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研究課題名（和文）Cross-cultural empirical research on managing brands over time: Focusing on moderate inconsistency, memory advantage, and dialectical thinking

研究課題名（英文）Cross-cultural empirical research on managing brands over time: Focusing on moderate inconsistency, memory advantage, and dialectical thinking

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研究成果の概要（和文）：本研究では、長期的に強いブランドを構築するためのメカニズムを検討した。特に、最小限レベルの直感に反するブランド戦略が、記憶の優位性に及ぼす影響について検証した。本研究の結果はまちまちであった。全体的には、最小限の直感に反する製品拡張リストの方が、1週間後により良い想起を示した。しかし、直感的なスコアと最小限の直感に反するスコアの間には差はなかった。つまり、参加者が最小限の直観に反する製品拡張リストに接した場合、1週間後にそれらをよく想起するが、必ずしも最小限の直観に反する製品拡張を思い出しているわけではない。先行研究では、ストーリーが鍵になっているため、次回調査ではブランドの物語を使う。

研究成果の学術的意義や社会的意義

There has been less empirical work to understand the long-term brand management. The main contribution of the current research is filling this gap. Furthermore, this research extends our knowledge on the benefits of inconsistent branding activities while previous studies focused on consistency.

研究成果の概要（英文）： The current research empirically examined the mechanism for building strong brands over time. In particular, studies were conducted to examine the effect of minimally counterintuitive brand strategies on consumer memory advantage.

The findings of our study show mixed results. The overall score delayed indicates that minimally counterintuitive product extensions list enjoys better recall after a week. However, there is no difference between intuitive and minimally counterintuitive scores. This indicates that when participants are exposed to minimally counterintuitive product extensions list, after a week, they recall better in general but not necessarily the minimally inconsistent product extensions. Past studies show that a story is an important part of minimally counterintuitive cognitive template. In our next study, we will focus on brand narratives.

研究分野：Marketing

キーワード：brand management culture inconsistency memory advantage long-term

1 . 研究開始当初の背景

One of the obvious goals in brand management is to build a strong brand that lasts over time. It's not enough to simply create a brand; only firms that have developed sustainable strong brands over time are able to earn the profit that exceeds its cost. Previous research has identified various factors such as brand identity (Aaker 1996) and brand meaning (Brown et al. 2003) for creating strong brands (Keller & Swaminathan, 2019). Yet fundamental questions concerning their long-term effectiveness is surprisingly scarce. The key scientific question that comprise the core of this research plan is to empirically identify a mechanism for building strong brands over time.

To tackle this question, this research applies recent findings in transmission of cultural narratives such as myths and folktales (Norenzayan et al. 2006). Narratives are generated by the thousands; however, only few of them achieve sustained popularity. For example, we all know “Cinderella” by Grimm Brothers; but “Brother Scamp” by the same author is relatively unknown. Of the many ecological and psychological factors that influence the success of narrative transmission, I focus on mnemonic resilience. A narrative cannot be transmitted unless it stands the test of memory (Rubin 1995; Sperber 1996). Norenzayan et al. (2006) find that narratives adopting minimally counterintuitive template (Barrett 2000) enjoy a memory advantage, and as a result achieve stability. Similarly, brands need to be remembered to succeed over time. We hypothesize that brands that adopt minimally counterintuitive strategies enjoy a memory advantage and maintain strong brand awareness over time.

2 . 研究の目的

The purpose of this research is to develop a new theory in brand management by empirically identifying a mechanism for building strong brands over time from a consumer perspective. Many of previous works that examine the management of brands over time are based on qualitative case studies. Furthermore, those works tend to focus on a firm perspective such as brand reinforcing or brand revitalization (Keller 2013). Empirical work that looks at longer-term effects of brand management, particularly from a consumer perspective, is still lacking. Addressing this research gap is essential to gain a deeper understanding of brand management.

3 . 研究の方法

This research adopted literature review and empirical studies adopting various methods including case studies, consumer interviews, surveys, and experiments.

4 . 研究成果

Schema theory proposes that recall is a joint product of the interaction between general knowledge structures and input information. In general, it is considered that schema-relevant information is better remembered than schema-irrelevant information (for reviews, see Alba & Hasher, 1983; Koriat, Goldsmith, & Pansky, 2000). However, findings have emerged that incongruous or surprising elements produce superior recall under some conditions (e.g., Bower, Black, & Turner, 1979; Brewer, 1985; Davidson, 1994; McCabe & Peterson, 1990; Stangor & McMillan, 1992). For example, Davidson (1994) conducted a series of experiments to test the recognition and recall of atypical actions. Participants read stories that contained script sentences and atypical (irrelevant and interruptive) sentences. After 1h, 48h, or 1 week they had read the stories, participants were asked if they remember reading the sentences in the story (recognition) or remember the story (recall). The results show that all atypical actions were better recognized than script actions across all retention intervals (1h, 48h, and 1 week). For the recall, at the 1h delay, all atypical actions were better recalled than script actions. At the longer delays, script actions were better recalled than irrelevant actions; however, interruptive actions were better recalled than both script and irrelevant actions, regardless of delay.

Memory literature has also repeatedly identified that unusual information is generally recalled better than common information (Desrochers & Begg, 1987; Franks et al., 1982; Hunt & Elliot, 1980; Hunt & Marschark, 1987; Hunt & Mitchell, 1982; Jacoby & Craik, 1979; McDaniel, Dunay, Lyman, & Kerwin, 1988; Schmidt, 1985; Stein et al., 1982; Stein, Littlefield, Bransford, & Persampieri, 1984). This is called the distinctiveness effect. Semantic distinctiveness of individual words (Hunt & Mitchell, 1982; Schmidt, 1985), orthographic distinctiveness of verbal items (Hunt & Elliot, 1980), and visual distinctiveness of the components of faces (Light, Kayra-Stuart, & Hollander, 1979; Winograd, 1981) all lead to better memory.

The distinctiveness effect is observed in the recall of corporate brands as well. People tend to

remember the unusual (otherwise, weird) actions of brands and talk about those brand stories from time to time. Uniqlo's vegetable launch is one example.

However, the effect of counterintuitiveness on recall is not linear (Boyer, 1994; Boyer & Ramble, 2001). A concept that is too counterintuitive is not memorable. Boyer and Ramble (2001) found that counterintuitive concepts were recalled less well than those that were minimally counterintuitive. These results are not only observed immediately after exposure to stimuli, but also after a 3-month delay.

Psychology and marketing scholars have also recognized the similar effect of counterintuitiveness. Mandler (1982) has examined the differential effects of congruent, moderately incongruent, and highly incongruent information on object evaluation and identified "inverted-U congruity evaluation relationship." Moderately incongruent stimuli are more highly valued than extremely congruent or incongruent stimuli. This outcome occurs as a function of increased elaboration because successful resolution of moderate incongruity is inherently satisfying or because efforts to seek resolution are biased toward positive explanations of the incongruity. In the case of highly congruent stimuli, processing demands are minimal (i.e., the task is "uninteresting"), providing little opportunity for elaboration in memory. However, in the case of extremely incongruent stimuli, processing demands are excessive, resulting in frustration and inability to resolve the present discrepancies. Mandler's inverted-U congruity evaluation relationship concept is applied in the marketing literature such as new products (Meyers-Levy & Tybout, 1989), advertising (Peracchio & Meyers-Levy, 1994), brand extensions (Meyers-Levy, Louie & Curren, 1994), and co-branding (Sreejesh, 2012; Walchli, 2007; Van der Lans et al., 2014). Findings are supportive of Mandler's concept.

Based on the above findings, studies were conducted to examine the effect of minimally counterintuitive brand strategies on consumer memory advantage. Since the ultimate goal of this research is to understand how brands can maintain strong brand awareness over time, we focused on the single brand's extension strategy (versus two brands' co-branding strategy).

Pre-test: Identification of the brand product category and product extensions

The goals of pre-test are (1) to identify the product category that have two brand names strongly identified with this product category and have widely divergent brand-name concepts (functional versus prestige), and (2) to identify list of products that have inconsistent, moderately inconsistent, and consistent fit with the original product.

First, based on the previous literatures and consumer interview, nine product categories that matched our first goal have been identified: watch, car, apparel, coffee, credit card, restaurant, personal computer, hotel, and chocolate.

Then, following Park, Milberg, and Lawson's (1991) pre-test, a set of extension products that would vary on the level of fitness to an original product category (i.e., second goal of this pre-test) has been identified. The experimenters first generated a set of 50 products each for nine product categories. 530 subjects rated a level of fitness for 50 products (randomized) on 10-point scales to generate the set of extension products. Each subject rated products for only one product category (i.e., 50 to 60 subjects per product category). Products that have inconsistent, moderately inconsistent, and consistent fit with the original product have been identified for nine product categories.

Study: Recall of moderately inconsistent product extensions

Based on Norenzayan et al. (2006)'s Study 1, we have conducted an experiment to examine the memorability of moderately inconsistent product extensions. There are two research questions for this study: (1) At the level of individual ideas, which ones enjoy better recall: moderately inconsistent product extensions or consistent product extensions? (2) At the level of the entire list, what proportion of consistent to moderately inconsistent product extensions maximize recall of the entire list? The study adopted 5 (list of product extensions: entirely intuitive, minimally counterintuitive, equal frequencies, mostly counterintuitive, and entirely counterintuitive) between-subjects design. Entirely counterintuitive condition has not been used in the Norenzayan et al. (2006)'s study, and it is newly added in this study.

Stimuli

Using the list of extension products identified in pre-test, five stimuli are developed: entirely intuitive product extensions (8 consistent product extensions, 0 moderately inconsistent product extensions), minimally counterintuitive product extensions (6 consistent product extensions, 2 moderately inconsistent product extensions), equal frequencies product extensions (4 consistent product extensions, 4 moderately inconsistent product extensions), mostly counterintuitive product extensions (2 consistent product extensions, 6 moderately inconsistent product extensions), and entirely counterintuitive product extensions (0 consistent product extensions, 8 moderately inconsistent product extensions). To control the effect of brand image, the product

category (i.e., not brand) was used. For example, minimally counterintuitive product extensions had a list of 8 product extensions: a microwave launched from a personal computer manufacturer (moderately inconsistent product extension), a bread launched from a restaurant chain, a mug launched from a coffee manufacturer, a movie launched from a chocolate manufacturer (moderately inconsistent product extension), a towel launched from a hotel, a tire launched from a car manufacturer, a handkerchief launched from an apparel manufacturer, and an alarm clock launched from a watch manufacturer.

Sample and Measures

Data was collected using Freeasy, the online marketing research panel. 1,000 Japanese respondents participated in the study (200 participants for each condition). First, the participants were asked to evaluate 8 new products launched from 8 companies on goodness, pleasurable, interestingness, positive, attractiveness, and likeness. Then, they answered questions for manipulation check which asked for the level of fitness for each product extension on complementary, substitution, consistency, fit, similarity, and appropriateness of product extension. Next, they were asked about their purchase intention and newsworthiness. The items were all evaluated using 6-points Likert scale. Finally, they were asked to rank the 8 new products in order of most impressive. The immediate free recall was made after a 3-min distractor task. The participants were asked to write down the new product and launching company. The delayed free recall was made again after a week.

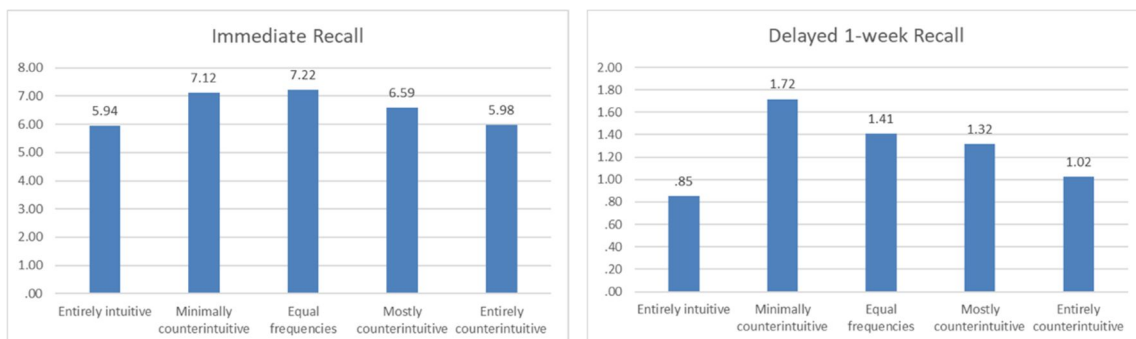
Recall was coded as follows: Participants received a score of 2 for recalling the two product categories fully (i.e., product category of the launching company and product category of the new product launch), a score of 1 for recalling only one of the two product categories, and a score of 0 for failing to recall any product category. Following measures were created: overall score immediate (total score for immediate free recall), overall score delayed (total score for free recall after a week), memory degradation (overall score immediate – overall score delayed), intuitive (INT) score immediate (total score of consistent product extension immediate recall / number of consistent product extension that appeared on the given list x 2), minimally counterintuitive (MCI) score immediate (total score of moderately inconsistent product extension immediate recall / number of moderately inconsistent product extension that appeared on the given list x 2), INT score delayed (total score of consistent product extension delayed recall / number of consistent product extension that appeared on the given list x 2), and MCI score delayed (total score of consistent product extension delayed recall / number of consistent product extension that appeared on the given list x 2).

The final sample (those responded after a week and removed those who failed 3 attention check questions) consisted of 108 participants (65.7% male, $M_{age} = 54.02$, $SD_{age} = 10.36$) for entirely intuitive condition, 110 participants (59.1% male, $M_{age} = 53.59$, $SD_{age} = 10.86$) for minimally counterintuitive condition, 115 participants (56.5% male, $M_{age} = 49.76$, $SD_{age} = 12.02$) for equal frequencies, 111 participants (60.4% male, $M_{age} = 50.63$, $SD_{age} = 12.36$) for mostly counterintuitive, and 122 participants (66.4% male, $M_{age} = 53.89$, $SD_{age} = 10.82$) for entirely counterintuitive.

Results

First, the overall score immediate and overall score delayed were calculated for 5 conditions (Figure 1).

Figure 1: Overall scores immediate and delayed for 5 conditions

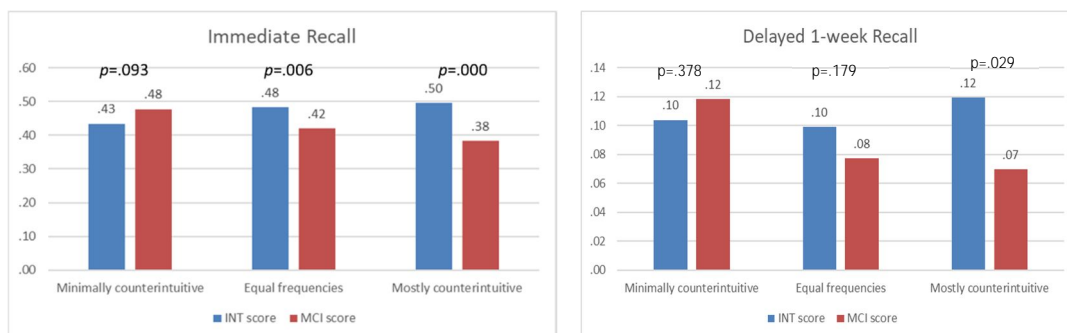


The results show that minimally counterintuitive product extensions list (6 consistent product extensions, 2 moderately inconsistent product extensions) enjoys better recall after a week than entirely intuitive product extensions list (8 consistent product extensions, 0 moderately inconsistent product extensions). However, for immediate recall, both minimally counterintuitive and equal frequencies conditions enjoy better recall than other conditions. The findings are

consistent with Norenzayan et al. (2006) Study 1 results where MCI idea lists enjoyed better recall after a one-week delay than all intuitive or maximally intuitive ones. In addition, immediate recall was a linear function and did not favor MCI lists in the Norenzayan et al. (2006) study. In sum, the findings suggest that minimally counterintuitive product extensions list enjoy better recall as time passes.

Then, INT and MCI scores (immediate and delayed) were calculated for minimally counterintuitive, equal frequencies, and mostly counterintuitive conditions (Figure 2). The scores were not calculated for entirely intuitive and entirely counterintuitive conditions since one would be zero and cannot compare (e.g., for entirely intuitive condition, MCI score will be zero).

Figure 2: INT and MCI scores immediate and delayed for 5 conditions



For minimally counterintuitive condition, the participants showed the tendency to recall more of moderately inconsistent product extensions than consistent product extensions immediately after the task, although the effect is weak ($p = .093$). There is no difference between the recall of moderately inconsistent and consistent product extensions for the delayed recall ($p = .378$). For the other conditions, the consistent product extensions had a better recall except for equal frequencies condition in the delayed recall.

Discussion and Future Directions

The findings of our study show mixed results. The overall score delayed indicates that minimally counterintuitive product extensions list enjoys better recall after a week. However, there is no difference with INT and MCI scores after a week. This indicates that when participants are exposed to minimally counterintuitive product extensions list, after a week, they recall better in general but not necessarily the moderately inconsistent product extensions. The findings do not support our hypothesis that brands that adopt minimally counterintuitive strategies enjoy a memory advantage.

Still, in a real world, it is very unlikely for consumers to see a list of new products launched from different brands. Furthermore, the recall study using the list-learning paradigm (Waddill & McDaniel, 1998) found that no distinctiveness effect emerged nor recall patterns for atypical versus common sentences differ when employing a between-list design (i.e., 16 atypical sentences and 16 common sentences). However, distinctiveness effect emerged when employing a within-list design (i.e., target sentence was elaborated: atypical-atypical, atypical-common, common-common, common-atypical). The proportion of sentences recalled was greater for atypical sentences than for common sentences (i.e., a distinctiveness effect). In other words, showing a list of brand extensions may not be effective in examining the effect of minimally counterintuitive brand extension on a memory advantage.

This research is inspired by Norenzayan et al. (2006) paper. It is important to recall that the paper focuses on the transmission of cultural narratives. Put it differently, a story is an important part of minimally counterintuitive cognitive template. Similarly, Barrett and Nyhof (2001) use stories to examine that counterintuitive concepts have transmission advantages. In Experiment 1, they use ten stories of 500 words or less that were randomly selected from a collection of American Indian stories. In Experiments 2 to 4, they use a story that they composed. Thus, in the next study, we will focus on brand narratives.

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〔産業財産権〕

〔その他〕

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6. 研究組織

氏名 (ローマ字氏名) (研究者番号)	所属研究機関・部局・職 (機関番号)	備考
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7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8. 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関
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ベトナム	Vin University			
カナダ	University of Alberta			
その他の国・地域	National Chung Cheng University, Taiwan			
ベトナム	Vin University			
米国	Penn State University			
カナダ	University of Alberta			
マレーシア	Monash University			