from research discussion confirmed to have been using Samsung electronics for some time and are satisfy with their products.

Toshiba as well is a diversified producer and seller of electronic devices. The global corporation is in control of 112 business branches and it is an employer of approximately 190,000 staffs worldwide. Toshiba is recognized within the

electronic industry due to their long years of brand positioning. The cooperation has for about 135 years produced smart and durable consumer electronics. However, it is noted from findings that the corporation is losing its popularity with the younger generation and everyday gadget like mobile phone is not popular with the brand identity in this research location. Although, Toshiba unyielding energy and the quest for innovation is helping the brand to improve and progress in the brand's consumer electronics business (Toshiba 2016b).

In investigating the varied product diversification approaches implemented by these global corporations, it is noted that the two brands continuously increase their array of electronics for customers through thorough strategical product diversification ideas. Samsung implemented innovative, unique and stylish designs in their products likewise Toshiba implemented more durable and smarter product functionalities. They aimed product diversification for local market even though they are global in business. Both electronic producer corporation also strategically uses price to captivate customer interest in their products. Most customers that purchase their product have different level of earnings and thus will appreciate affordable prices for the diverse electronics products. This also signified that they have successfully diversified their electronic products through reasonable prices for their targeted customers. Both companies have also succeeded in strategically implemented the use of quality products to capture new marketplace. The strategic use innovation in product diversification from the two corporations has brought their brand identity in line with new market as customers are extremely thoughtful when it comes to innovative electronic devices in market.

In identifying the best likely means of conveying new products to new market. Corporations, most especially Samsung continuously changed the design of their products in diversifying their electronics. These new markets mostly consist of customers that desire different functions on electronic product. Some customers also want product that is trendy and possesses unique characteristics that each corporation can target using their existing or updated IT systems to enter the new

market with easily and with their corporation brand identity positions. Both corporations have an existing substantial level of product brand identity as well amongst their existing customers and so are at advantage of easily developing new products that can best keep their high corporative and products brand identity in the marketplace.

Objectives of the research findings have also been accomplished since investigation has successfully discovered that productive diversification can have effect on brand identity if not strategically and carefully implemented. The level by which it affects it is what can be challenging. It is very important that risk analysis of diversification is seriously considered and continuous managing and weighing up of potential risks is paramount. Some literature proposes that the product diversification strategy could be a complex process for some corporation that is not positioned firmly if they choose to diversify into unrelated new product for new market. introduced to the new market the likelihood of faces challenges may be high. Therefore from the basis of above discussion, the researcher has concluded that product diversification though can have effect on brand identity but if strategically plan and it is successful corporation brand identity is positioned for extended net sales and profit.

6.0 CHAPTER SIX- RECOMMENDATION AND FURTHER RESEARCH

Having broadly examined the correlation between the concept; brand identity and product diversification of case studies corporation, researcher recommends that it will be vital for brand managers that are engaged in managing product diversification decision and corporation brand to pay thoughtfulness to customers level of awareness to their diversified product in new markets. That is, there is a vital need for brand managers to ensure there is a strong product awareness strategy for any new products. It is recommended that this can be done either by engaging locally with customers through various activities that can link them with the new product or directly arranging services in relation to the new product that will enable immediate customer feedback.

Managers of a strong well-positioned brand could also take up further expansion to another part of the world in order to create more awareness of the new market and attract new customers. There is also the need to ensure current customers are kept excited with new innovative consumer electronics products from their brands.

During the investigation process, researcher experienced some limitation and will recommendation as to how futures researcher can overcome such. Given that data analysis is the most significant part of all research. The researcher struggled with this aspect due to lack of SPSS knowledge within time frame. Research has had to rely on the basic and simple analysis of the results from the software. If researcher had been knowledgeable with the use of the software, more in-depth analysis will have been provided and interpreted to standard expected. It is recommended that future research takes this into consideration in order to present a more standardized analysis and interpretation.

Secondary and primary data information used in the analysis of this study can also be applied in future research. Although, following the evaluation of the possibility of both data usage, which the primary is gathered through questionnaire, it is recommended that questions include time period of when customers purchased products from the corporation and what their experience was then of those products to recently purchased products. Secondary data can also be used for future research but the researcher has to be wary of out-of-date information.

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APPENDICES

(I) Questionnaire

Structured Interview Questions (Please tick box where appropriate)

1. What is the first brand name that comes to your mind when purchasing consumer electronics?

2. Do you purchase consumer electricals from Samsung Company? Yes [], No []
3. If yes, what product?
Television [], Phone [], Fridge [], Computer [], Others _____
4. Do you purchase consumers electricals from Toshiba Company? Yes [], No []
5. If yes, what product?
Television [], Phone [], Fridge [], Computer [], Others _____
6. What is the first thing that comes to your mind when you hear about Samsung Electronics?
Variety of products [], Reasonable prices [], Expected quality [], Others [] (please Specify) _____
7. What is the first thing that comes to your mind when you hear about Toshiba Electronics?
Variety of products [], Reasonable prices [], Expected quality [], Others [] (please Specify) _____
8. How will you rate your satisfaction about Samsung's electrical product?
High [], Moderate [], Low [], Unsatisfied []
9. How will you rate your satisfaction about Toshiba's electrical product?
High [], Moderate [], Low [], Unsatisfied []
10. How would you describe Samsung's Company? (More than one option is allowed)
Innovative [] Reliable [] Strong financially [] Powerful [] Advance [] Traditional [] Others [] (please specify)
11. How would you describe Toshiba's Company? (More than one option is allowed)
Innovative [] Reliable [] Strong financially [] Powerful [] Advance [] Traditional [] Others [] (please specify)
12. Are you aware that Samsung diversified into the following businesses?

Samsung C&T Fashion Group	Yes [] No []
Samsung C&T Resort and Construction	Yes [] No []
Samsung Heavy Industry (Shipbuilding & Offshore)	Yes [] No []
Samsung Trading and Investment	Yes [] No []

13. Are you aware that Toshiba diversified into the following businesses?

Toshiba Cooperation Energy & Infrastructure	Yes []	No []
Toshiba Cooperation Medical System (Medical Equipment & Services)	Yes []	No []
Toshiba Cooperation Logistic	Yes []	No []

14. How do you feel about Samsung electronics now that you are aware of all these expansions?

15. How do you feel about Toshiba's electronics now that you are aware of all these expansions?

16. Would this affect your buying decision on the brands and why?

17. Would you recommend Samsung brand to friends? Yes [] No []

18. Would you recommend Toshiba brand to friends? Yes [] No []

19. Would you join brands community of fans? Yes [] No [] Don't Know []

20. Personal information

Gender: Male [] Female []

Age: 18-30 years [], 31-40 years [], 41-50 years [], 51-60 years [], Over 60 years []

21. Occupation: Student [] Employed [] Unemployed [] Retired []

Thank you for your participation.

(II) Completed Ethic Form

Application for School Research Ethics Approval

Before completing this form, applicants should read the School Research Ethics Committee Guidance Notes. Sections A to F of this form should not exceed 3 pages using 11pt font size.

1. Applicant Details

Student Name: Ibrinke Aminat OGUNDERO

Student ID No: U1141586

Title of Course: Msc International Business Management

Dissertation/Project Module Code: MK7227

Supervisor: Dr Rula Al Abdulrazak

UEL Email address: u1141586@uel.ac.uk

2. Project Details

Dissertation/Project Title: THE EFFECTS OF PRODUCT DIVERSIFICATION ON BRAND IDENTITY-
Case study of Samsung and Toshiba Electronics

Duration of Dissertation/Project:

From: June 2016

To: September 2016

Project Rationale: (Please provide a brief description of the project, including aims and objectives, rationale, and potential contribution to knowledge) **(Max. 200 words)**

Research will examine the relationship between firms' product diversification and corporate brand identity. In particular, for firms that have diversified into new business line of products or services. Series of studies have been undertaken by researchers in the likes of Keller (2003), Aaker (2004), Rumelt (1974), Ansoff (1965) in regards to brand identity and product diversification as an independent study or in relation to other fields in Marketing, Management Strategy, Economics etc. However, it appears to have minimal research input in interrelating the two fields of study. Therefore, this research aim to evaluate theories, findings from existing literature of subject area authorities and relevant article in its finding, and build on the previous work to examine the relationship between product diversification and corporate brand identity in the selected case studies. The results will be insightful for brand managers engaged in product diversification decisions while managing their corporate brand. These results will also contribute to reducing the gap in the literature regarding this relationship.

Objectives are to:

Examine and critically analyse the drivers of product diversification in the selected cases

Investigate the risks of diversification on their brand identity

Examine strategies implemented to keep brand identity secure whilst diversifying

Investigate possible changes in brand identity due to product diversification

Methodology: (Please provide a brief outline of the methodology and research methods to be used, attaching any interview schedules or questionnaires that are to be used. This must include a description of the expected sample/main participants and how this sample will be identified/participants will be selected. Also, you should include information about the precise location where the work will be carried out.) **(Max 150 words)**

Both primary and secondary data generation will be adopted in this research. Primary Data will be gathered through structured interview whereby each participant will be provided with same questions (Appendix III) and in the same order.

Interview questions has been developed using open ended, pre-coded and fixed choice questions which are structured in a manner that will keep participants focused on the subject. Questions will be pre-tested among

colleagues prior to undertaking actual interview as this will give opportunity for questions to be revised based on their feedback.

The sampling population will involve men and women from age 18 and above living in the Royal Borough of Greenwich, London. The participant to be approached will be interviewed based on their interest in Samsung or Toshiba as a brand.

The study will rely on published articles, books, business news, articles and credible market research databases and corporate reports for secondary data.

3. Ethical Considerations:

3.1 Informed Consent and Anonymity: In order to gain consent and maintain anonymity of participant in this research process, a consent form has been drawn up to make all participant aware of how information provided will be used. All identifiable characteristics such as name, location, occupation, ethnic background have not been included in questionnaire. Personal information such as age and gender will be coded and anonymised. They are also made aware through the consent form that their participation is voluntary and they could withdraw from the study at any time. Consent form will have to be agreed and signed before participant can proceed with the completion of questionnaire.

3.2 Participant Confidentiality: Participant confidentiality will be maintain during this research process and afterwards as all information collected will be kept strictly confidential in accordance with Data Protection Act (1998). Personal information and data collected from participants will be coded, anonymised and no one will be recognised from it. Data collected will be securely stored on a password protected computer and safely disposed of once the dissertation has been completed.

3.3 Will the project/dissertation involve minors (participants under 18 years old) or other ethically-sensitive methods/issues.

YES / NO

If carrying out research with minors (although it is strongly advised that you do not) you must obtain parental consent and, where necessary, attach a DRB certificate (previously CRB). For further guidance please see <http://www.uel.ac.uk/qa/research/involving-children/>, and, <https://www.gov.uk/disclosure-barring-service-check/arranging-checks-as-an-employer>).

3.4 Participant Withdrawal/De-Briefing protocol. Please describe briefly the protocol for participant withdrawal from the research and de-briefing of participants once the research is completed.

Participants will be given an opportunity to ask questions at the end of the interview. They are also given the right to withdraw before and during the interview and this is clarified in their information sheet and consent.

3.5 Researcher/Participant Welfare. Will either the researcher or participants themselves be exposed to any risks or distress as a consequence of this research?

YES / NO

If YES please provide details and complete a risk assessment form (see Appendices)
(<http://www.uel.ac.uk/hrservices/hs/generalriskassessments/>)

3.6 Will any inducement (eg. monetary or ‘in kind’) be offered to participants?

YES / NO

If YES please provide details.

3.7 Will the research involve access to ‘commercially-sensitive’ or ‘restricted’ databases? YES / NO

(You must ensure that you have the consent of any business/organisation, to access and publish excerpts from any records or information that is not normally available to the public)

If YES please provide details.

3.8 Will the research involve travel away from UEL/overseas travel

YES / NO

If YES you will need to ensure that you have completed the Overseas Fieldwork Risk Assessment form:

<http://www.uel.ac.uk/hrservices/hs/generaliskassessments/>. This form must be approved signed by the Dean of the School of Business and Law.

4. Data security and disposal

In order that the research is conducted in an ethical manner and that all information remain confidential in line with the 1998 Data Protection Act, It is vital that participant confidentiality is respected and ensured. Assurances must be given to participants that personal details will securely stored and remain anonymous.

Please confirm by ticking the relevant boxes:-

☐ Research data, codes and all identifying information to be kept in separate locked filing cabinets.

☐ Access to computer files to be restricted to the research team (normally researcher and supervisor) and accessible by password only.

☐ There will be no transfer of data to or via a third party.

☐ All electronic data will undergo secure disposal.

☐ All hardcopy data will undergo secure disposal.

☐ In line with the Data Protection Act (1998), **personal data** shall not be kept for longer than is necessary for that purpose or those purposes for which it was collected. In the case of UG and PG dissertations this is usually **1-2 years**, unless otherwise specified.

Please state how long **personal data** will be retained for: I Year

5. Other Documentation check-list:

Please include the following documents with your application – please tick ☐✓

Participant invitation/information letter ☐✓

Relevant Consent form(s) ☐✓

Assent Forms ☐

Where applicable:

Permission letter from host business/organisation ☐

Overseas Travel/Fieldwork Risk Assessment ☐

Interview schedule/Copy of questionnaire(s) ☐

Is ethical clearance required from any other ethics committee? **YES / NO**

If YES, please state the name of the relevant committee(s)/organisation.

Declaration:

- I have read the School guidance notes about application for ethical approval. I am aware of my responsibilities and agree to abide by them.
- I agree to inform my project supervisor and the School Research Ethics Committee of any changes to the proposed programme.
- I undertake to abide by accepted ethical principles and appropriate code(s) of practice in carrying out this research.

Student Name and ID No: Ibironke Aminat OGUNDERO.....

Student Signature:.....I A Ogundero.....

Date:...21/06/2016.....

Supervisor Name: Dr Rula Al Abdulrazak.....

Signature:.....Rula.....

Date:...22 June 2016.....