



HOTEL BRAND EQUITY - A CASE STUDY OF DUSIT THANI BANGKOK

สำนักวิทยาสัมทบกลาง



By
Miss Kim Kalanon

**An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree
Master of Business Administration Program in HOTEL AND TOURISM MANAGEMENT**

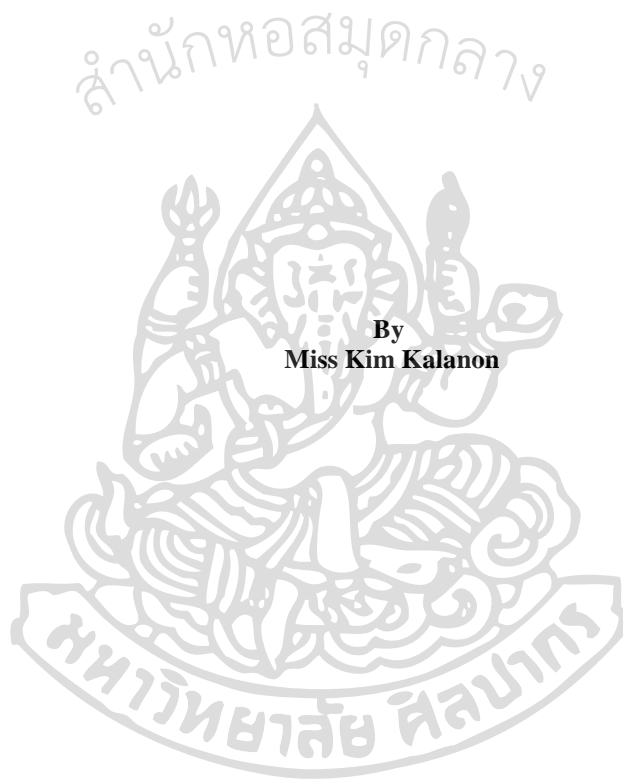
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The Graduate School, Silpakorn University has approved and accredited the independent study title of “Hotel Brand Equity - A Case Study of Dusit Thani Bangkok ” submitted by MISS Kim Kalanon as a partial fulfillment of the requirements for the degree of Master of Business Administration in HOTEL AND TOURISM MANAGEMENT

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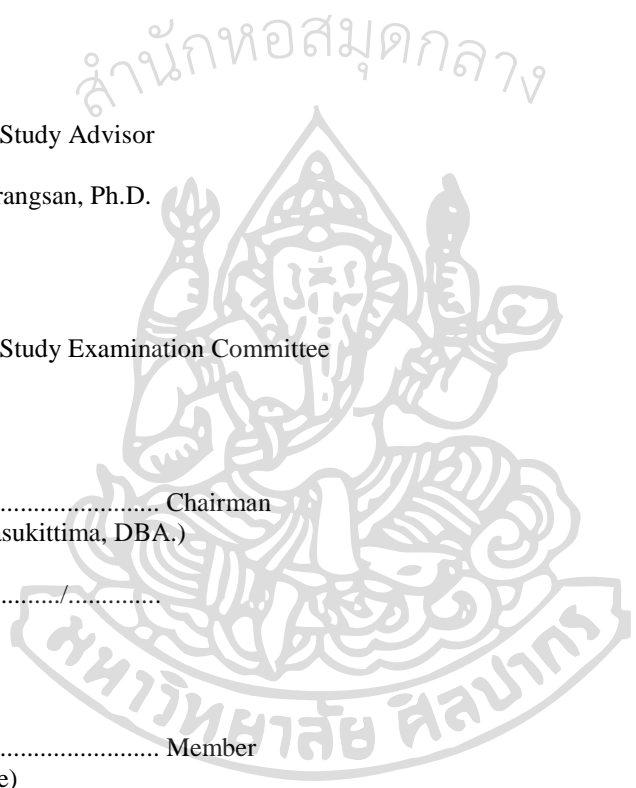
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In an increasingly competitive environment where it is becoming more and more difficult to differentiate between products and services, branding remains a truly distinct source of competitive advantage.

This paper explores the literature on brand equity and proposes a new model for understanding the construct. In particular, the paper focuses on customer-based brand equity, which refers to the perceived added value that a brand brings to a product. Customer-based brand equity can be derived from purchase preference, consumers' willingness to pay a price premium and consumers' perceptions of superior quality associated with the brand.

According to previous research, consumer-based brand equity is a construct of brand awareness, brand associations, perceived quality and brand loyalty. This paper proposes a fifth dimension of brand relevance.

The proposed five-dimensional model is tested using a case study of Dusit Thani International, a luxury hotel brand based in Bangkok. Following the analysis, some management recommendations will be discussed regarding how to manage brand equity and maximize a brand's potential.

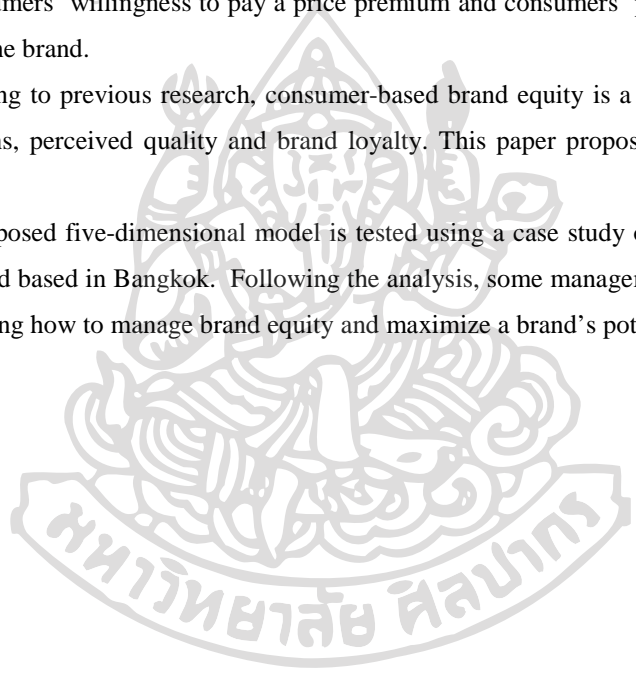


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In the twenty-first century, branding ultimately will be the only unique differentiator between companies. Brand equity is now a key asset (Fortune Magazine, 1997 cited in Blackett, 2004, p.4).

Chapter 1: Background

Introduction

In 1992, the Coca Cola Company was worth approximately \$136 billion on the stock market although the company owned only \$10.5 billion worth of assets. This reflects shareholders' perceptions that the Coca Cola Company possessed some intrinsic value that was ten times more valuable than its tangible assets. This additional value is derived from intangible assets. Intangible assets are those things that add value to the company but have no physical properties, such as intellectual property and patents, trademarks and brand name. An independent study in the same year estimated that the brand name of Coca Cola alone was worth \$70 billion (Blackett, 2004).

Brand name is therefore a powerful asset which can increase the value of a company. In some cases, it is the firm's most valuable asset (Bailey & Ball, 2006). The power of a brand name is not limited to stock value. A truly successful brand is also able to capture the hearts and minds of its consumers, so much so that it becomes the only viable choice in a subset of competing brands. In the hospitality industry, Intercontinental Hotels and Resorts is considered the world's preferred hotel brand. It was named World's Leading Hotel Brand in 2012, a title it has maintained since 2009 (World Travel Awards, 2012a). The award is based on an online voting system by consumers and industry professionals. The award indicates that consumers and industry professionals perceive greater value in the Intercontinental brand compared to other brands such as Banyan Tree, Fairmont and Four Seasons. This brand preference and perceived additional value associated with a brand is what is referred to as brand equity.

A brand, represented by a name, a symbol, design or mark, enhances the perceived value of a product beyond its basic functionality (Farquhar, 1989). A brand can be defined as:

a name, term, sign, symbol, design or a combination of these that identifies the goods or services of one seller or group of sellers and differentiates them from

those of the competition (Boone & Kurtz, 2002, cited in Chang & Liu, 2009, p.1688).

Blackett (2004, p.1) defines brand as “the object by which an impression is formed”, or “the process of forming this impression”. More than just a name and a logo, a brand communicates the values of an organization and its unique attributes. Prasad and Dev (2000, p.23) propose that the brand is “the hallmark of quality” which sets up expectations of the buyer. A brand represents a promise to the consumer (Blackett, 2004), shapes their perceptions and attitudes (Kim & Kim, 2005), improves consumer confidence (Kayaman & Arasli, 2007), influences their intention to purchase (Chen & Chang; Yoo, Donthu & Lee, 2001), and represents a “safe” choice for consumers (Berry, 2000). Brands are linked with certain images, emotions and values that are established over time through careful use of marketing mix elements and consumers’ past experience with the brand and its products (Kayaman & Arasli, 2007). For organizations, a strong brand is a durable asset which enhances earning potential and influences the appeal and desirability of products associated with the brand (Blackett, 2004).

Branding is particularly important for services where the core product is intangible. Unlike products, where consumers have the opportunity to evaluate the physical dimensions of the product and, in some cases, test the product prior to purchase, services must be purchased and experienced before they can be evaluated. Bailey and Ball (2006, p.23) suggest that branding of services helps to ‘increase customers’ trust of the invisible’. So and King (2010) suggest that operational managers are just as important to brand management as marketing managers because the delivery of the service forms a fundamental part of consumers’ understanding of the brand. The intangible and inseparable nature of services means that consumers experience greater risk during purchase. Branding helps to reduce this perceived risk by communicating the values of the organization and providing visual cues that “tangibilize” the intangible (Berry, 2000; So & King, 2010). The brand creates an image that informs consumers about the expected quality, benefits and reliability of the service product (Bailey & Ball, 2006). Essentially, for services, the brand is the product.

In an increasingly competitive environment where it is becoming more and more difficult to differentiate between products and services, branding remains a truly distinct source of competitive advantage (Fortune Magazine, 1997 cited in Blackett, 2004, p.4). Brands are metaphors that help distinguish one company from another (Keller, 1993). Therefore, organizations invest millions of dollars to create, develop and maintain a strong brand. The cost of creating a brand has been estimated at \$100 million (Ourusoff, 1993, cited in Kim, Kim & An, 2003). With such a high investment cost, organizations need to be able to measure the value of their brands and the success of their brand strategy. It is therefore important to understand the implications of brand equity and how it is developed.

There are two main perspectives of brand equity theory. The first is the financial perspective, which considers the financial value of the brand to the organization. The second perspective considers the value of the brand according to consumers (Pappu, Quester & Cooksey, 2005).

According to the financial perspective, brand equity is defined as:

the incremental cash flows which accrue to branded products over and above the cash flows which would result from the sale of unbranded products (Simon & Sullivan, 1993, p.29).

A company with a strong brand is therefore likely to have higher earning power through the utilization of its assets, both tangible and intangible. Brand equity is the financial gain that can be attributed to attaching a product to a particular brand. As Ailawadi, Lehmann & Neslin (2003) found, brand equity is reflected in revenue premium, which is a product of sales volume and price. In other words, brand equity relates to higher prices and higher sales volumes for branded products compared to competitors. Kim, Kim and An (2003) found that strong brand equity was related to higher levels of profitability and low brand equity can lead to reduced cash flows.

Brand is a long term consideration, which is developed over time through the accumulation of marketing activities. Although organizations tend to focus on short-term sales and profitability, it is the long-term stability and aggregate demand that determines the success of a brand. As such, Simon and Sullivan (1993) suggest that any measure of

brand equity should take into consideration expected future earning potential. This is reflected in the market value of a firm which rises when investors anticipate future returns and decreases when they anticipate future losses.

Contrary to the financial perspective, consumer-based brand equity theory refers to the value of the brand as it relates to consumer perceptions and attitudes. Brands that command greater loyalty and favourable attitudes from consumers are likely to have higher brand equity. In other words, consumer-based brand equity can be defined as:

the enhancement in the perceived utility and desirability a brand name confers on a product. It is the consumers' perception of the overall superiority of a product carrying that brand name when compared to other brands (Lassar, Mittal & Sharma, 1995, p.13).

Consumer based brand equity has many facets. It affects purchase behaviour (Netemeyer, Krishnan, Pullig, Wang, Yagci, Dean, Ricks & Wirth, 2004), customer loyalty (Taylor, Celuch & Goodwin, 2004), perceptions of superior quality or value (Cobb-Walgren, Ruble & Donthu, 1995; Prasad & Dev, 2000) and willingness to pay price premium (Aaker, 1996). Consumer based brand equity is a result of greater consumer confidence in a product associated with a particular brand compared to its competitors (Lassar, Mittal & Sharma, 1995).

Consumer based brand equity can be cultivated through strategic marketing efforts (Aaker, 1996). For Keller (1993), brand equity exists if:

consumers react more or less favourably to the product, price, promotion, or distribution of the brand than they do to the same marketing mix elements when it is attributed to a fictitiously named or unnamed version of the product or service (p.8).

In a study on the relationship between marketing mix elements and brand equity, Yoo, Donthu and Lee (2000) found that brand equity was positively related to advertising spend. Cobb-Walgren, Ruble and Donthu (1995) found that brands with higher advertising budgets had higher brand equity, whereas low brand equity can highlight potential for improvement in marketing efforts. Low brand equity can help to identify product performance problems as well as advertising and positioning problems (Lassar,

Mittal & Sharma, 1995). Berry (2000) also argues that publicity through advertising, as well as word-of-mouth, contribute to brand knowledge and brand meaning.

Although advertising can improve brand awareness, the level of spend cannot be the only consideration. It is important to ensure that marketing is effectively targeted to create a positive and consistent brand image. According to Yoo, Donthu & Lee (2000), high brand equity is related to high prices, while low brand equity is related to frequent use of price promotions. This suggests that consumers often relate low or promotional prices to poor quality, which can damage the reputation of the brand. Marketing efforts, therefore, must be used strategically aligned and consistent with brand image.

The paper aims to identify and measure the brand equity associated with a luxury hotel in Bangkok, with a particular focus on consumer based brand equity. The case study, Dusit Thani Bangkok Hotel, is part of a luxury hotel group based in Thailand. The branding strategy and positioning of the organization will be discussed in the next section. Following a literature review, a new model for measuring brand equity is proposed. Using this model, the brand equity of the case study will be empirically tested and recommendations for improvement are discussed.

The Case Study

Dusit International is a luxury hotel group based in Thailand. Its main point of differentiation is its origins in Thailand. The company emphasizes the uniqueness of Thai hospitality, building upon Thai culture and tradition. According to its vision statement, Dusit International aims to:

deliver to the world an exceptional hospitality experience that reflects the unique artistry and culture of Thailand and delivers the standards of perfection, innovation and excellence.

The company promises to deliver an ‘experience that enlivens the individual spirit no matter what the journey’.

Founded in 1949, Dusit Thani Hotel was one of the first major hotel constructions in Bangkok and was celebrated as the tallest building in the city for some time. Its founder, Thanpuying Chanut Piyaoui, was considered a pioneer in the hospitality industry. Having been introduced to 'hotel culture' in the U.S. where she lived for some time, Thanpuying returned to Thailand determined to build a hotel to rival those that she had visited overseas, but which also reflected traditional Thai culture and artistry. To this day, Thanpuying still plays an active and influential role in the company and her grandson, Chanin Donavanik, is the current CEO.

The inspiration for the name came from a concept introduced by King Rama IV who wrote of a utopian society where people lived in peace and harmony, which he called Dusit Thani. 'Dusit' is the Thai name for one of the seven layers of heaven, while 'Thani' means town. Therefore, the translation of the name means "A Town in Heaven". This concept is reflected in much of the company's marketing messages which promote Dusit Thani as 'heaven on earth' and delivering the 'gifts of heaven'.

The hotel is situated in the Silom District of Bangkok. It has 517 rooms, each reflecting Thai style and design, making use of traditional Thai materials such as silk and teakwood. In addition, the hotel offers eight dining outlets, ten function rooms, a spa and a fitness centre. One of the major competitive advantages of the hotel is its convenient location, close to transportation hubs and proximity to local business centres as well as local tourist destinations. Thai hospitality and graciousness is also a unique selling point.

Following the success of its first hotel, Dusit International has grown both locally and overseas. In addition to Thailand, Dusit International has operations in the Philippines, United Arab Emirates, Egypt, the Maldives, China and India. In total, the company now owns and manages 19 properties and plans eight new openings within the next few years.

In addition to new locations, the company has also developed new brand extensions. Dusit International owns Dusit Thani Hotels and Resorts, dusitD2 hotels and resorts, Dusit Princess Hotels and Resorts and Dusit Residence and Serviced Apartments. The hotel is also affiliated with Dusit Thani College and Le Cordon Bleu Dusit Culinary

School, which both promote education in the hospitality sector in Thailand. These brand extensions add to the overall value of the brand.

Brand extension refers to the practice of using an existing brand name to launch new products and services (Henseler, Horvath, Sarstedt & Zimmerman, 2010). This strategy involves both risk and opportunity (Farquhar, 1989). The parent company is able to use new brands to tap into new markets and opportunities, while the new sub-brands gain the benefit of being associated with the existing brand name. The new brands gain immediate recognition and receive the benefits from the established reputation of the old name. On the other hand, being associated with an existing brand name does not guarantee success. Development of sub-brands may dilute the value of the core brand and result in cannibalization of the parent company (Farquhar, 1989). Henseler et.al. (2010) also found that cultural factors affect the success of brand extension strategies.

For Dusit International, each sub-brand promotes different characteristics and appeals to different markets. While Dusit Thani is targeted at the luxury high-end market, Dusit Princess offers a more affordable product for the middle class market and dusitD2 targets the younger generation with chic and modern sophistication. Dusit Residences, on the other hand, provide a different type of service aimed at the long-term residential sector. Brand extensions add different dimensions to the Dusit International brand and provide new channels through which the company can access new markets.

One of the challenges that Dusit International faces is that the company is relatively small compared with other major international brands. Major international hotel companies such as Hilton, Starwood, Accor and IHG have a presence in many international locations.

Hilton operates over 540 hotels in 78 countries around the world and owns several extended brand products including Waldorf Astoria, Conrad, Double Tree, Hampton, Homewood Suites and Home 2 Suites. The core value of the Hilton brand is innovation and style. The corporation aims to make travelling easier with 'smart design, innovative restaurant concepts, authentic hospitality and commitment to the global community'.

Starwood manages over 1,134 properties in 100 countries under nine core brands including Sheraton, Le Meridien, Aloft, Four Points, Westin, The Luxury Collection, W Hotels, St Regis and Element. The company is committed to creating ‘wonderful, diverse guest experiences’.

International Hotel Group (IHG) has 4,400 hotels and seven brands, Holiday Inn, Holiday Inn Express, InterContinental, Crowne Plaza, Hotel Indigo, Staybridge Suites and Candlewood Suites. The core purpose of the company is to promote ‘Great hotels guests love’.

Accor manages 3,500 hotels in 92 countries under 9 core brands, Sofitel, Pullman, MGallery, Mercure and Grand Mercure, Novotel and Novotel Suites, adagio, ibis, Formule 1 and Thalassa sea & spa. The Accor brand is based on ‘a pioneering spirit of conquest’. The company thrives on innovation and high performance standards.

Compared to these large multinational competitors, Dusit International Group is relatively small in terms of number of properties and number of brands. In order to compete in this highly competitive market, the company must manage its brand effectively to maximize returns.

In order to connect with customers, Dusit International has a branded website which provides information about each hotel including facilities and services and special promotions. In addition, each hotel operates its own Facebook fan page. For the Bangkok property, Facebook is updated daily with news and events happening in the hotel as well as special offers and promotions. The hotel also reviews and responds to user comments and reviews on TripAdvisor on a weekly basis.

In 2012, Dusit Thani Bangkok was named Asia’s Leading City Hotel by World Travel Award (2012b) for the second year in a row. In 2011, the hotel also won the award for The Best Luxury City Hotel at World Luxury Hotel Awards in which overall guest experience is one of the most critical factors in measuring a hotel's success (Dusit Thani Bangkok, n.d.). These titles are awarded annually following consumer and industry

opinion polls. These awards suggest that Dusit Thani is a competitive brand recognized for luxury and superior guest experiences.

The company is also active in corporate social responsibility. Dusit International developed the Dusit Thani College and Le Cordon Bleu Dusit Culinary School, which both promote education in the hospitality sector in Thailand. The company also has a relationship with Operation Smile, a charity organization that is dedicated to improving the lives of children with cleft palates. Dusit International regularly donates to this charity and supports various charity events. The company also participates in Earth Check programs reducing carbon footprint and promoting sustainable practices. The Bangkok location received Silver Certification by EarthCheck in 2011.

Dusit Thani Bangkok caters for both business and leisure travellers. With its multiple conference and events facilities as well as dining outlets, the hotel is well-suited for Meetings, Incentives, Conference and Events (MICE) business. This segment is one of the key growth targets for the hotel in 2013.

The hotel's rich and long history is both an advantage and a major challenge for management. The hotel was built over 60 years ago and this history is a unique characteristic. Guests are often interested to learn that Dusit Thani was one of the pioneers of the Thai hotel industry and that it still continues to succeed today. At the same time, however, the age of the hotel means that rooms and facilities are in need of renovation and modernization. In 2013, plans for renovation are currently underway and rooms in the older part of the hotel have been earmarked for redevelopment.

This paper attempts to measure the brand equity and identify areas of potential growth for Dusit International, focussing specifically on the Dusit Thani brand name and the Bangkok property which represent the foundation of the company.

Chapter 2: Literature Review

Outcomes of Brand Equity

Previous studies have tried to identify and understand the outcomes and antecedents of brand equity. However, due to its intangibility, brand equity is difficult to measure and previous studies show some variation in the units of measurement. Most researchers agree that brand equity is some form of added value. Brand equity is the added value that a product gains from being associated with a particular brand name or symbol (Farquhar, 1989). However, “added value” can have different outcomes. Some studies have equated brand equity with brand loyalty and define brand equity as the added value derived from consumers’ preference and intention to purchase the brand (Cobb-Walgren et.al., 1995; Hsu, Oh and Assaf, 2012). Other studies use price premium as a measure of brand equity and define brand equity as the added value derived from consumers’ willingness to pay more for a product associated with the brand (Aaker, 1996; Lassar, Mittal and Sharma, 1995). Others still measure brand equity as perceptions of superior value or quality, where added value is derived from consumers’ positive perceptions of the brand (Prasad & Dev, 2000; Kayaman and Arasli, 2007; Kim, Sun and Kim, 2008; Taylor, Celuch and Goodwin, 2004).

Brand equity can be defined the added value derived from consumers’ emotional connection to the brand. Products are acquired for functional purposes, whereas brands are often sought for emotional reasons (Bailey & Ball, 2006). This emotional aspect of brand equity can be equated to brand loyalty, which is a manifestation of strong positive feelings toward the brand. Brand loyalty is also related to brand preference and purchase intent. Hsu, Oh and Assaf (2012) proposed a model where brand loyalty was an outcome of brand equity and brand equity could predict brand choice intention. In a study of consumer behaviour toward branded and unbranded products in both the hotel industry and consumer products industry, Cobb-Walgren et.al. (1995) found that brands with higher brand equity scores predicted higher brand preference and higher intention to purchase the branded product.

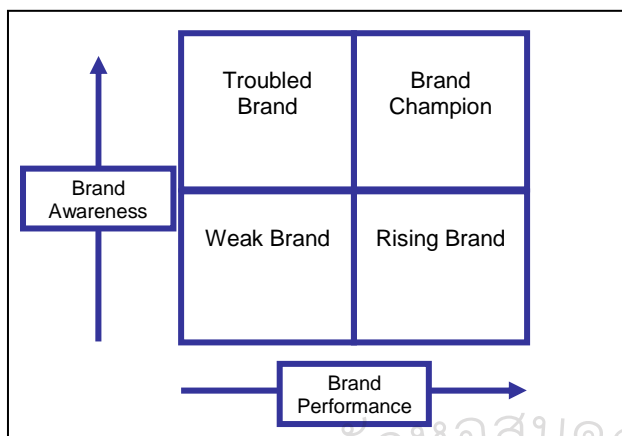
According to Aaker (1996), however, the best measure of brand equity is price premium. This construct measures the willingness of consumers to pay more for a branded product over an unbranded product. This was supported in a study by Lassar, Mittal and Sharma (1995) who compared consumer responses to different brands within the same product category. They found that high brand equity scores were reflected in higher market prices of branded products.

Brand equity can also relate to positive consumer perceptions, particularly relating to quality and value. Brand image is a product of all the consumers' past experiences with the brand (Kayaman and Arasli, 2007). According Kayaman and Arasli's (2007) model, brand image is directly affected by perceived quality. Kim, Sun and Kim (2008) equate brand equity with perceived value and revisit intent. Perceived value is defined as the relationship between consumers perceptions of what is received and what is given (Kim, Sun and Kim, 2008). They found that high brand equity could predict perceptions of high value. Taylor, Celuch and Goodwin (2004) also used perception of superior quality and positive feelings toward the brand as indicators of brand equity.

Prasad and Dev (2000) suggest that brand equity can be considered in terms of brand awareness and brand performance. For them, brand awareness relates to consumers' ability to recall the brand, while brand performance is measured by overall satisfaction with the brand, price-value perceptions and brand preference. They consider that brands may perform better on one dimension than the other and propose a matrix for understanding types of brand equity.

Firms that perform well on both factors are considered "Brand Champions", while firms that perform poorly on both dimensions are "Weak Brands". Firms that perform well on the awareness index, but poorly on the performance index are "Troubled brands", while firms that perform well on the performance index, but poorly on the awareness index are "Rising Brands".

Figure 1: Brand Awareness and Brand Performance Index



Source: Prasad, K. & Dev, C.S. (2000). Managing hotel brand equity: A customer-centric framework for assessing performance. *Cornell Hotel and Restaurant Administration Quarterly*, 41(3), 27.

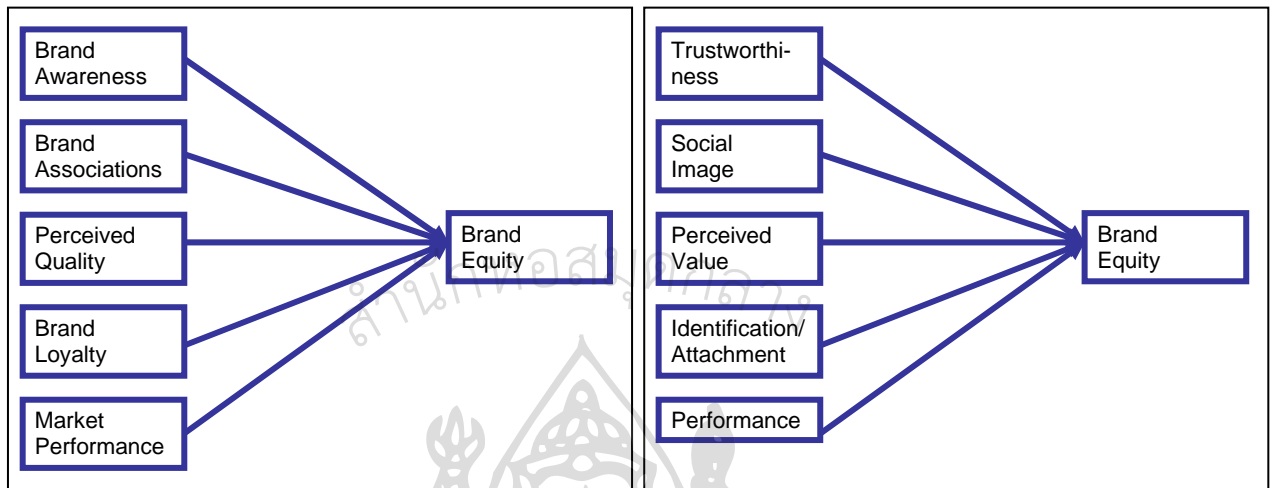
Competing brands can be measured according to this matrix, which is useful for companies to understand the source and value of their own brand equity, relative to their competition. The matrix helps to highlight a brand's areas of weakness, whether it is a lack of awareness, which may be overcome by marketing efforts, or poor performance, which may be overcome by a change in operational processes.

Models of Brand Equity

The most frequently cited model of brand equity was proposed by Aaker (1996). In a theoretical paper, Aaker (1996) proposed a list of ten items that predict brand equity: price premium, satisfaction/loyalty, perceived quality, leadership, perceived value, brand personality, organizational associations, brand awareness, market share, price and distribution indices. These ten items can be grouped into five broad categories including: brand awareness, brand associations, perceived quality, brand loyalty and market behaviour. Cobb-Walgren et.al. (1995) use the same factors, but distinguish between dimensions of consumer perceptions (brand awareness, brand associations, perceived quality), consumer behaviour (brand loyalty) and firm-based performance (market behaviour).

Lassar et.al. (1995) propose an alternative model where brand equity is a construct of performance, social image, perceived value, trustworthiness and attachment. A comparison of the two models is shown below.

Figure 2: Brand Equity Models - Aaker (1996) vs. Lassar et.al. (1995)



Source (left): Aaker, D. A. (1996). Measuring brand equity across products and markets. *California Management Review*, 38(3), 102-120.

Source (right): Lassar, W., Mittal, B. & Sharma, A. (1995). Measuring customer-based brand equity. *Journal of Consumer Marketing*, 12(4), 11-19.

The two models share some similarities. Aaker's (1996) dimension of brand association relates to the personality or characteristics that define how consumers relate to a brand. This is an aggregate of Lassar et.al.'s (1995) dimensions of trustworthiness, perceived value and social image, which all relate to consumer perceptions. For Aaker (1996), perceived quality relates to the features and benefits associated with a brand and the ability of the brand to deliver its promise. Similarly, Lassar et.al. (1995) use the dimension of performance to measure the brand's ability to perform its promised functions. Aaker's (1996) brand loyalty dimension relates to Lassar et.al.'s (1995) dimension of brand identification and attachment. These dimensions both measure consumers' attitudes and emotional connection to the brand. Aaker (1996) also includes a brand awareness dimension, which relates to consumers' ability to recall the brand. He also takes into account firm-based performance, which relates to market share, market presence and price premium. Firm-based performance is influenced by organizational strategy and positioning, which are not necessarily related to consumer behaviour, whereas Lassar et.al.'s (1995) model focuses only on consumer-based factors.

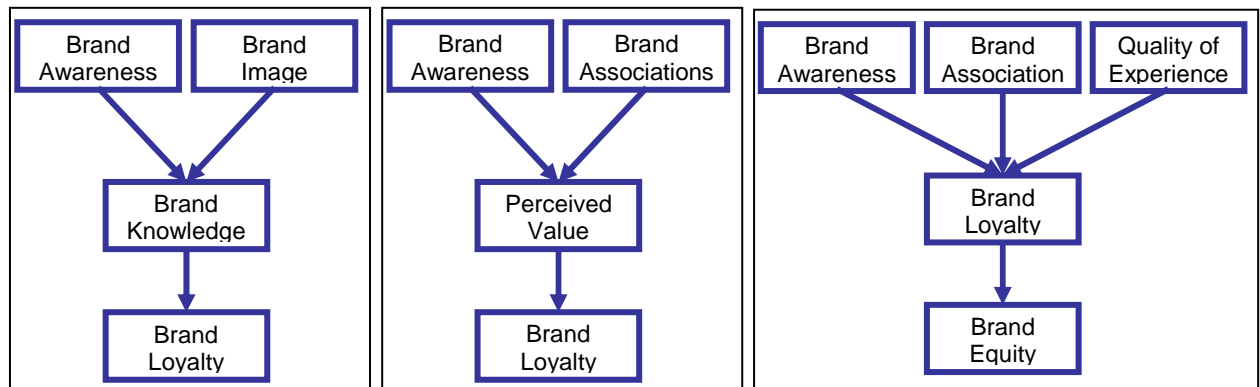
The two models therefore share similar constructs and subsequent research has focussed on Aaker's (1996) model. The validity of Aaker's (1996) model has been empirically tested with varying results. Pappu et.al. (2005) tested the four consumer-based aspects of Aaker's (1996) model: brand awareness, brand association, perceived quality and brand loyalty. The study confirmed that the four dimensions contribute to brand equity. A survey conducted by Hsu et.al. (2012) also supported the findings, although the effect of brand awareness was weak. Yoo and Donthu (2001) tested and confirmed a three-factor model of brand equity, where brand awareness and brand associations were combined.

However, a survey conducted by Kayaman and Arasli (2007) found that brand awareness was not directly related to brand equity. So and King (2010) also found that brand awareness was not directly related to purchase intentions, while Kim and Kim (2005) found that brand awareness was not directly related to firms' financial performance. The difference in results can be attributed to different definitions and indicators of brand equity. For example, So and King (2010) use purchase intentions as an indicator of brand equity while Kim and Kim (2005) use sales revenues.

In general, brand associations, perceived quality and brand loyalty have been found to contribute to brand equity. Although a direct relationship between brand awareness and brand equity is uncertain, researchers agree that brand awareness plays a role in ensuring that the brand remains in the consumers' consideration set (Kim & Kim, 2005). Some researchers suggest a hierarchy of effects.

Keller (1993), for instance, proposed that brand awareness and brand image form brand knowledge, which shape consumer behaviour and brand loyalty. Yoo and Donthu (2001) suggest that brand awareness and brand associations lead to perceived quality, which leads to brand loyalty. Finally, Xu and Chan (2010) propose that brand awareness, brand associations and quality of experience lead to brand loyalty.

Figure 3: Hierarchical Models – Keller (1993), Yoo & Donthu (2001) and Xu & Chan (2010)



Source (left): Keller, K.L. (1993). Conceptualizing, measuring and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1-22.

Source (centre): Yoo, B. & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, 52(1), 1-14.

Source (right): Xu, J.B. & Chan, A. (2010). A conceptual framework of hotel experience and customer-based brand equity: Some research questions and implications. *International Journal of Contemporary Hospitality Management*, 22(2), 174-193.

The proposed models are all variations of Aaker's (1996) model. The dimensions of each construct are closely related, although the relationships are altered. Keller's (1993) brand image dimension is closely related to Yoo and Donthu's (2001) and Xu and Chan's (2010) dimension of brand associations. Both terms measure the images or emotions associated with a brand. Keller's (1993) brand knowledge dimension can be understood as consumer perceptions of the brand. The sum of awareness and image contribute to consumers' understanding of the value of the brand. This is therefore related to the perceived value dimension used by Yoo and Donthu's (2001). This is also related to Xu and Chan's (2001) dimension of quality of experience. The service industry has shifted toward a more experiential paradigm where perceived quality is measured by the outcome of the experience. Quality of experience measures the perceived quality of interactions that occur between service provider and consumer, which includes experiences of positive (or negative) emotions, experiences of exploration and learning, experiences of activity and experiences of relationships such as through online media. Perceptions of quality can be related to perceptions of value.

Factors of Brand Equity

Despite variances in the naming of each construct, the consumer-based dimensions of brand equity can be summarized by Aaker's four terms: brand awareness, brand associations, perceived quality and brand loyalty.

Brand Awareness

The dimension of brand awareness relates to consumers' "ability to recognize and recall the brand when provided a cue" (Berry, 2000, p.129). Brand awareness measures whether the consumer is able to identify the brand as something that they have seen or heard of before (Keller, 1993). It measures the strength of the brand's presence in the minds of consumers (Kim & Kim, 2005). The stronger the brand, the more easily it will be remembered. It is important for the brand to be remembered in order to be considered for purchase (Keller, 1993). In other words, before the consumer can make any decision about whether or not to buy the brand, they must first know that the brand exists.

Farquhar (1989, p.27) defines brand awareness as "accessible brand attitude". A more accessible brand can be retrieved from memory more quickly than a less accessible brand. The stronger the relationship between a brand and the consumer, the more likely it is that the consumers' perceptions of the brand will influence purchase behaviour. In this regard, direct experience with the brand is more valuable than indirect experience because it creates a stronger, more accessible memory (Farquhar, 1989).

Brand Association

Brand associations relate to "anything linked in memory to a brand" (Aaker, 1991, cited in Yoo & Donthu, 2001, p.3). The term "brand association" is often used interchangeably with the term "brand image". Both terms describe the "meaning of the brand for consumers" (Keller, 1993, p.3). Brand associations describe perceptions, attitudes and feelings toward the brand, which encourage consumers to buy a product (Pappu et.al., 2005; Kim & Kim, 2005). According to Keller (1993), brand image refers to the set of associations that are related to the brand in the consumer's mind. Similarly, Aaker (1996) describes brand associations as the images or perceptions that are unique to a particular brand. Brand association is a means of differentiation based on uniqueness of the feelings, ideas and attitudes related to the brand (Hsu et.al., 2012).

According to Aaker (1996), there are three types of brand associations: organizational associations, value and brand personality. Organizational associations relate to the image of the organization linked to the brand. For example, is the organization customer focused, or profit-driven? Is it a global organization? Is it trustworthy? (Aaker, 1996).

This relates to Lassar et.al.'s (1995) dimension of trustworthiness. Consumers are likely to have more positive associations with brands that they trust. Conversely, lack of trust can damage the image of an organization and a brand, which is likely to result in lower brand equity (Lassar et.al., 1995).

Value relates to the perception of the brand's benefits. A brand may be seen as good value for money, or it may offer unique attributes or features that make it seem more valuable compared to other brands. Consumers determine the value of a brand by considering whether the brand is able to deliver the desired functions. In other words, does it do what I need it to do? Perceptions of value can be influenced by product attributes such as price, packaging, special features, appearance and design of the product or brand (Keller, 1993). Value is also created by what Keller (1993) calls "user imagery" and "usage imagery", which relate to the social context surrounding the brand. Who uses the brand and how do they use it? The social context of a brand is an important consideration that influences consumers' decision making. Brands that are associated with celebrities or that are considered popular within reference groups are likely to be associated with values of prestige, exclusivity or fashionability (Keller, 1993).

Brand associations are also related to brand personality. If the brand was a person, what kind of person would it be? Would it be friendly and reliable, fun and innovative, or reserved and traditional? Aaker (1997) proposed that brand traits and characteristics could be grouped into five core categories: sincerity, excitement, competence, sophistication and ruggedness. Sincerity describes a brand that is wholesome and down-to-earth. Competence describes a brand that is reliable and successful. Excitement describes a brand that is daring and imaginative. Sophistication describes a brand that is glamorous and upper-class. The final dimension, ruggedness, describes a brand that is rough and outdoorsy.

Brand associations should be strong and favourable in order to have relevance to brand equity (Keller, 1993). Strong and favourable associations help to keep the brand in consumers' consideration set. Brand associations may become stronger as consumers gain more experiences with the brand (Yoo & Donthu, 2001). The more often a

consumer encounters a brand, the more meaning can be ascribed relating to the situations and emotions experienced during the encounter. Berry (2000) argues that “brand meaning” can be created by marketing and external communications such as word of mouth. Marketing messages have an effect on consumer perceptions and understanding of the brand and its promises. However, the most influential indicator of brand meaning is direct experience. The consumer is likely to attribute greater meaning to brands that they have used before (Berry, 2000; Farquhar, 1989).

Perceived Quality

Perceived quality relates to “the consumer's judgment about a product's overall excellence or superiority” (Zeithaml, 1988, cited in Yoo & Donthu, 2001, p.3). Brand equity is likely to be higher if the brand is linked to perceptions of high quality. Similar to brand associations, perceived quality is based on consumer perceptions. While brand associations relate to perceived value and brand personality, perceived quality relates to functionality. As a minimum, a product should perform the functions for which it was designed (Lassar et.al., 1995). A product or brand that is not able to deliver on its promises is likely to have lower brand equity (Lassar et.al., 1995).

Perceived quality leads to positive brand evaluation, which Farquhar (1989) argues is fundamental to brand equity. A brand must be able to deliver superior performance or benefits in order to become the primary choice for consumers. Aaker (1996) relates perceived quality to market leadership. Consumers often perceive that products that are popular in the market must have some merit. A market leader is likely to be perceived as somehow better than others (Aaker, 1996).

Perceived quality can be measured by SERVQUAL, a tool that is used to measure consumer perceptions of service quality (Parasuraman et.al., 1988). There are five dimensions of service quality: reliability, assurance, empathy, responsiveness and tangibles. Kayaman and Arasli (2007) found that the five dimensions of SERVQUAL are related to brand loyalty and brand image, which in turn are related to brand equity. Yoo and Donthu (2001) also found that perceived quality affects brand loyalty.

Therefore, brand equity results from positive perceptions of service quality, which lead to positive brand image and brand loyalty.

Perceived quality can also be related to brand performance (Lassar et.al., 1995). Prasad and Dev (2000) measure a brand's performance by customer satisfaction ratings, consumers' intention to repeat purchase, evaluations of price and value. In the service industry, brand performance is related to the evaluation of the service experience. Xu and Chan (2010) replaced the "perceived quality" dimension with "quality of experience". Nowadays, experience is the key to success in hospitality (Xu & Chan, 2010). A positive and holistic experience is likely to achieve greater customer satisfaction ratings, which is likely to lead to higher brand equity (Xu & Chan, 2010). So and King (2010) also argued that service experience is an important factor in brand equity. They propose that brand equity for service organizations is not the sole responsibility of the marketing department and that operational managers are also responsible for ensuring that all interactions with customers are positive and lead to positive brand experiences. Direct experience is stronger than brand awareness in developing attitudes and future purchase decisions (So and King, 2010). Therefore, the quality of the service experience and operational performance is an important aspect of brand equity.

Brand Loyalty

The previous factors relate to consumer perceptions and attitudes toward a brand. Brand loyalty relates to consumer behaviour (Cobb-Walgren et.al., 1995). Brand loyalty can be defined as "the tendency to be loyal to a focal brand, which is demonstrated by the intention to buy the brand as a primary choice" (Yoo & Donthu, 2001:, p.3). Brand loyalty measures the level of attachment that a customer has to a brand (Aaker, 1991, cited in Pappu et.al., 2005). It is reflected in a biased response toward one brand over other similar brands, expressed over time (Xu & Chan, 2010). Brand loyalty can be measured by consumer satisfaction. If consumers have a negative experience and are not satisfied with a brand, they are not likely to become loyal (Kim & Kim, 2005). It can also be measured by repeat purchase behaviour which is more frequent and not easily influenced by changes in price (Kayaman & Arasli, 2007).

Proposed Fifth Dimension: Brand Relevance

However, Aaker's (1996) model overlooks one additional dimension. Strong brands must be relevant. Relevance relates to the level of fit between the brand and the lifestyle and social context of the consumer (Lassar et.al., 2005; Farquhar, 1989). A strong brand personality is ineffective if it does not fit with the consumers' social context. Keller (1993) suggests that although brand associations are important in shaping brand attitudes, it is difficult for consumers to have an attitude about a brand if the perceived benefits and attributes are unimportant. In other words, it is not enough for a brand to have a strong image. The image must also be relevant to the audience (Farquhar, 1989).

While brand awareness helps to place a brand within consumers' consideration set, brand associations relate to the brand's personality and meaning, which helps to keep the brand in consumers' consideration set. However, brands must also be relevant. A brand that has high brand awareness with a strong, positive brand image, but is not relevant will not add value and consumers may not be motivated to purchase the brand.

Brand relevance can be related to brand commitment, which Lassar et.al. (1995, p.13) define as "the relative strength of a consumer's positive feelings toward a brand". Lassar et.al. (1995) distinguish between brand commitment and brand loyalty, where the former is a sentimental bias toward a brand, whereas the latter describes behavioural intentions. Consumers develop emotional attachments to brands that they can identify with and that are relevant to them.

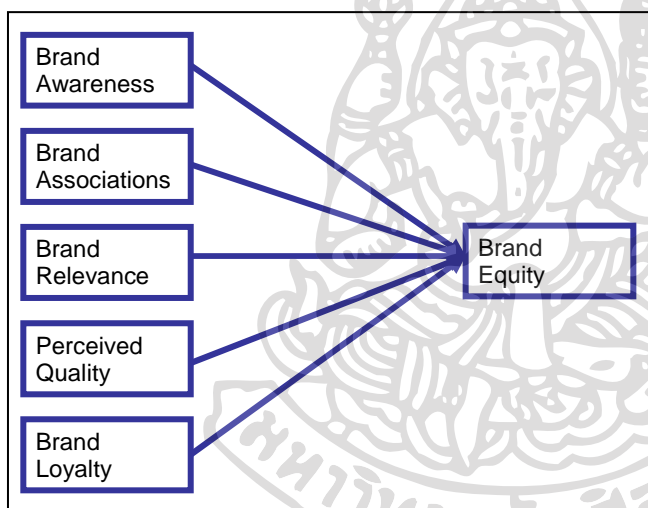
Farquhar (1989) argues that successful brands are able to remain relevant over time by aligning brand characteristics and image with consumers' needs and behaviours. This means that the relationship between brand personality and the consumer's personality must be consistent (Farquhar, 1989). As Kayaman and Arasli (2007, p.106) argue, "customers attempt to reinforce their self-image by buying products that are congruent with their self-image." As the consumer changes, the brand must also change in order to maintain its relevance in the consumer's lifestyle and social context (Farquhar, 1989).

Chapter 3: Research Methodology

Proposed Model of Brand Equity

Based on the literature review above, this paper proposes that consumer-based brand equity is a construct of five factors. The first four factors follow the consumer-based dimensions of Aaker's (1996) theory: brand awareness, brand associations, perceived quality and brand loyalty. The fifth dimension proposed in this paper is brand relevance. The proposed model shows a direct linear relationship between the five dimensions and overall brand equity, where overall brand equity is a multi-dimensional construct including purchase preference and perceptions of superior value and perceptions of superior quality.

Figure 4: Proposed Brand Equity Model



Research Sample

Using the proposed model of consumer based brand equity, this paper attempts to measure the brand equity of Dusit Thani Bangkok. A survey was published online and distributed by email to a select list of 45 respondents. Respondents were selected from a pool of recent guests at Dusit Thani Bangkok. To qualify for the survey, respondents must have stayed at Dusit Thani Bangkok within the last two years. A total of 31 complete responses were received. The table below shows basic demographic profile of completed responses.

The sample consisted of 58% female and 42% male and the majority of respondents were aged between 26-35 years (41%) and between 36-45 years (41%). The sample consisted of various nationalities including 23% Thai, 23% Australian, 19% Chinese, 10% Singaporean, 6% Korean, 3% British, 3% French, 3% Canadian, 3% Indian, 3% Vietnamese and 3% Filipino. 65% of respondents do not reside in Thailand. In terms of income, most respondents fall into the high or middle income bracket with 38% of respondents earning more than THB 100,000 and 34% of respondents earning between THB 50,001 – 75,000.

Table 1: Demographic Profile

Item	Description	Frequency	%
Gender	Male	13	42%
	Female	18	58%
	Total	31	100%
Age	25 and under	0	0%
	26-35	12	41%
	36-45	12	41%
	46-55	2	7%
	Over 55	3	10%
	Total	29	100%
Nationality	Thai	7	23%
	Australian	7	23%
	Chinese	6	19%
	Filipino	1	3%
	Indian	1	3%
	Korean	2	6%
	Singaporean	3	10%
	French	1	3%
	Vietnamese	1	3%
	British	1	3%
	Canadian	1	3%
	Total	31	100%
Country of Residence	Thailand	11	35%
	Other	20	65%
	Total	31	100%
Income	THB 25,000 or less	0	0%
	THB 25,001 – 50,000	1	3%
	THB 50,001 – 75,000	10	34%
	THB 75,001 - 100,000	5	17%
	More than THB 100,000	11	38%
	Declined	2	7%
	Total	29	100%

Respondents were also asked to indicate the purpose and frequency of their visit to Bangkok, reason for choosing the hotel and sources of information about the hotel. 52% of respondents visited Dusit Thani Bangkok for business purposes and 48% for leisure.

Most respondents are low frequency visitors to Bangkok, indicating that they visited Bangkok 1-2 times in the last 6 months (83%). The most popular reason for choosing the hotel was due to convenient location (32%), followed by value for money (16%). Only 1 respondent (3%) indicated that they selected the hotel due to quality. 13% of respondents indicated that they chose the hotel following recommendation by friends and another 13% indicated that the hotel was booked by someone else and therefore not personal choice. Of the 7 respondents who indicated another reason for choosing the hotel, 4 were due to business reasons such as “booked for business meeting”, “business conference”, “company travel policy” and “company arranged”. Three respondents did not specify the reason.

Table 2: Behavioural Profile

Item	Description	Frequency	%
Purpose of Visit	Business	16	52%
	Leisure	15	48%
	Total	31	100%
Frequency of Visit to Bangkok in last 6 months	1-2 times	24	83%
	3-4 times	3	10%
	5-6 times	0	0%
	More than 6 times	1	3%
	Don't Know / Can't Remember	1	3%
	Total	29	100%
Reason for choosing the hotel	Convenient Location	10	32%
	Value for Money	5	16%
	Reliable Quality	1	3%
	Special Promotion	0	0%
	Good Reviews	0	0%
	Stayed Before	0	0%
	Recommended by friends	4	13%
	Booked by someone else	4	13%
	Other	7	23%
	Total	31	100%
	Sources of Information	Newspaper or Magazine	1
Radio		0	0%
Mobile Application		0	0%
Online Banners		0	0%
Online Social Network		5	16%
Online Booking Site		1	3%
Word of Mouth		13	42%
Travel Agent		5	16%
Other		6	19%
Total		31	100%

When cross-tabulating reason for choosing the hotel and purpose of visit, it was found that for business travellers, the hotel was booked by someone else or they selected the hotel due to other reasons relating to business arrangements and company policies. For leisure travellers, convenient location was the most popular reason for choosing the hotel. The results of the cross-tabulation are shown in the table below.

Table 3: Reason for Choosing Dusit Brand and Purpose of Visit

		Purpose of Visit		Total
		Business	Leisure	
Reason for Choosing Dusit Brand	Convenient Location	2	8	10
	Value for money	2	3	5
	Reliable quality	0	1	1
	Recommended by friends	3	1	4
	Booked by someone else	4	0	4
	Other	5	2	7
Total		16	15	31

Word of mouth was the most popular source of information for respondents, with 42% indicating that they received information about the hotel through this source. Other sources include online social networks such as Twitter, Facebook and TripAdvisor (16%) and travel agents (16%). 1 respondent (3%) indicated that they heard about the hotel through a newspaper or magazine. Another respondent (3%) indicated that they had heard about the hotel through an online booking site. Of the 6 respondents who indicated another source of information, all respondents mentioned a reason relating to the company policies and arrangement, such as “company arranged”, “booked by organization”, “corporate listed hotel” “business conference logistic arrangement”, “work organized stay” and “booked for me a work trip”. This indicates that corporate arrangements also play an important role in choice of hotel.

When cross-tabulating purpose of visit and source of information, it was found that the most popular sources of information for business travellers was travel agents and “other”, which relate to company policies and arrangements. For leisure travellers, the most popular source of information was word of mouth and online social networks. The results of the cross-tabulation are shown in the table below.

Table 4: Source of Information and Purpose of Visit

		Purpose of Visit		Total
		Business	Leisure	
Source of Information	Newspaper or Magazine	1	0	1
	Online Social Network	0	5	5
	Online Booking Site	0	1	1
	Word of Mouth	4	9	13
	Travel Agent	5	0	5
	Other	6	0	6
Total		16	15	31

Survey Questions

Table 5: Brand equity factors

Item Description	Question
Smarter Choice	If another hotel offered the same quality and price, it is still smarter to choose Dusit Thani
Price Premium	It is worth paying more for services at Dusit Thani
Willingness to try other brands	I am willing to try an unbranded hotel that offers the same price and quality as Dusit Thani

Brand equity is measured using three dimensions of brand equity, as discussed in the literature review. These three dimensions relate to perceptions that the target brand is the better choice when all other variables remain equal; willingness to pay more for the target brand when all other variables remain equal; and preference to purchase the target brand when all other variables remain equal. Using a five-point Likert scale, respondents were asked to indicate how strongly they agreed or disagreed that Dusit Thani is the better choice when compared with an unbranded product of the same quality and price; that it was worth paying more for services at Dusit Thani; and their willingness to try an unbranded product that offered the same quality and price. The third item was reverse coded as high score on this item would result in low brand equity.

Table 6: Brand awareness factors

Item Description	Question
First Brand Recall	When you think of hotel brands, what is the first brand that comes to mind? [Please provide only one answer]
Secondary Brand Recall	What other brands come to mind? [Please list all the brands that come to mind]

The brand awareness dimension was measured using unaided brand recall questions. Respondents were asked to think of hotels in Bangkok and name the first brand that came

to mind. They were then asked to list any additional brands that came to mind. These questions measured the ability of respondents to spontaneously recall the target brand. Previous research suggests that spontaneous recall is more valuable than aided recall because it measures the prominence of the brand in the consumers' mind (Kim, Kim and An, 2003). Brands that remain "front-of-mind" are more likely to be recalled easily. If respondents were able to name Dusit Thani upon recall, it indicates high level of brand awareness and the response was coded as $x=1$, where x indicates brand awareness. If respondents named any other brand but not Dusit Thani, it indicates low brand awareness and the response was coded as $x=0$, where x indicates brand awareness.

Table 7: Brand association factors

Brand Personality Dimension	Item
Sincerity	An interesting history
	Good value for money
Competence	Modern décor
	High level of service
Sophistication	Luxurious
	Appealing to high class people
Excitement	Innovative products and services
	A fun place to be
Ruggedness	Environmentally friendly
	Involved in the community

Brand associations was measured using ten items on a five-point Likert scale. Respondents were asked to rate Dusit Thani according to various dimensions of brand personality. A list of ten attributes was selected that relate to Aaker's (1997) five dimensions of brand personality: sincerity, competence, excitement, sophistication and ruggedness.

Sincerity was measured by consumers' perception that Dusit Thani has an interesting history and offers value for money. Competence was measured by consumers' perceptions that Dusit Thani had modern décor and high level of service. Excitement was measured by consumers' perceptions that Dusit Thani has innovative products and services and is a fun place to be. Sophistication was measured by consumers' perceptions that Dusit Thani is luxurious and appealing to high class people. Ruggedness was measured by consumers' perceptions that Dusit Thani is environmentally friendly and

involved in the community. Strong brand associations are likely to result in higher scores on these brand personality dimensions.

Table 8: Brand relevance factors

Short Description	Item
Suits lifestyle	Dusit Thani suits my lifestyle
Appealing	Dusit Thani has a personality that appeals to me
Relevant	Dusit Thani has an image that is relevant to me
Similar values	Dusit Thani represents values that are similar to mine
Popular	Dusit Thani is popular among people like me

Brand relevance was measured using five items on a five-point Likert scale. Respondents were asked to indicate how well they agreed or disagreed with five statements regarding the relevance of the target brand in their lives. Respondents were asked to rate the extent to which the brand suits their lifestyle; the brand personality is appealing; the brand image is relevant to their lives; the brand shares similar values to themselves; and the brand is popular among their peers. High brand relevance is likely to result in high scores in each of these five dimensions.

Table 9: Perceived quality factors

SERVQUAL Dimensions	Short Description	Question
Reliability	Thai graciousness	delivers Thai graciousness and hospitality
	Delivers expectation	delivers the service that I expect
Tangibles	Adequate services	provides adequate in-room services and facilities
	Well-maintained furniture	has well-maintained furniture and equipment
Responsiveness	Responsiveness	staff are responsive to all my needs
	Enthusiasm	staff are willing and enthusiastic to help me
Assurance	Staff skill	staff perform their role with skill and confidence
	Knowledgeable	staff are knowledgeable and able to answer all my questions
Empathy	Staff caring	staff seem to care about me
	Guest recognition	staff recognize me

Perceived quality was measured using ten items on a five-point Likert scale. Respondents were asked to rate Dusit Thani according to ten attributes associated with the five dimensions of SERVQUAL: reliability, assurance, tangibles, empathy and responsiveness. Reliability was measured by consumers' perceptions that Dusit Thani delivers the expected service and that it delivers Thai graciousness and hospitality, which is the core of its service promise. Assurance was measured by consumers' perceptions

that Dusit Thani staff perform their role with skill and confidence, and that staff are knowledgeable and able to answer any questions. Tangibles was measured by consumers' perception that Dusit Thani provides adequate in-room services and facilities and has well maintained furniture and equipment. Empathy was measured by consumers' perceptions that Dusit Thani staff care about them and recognize them. Responsiveness was measured by consumers' perceptions that staff are responsive to individual needs and that staff are willing and enthusiastic to help. High levels of perceived quality are likely to result in high scores in each of these ten attributes.

Table 10: Brand loyalty factors

Item Description	Question
Satisfied with experience	I was satisfied with my experience at Dusit Thani Bangkok
Intend to revisit	I will visit Dusit Thani Bangkok again
First choice brand	Dusit Thani Bangkok is my first choice of all hotels in Bangkok
Willingness to recommend	I would recommend Dusit Thani Bangkok to others

Brand loyalty was measured using four items on a five-point Likert scale. Respondents were asked to indicate how strongly they agreed or disagreed with four statements relating to their behavioural attitudes toward the target brand. Respondents were asked about their level of satisfaction with Dusit Thani on their last visit; their willingness to visit the hotel again; the extent to which Dusit Thani is their first choice hotel in Bangkok; and their willingness to recommend Dusit Thani to others. High brand loyalty is likely to result in high level of satisfaction on each of these four dimensions.

The items of each variable were reduced using factor analysis and the regression factor output of brand awareness, brand association, brand relevance, perceived quality and brand loyalty were tested against the regression factor output of brand equity using multiple linear regression analysis.

The five variables were entered in order of importance according to brand equity theory. Firstly, brand equity cannot exist if consumers are not aware of the brand. Therefore, brand awareness is the first variable. The image or associations related to the brand are also important for creating brand meaning. Therefore, brand association was entered as

the second variable. Following brand associations is brand relevance as the associations of the brand must be relevant to the consumer's lifestyle and self-image. Once brand awareness, brand associations and brand relevance have been established, consumers will evaluate the perception of quality related to the brand in order to determine its perceived value. Therefore, perceived quality is the fourth variable. The fifth variable is brand loyalty, which relates to consumers' attitudes and behaviours toward the brand, which is developed after evaluation of the associations, relevance and perceived quality.



Chapter 4: Results and Analysis

Test for Reliability

The 32 scale items in the model were tested using Cronbach's Alpha coefficient. The model was found to be reliable with alpha score of 0.9734. However, after testing reliability for each variable, brand association, brand relevance, perceived quality and brand loyalty were all found to be reliable with alpha score of 0.9517, 0.9445, 0.9548 and 0.8544 respectively.

However, the three-item brand equity measure received an alpha score of 0.3947, which indicates that these items together are not reliable. By removing the third item, willingness to try an unbranded product, the alpha score increased to 0.8479. Therefore the two-item brand equity measure was used for the analysis, which includes the perception that the brand is a smarter choice and the willingness to pay more for the brand.

The final alpha score for the model, removing the third brand equity item, is 0.9769.

Table 11: Results of Reliability Testing

Variable	No. of Items	Cronbach's Alpha
Brand Associations	10	0.9517
Brand Relevance	5	0.9445
Perceived Quality	10	0.9548
Brand Loyalty	4	0.8544
Brand Equity (2 factors)		
- willingness to pay more		
- perceive brand as smarter choice	2	0.8479
Total Model (31 factors)	31	0.9769
Excluded Factors	No. of Items	Cronbach's Alpha
Brand Equity (3 factors)		
- willingness to pay more		
- perceive brand as smarter choice		
- willing to try an unbranded product	3	0.3947
Total Model (32 factors)	32	0.9734

Survey Results

Brand Awareness

Of the 31 respondents, 7 were able to recall Dusit Thani as the first brand that comes to mind when thinking about hotels in Bangkok. Another 9 respondents were able to recall the brand at the second stage, when asked what other brands come to mind. Fifteen respondents failed to recall the Dusit Thani brand at all.

Table 12: Results of Brand Awareness

Level of Brand Awareness	No. of Respondents	%
First Brand Recall	7	23%
Secondary Brand Recall	9	29%
Did not Recall	15	48%
Total	31	100%

Dusit Thani was mentioned the most times during first brand recall stage. This is possibly a result of the fact that respondents had recently stayed at Dusit Thani and do not travel frequently to Bangkok. Respondents' limited of past experience with other Bangkok hotels is likely to result in lower level of awareness of other brands. Of the 7 respondents who named Dusit Thani at the first stage, all were non-residents of Thailand who had visited Bangkok hotels only 1-2 times in the last 6 months; 6 of them were visiting for business purposes; 2 indicated that they heard about the hotel through a travel agent, 3 cited another source of information through their company and 2 indicated that they had gained information about the hotel through word of mouth. These results indicate relatively low experience and direct knowledge of other Bangkok hotels.

Table 13: First Brand Recall and Demographic Profile

		First Brand Recall	
		Other Brand	Dusit Brand
Residence Status	Thai Resident	11	0
	Overseas Resident	13	7
Purpose of Visit	Business	10	6
	Leisure	14	1
Frequency of Visit	1-2 times	17	7
	3-4 times	3	0
	More than 6 times	1	0
	Don't know	1	0
Source of Information	Newspaper or Magazine	1	0
	Online Social Network	5	0
	Online Booking Site	1	0
	Word of Mouth	11	2
	Travel Agent	3	2
	Other	3	3

Other brands that were mentioned during the first brand recall stage included Mandarin Oriental, The Peninsula, Centara Grand, Marriott and Sofitel. The respondents who named other hotels as the first brand recall were either residents of Thailand or leisure travellers who tend to gain direct sources of information such as online social networks and word of mouth.

Table 14: List of First Brand Recall

First Brand Recall	Total	First Brand Recall	Total
Dusit Thani	7	Four Seasons	1
Mandarin Oriental	3	Hilton	1
The Peninsula	3	Intercontinental	1
Centara Grand	3	Novotel	1
Marriott	3	Shangri La	1
Sofitel	2	Sheraton	1
Banyan Tree	1	n/a	3
Grand Total			31

At the second stage, or “secondary brand recall”, Dusit Thani was mentioned 9 times. Of the respondents who were able to recall the Dusit Thani brand, 5 were residents of Thailand, 8 had visited a Bangkok hotel 1-2 times in the last 6 months while 1 respondent had visited 3-4 times in the last 6 months; 4 were travelling for business purposes and 5 for leisure and the most popular source of information was through word of mouth.

Table 15: Secondary Brand Recall and Demographic Profile

		Secondary Brand Recall	
		Other Brand	Dusit Brand
Residence Status	Thai resident	6	5
	Overseas Resident	16	4
Frequency of visit	1-2 times	16	8
	3-4 times	2	1
	More than 6 times	1	0
	Don't know	1	0
Purpose of Visit	Business	12	4
	Leisure	10	5
Source of Information	Newspaper or Magazine	1	0
	Online Social Network	4	1
	Online Booking Site	0	1
	Word of Mouth	9	4
	Travel Agent	3	2
	Other	5	1

Other brands that were mentioned during this stage include Hyatt and Shangri La, both mentioned 5 times and Banyan Tree, Novotel, Mandarin Oriental, Sheraton and Sofitel, each mentioned 4 times.

Table 16: List of Secondary Brand Recall

Secondary Brand Recall	Count	Secondary Brand Recall	Count
Dusit Thani	9		
Hyatt	5	Pathumwan Princess	2
Shangri La	5	Centara	1
Banyan Tree	4	Conrad	1
Novotel	4	Four Seasons	1
Mandarin Oriental	4	Holiday Inn	1
Sheraton	4	Langham	1
Sofitel	4	Lebua	1
The Peninsula	3	Pan Pacific	1
Westin	3	Pullman	1
Amari	2	Sofitel So	1
Hilton	2	Sol Twin Tower	1
Intercontinental	2	n/a	3
Grand Total			65

Brand Association

The raw scores for brand association indicate that respondents tend to agree that Dusit Thani meets nine of the ten personality attributes, but is neutral about Dusit Thani's involvement in the community.

Table 17: Results of Brand Association

Personality Attribute	Item	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Sincerity	An interesting history	0	3	7	17	4
	Good value for money	0	5	3	18	5
Competence	Modern décor	0	9	4	16	2
	High level of service	0	4	4	18	5
Sophistication	Luxurious	0	5	6	17	3
	Appealing to high class people	0	5	6	17	3
Excitement	Innovative products and services	0	9	6	15	1
	A fun place to be	0	8	4	17	2
Ruggedness	Environmentally friendly	0	8	3	14	6
	Involved in the community	0	8	11	10	2

The mean for each brand association factor lies between 3 and 4 while the median and mode are 4 for nine of ten items and 3 for involved in the community. This suggests that respondents tend to associate Dusit Thani positively, but not strongly, with personality items that relate to sincerity, competence, sophistication and excitement. However, they have a neutral perception of Dusit Thani in terms of ruggedness, particularly in relation to the brand's involvement in the community.

Table 18: Summary of Brand Association

Personality Attribute	Item	Mean	Median	Mode	Std. Deviation
Sincerity	An interesting history	3.71	4	4	0.82
	Good value for money	3.74	4	4	0.93
Competence	Modern décor	3.35	4	4	0.98
	High level of service	3.77	4	4	0.88
Sophistication	Luxurious	3.58	4	4	0.89
	Appealing to high class people	3.58	4	4	0.89
Excitement	Innovative products and services	3.26	4	4	0.93
	A fun place to be	3.42	4	4	0.96
Ruggedness	Environmentally friendly	3.58	4	4	1.09
	Involved in the community	3.19	3	3	0.91

When considering the relationship between brand associations and purpose of visit, the results show that business and leisure travellers tend to associate Dusit Thani with an interesting history (business 50%; leisure 60%), value for money (business 63%; leisure 53%) and a high level of service (business 50%; leisure 67%). However, while business travellers tend to agree that Dusit Thani has modern décor (63%), leisure travellers tend to disagree (47%). Business and leisure travellers tend to agree that Dusit Thani is luxurious (business 63%; leisure 47%) and appealing to high class people (business 44%; leisure 67%). The highest number of leisure travellers tend to disagree that Dusit Thani is innovative (40%) and fun (40%), while business travellers rate the brand higher on both of these attributes (56%). Business travellers associate Dusit Thani with environmental friendliness (50%) but remain neutral in terms of the brand's involvement in the community (56%). For leisure travellers, however, an equal number agree as disagree that Dusit Thani is environmentally friendly (40%) and 40% disagree that the brand involved in the community while another 33% agree.

Table 19: Brand Associations vs. Purpose of Visit and Resident Status

		Purpose of Visit		Resident Status	
		Business	Leisure	Thai Resident	Overseas Resident
Interesting History	Disagree	1	2	1	2
	Neither	6	1	2	5
	Agree	8	9	7	10
	Strongly Agree	1	3	1	3
Good Value for Money	Disagree	1	4	3	2
	Neither	3	0	1	2
	Agree	10	8	6	12
	Strongly Agree	2	3	1	4
Modern Décor	Disagree	2	7	6	3
	Neither	4	0	0	4
	Agree	10	6	4	12
	Strongly Agree	0	2	1	1
High Level of Service	Disagree	2	2	2	2
	Neither	3	1	1	3
	Agree	8	10	7	11
	Strongly Agree	3	2	1	4
Luxurious	Disagree	2	3	4	1
	Neither	4	2	0	6
	Agree	10	7	6	11
	Strongly Agree	0	3	1	2
Appealing to High Class People	Disagree	2	3	3	2
	Neither	6	0	0	6
	Agree	7	10	7	10
	Strongly Agree	1	2	1	2
Innovative	Disagree	2	7	6	3
	Neither	5	1	0	6
	Agree	9	6	5	10
	Strongly Agree	0	1	0	1
Fun	Disagree	2	6	5	3
	Neither	3	1	1	3
	Agree	9	8	5	12
	Strongly Agree	2	0	0	2
Environmentally Friendly	Disagree	2	6	5	3
	Neither	1	2	1	2
	Agree	8	6	4	10
	Strongly Agree	5	1	1	5
Involved in the Community	Disagree	2	6	5	3
	Neither	9	2	1	10
	Agree	5	5	4	6
	Strongly Agree	0	2	1	1

For Overseas residents, the mode for each brand association attribute is 4, except for involvement in the community, where the mode is 3. This indicates that Overseas residents tend to associate Dusit Thani with an interesting history (50%), good value for money (60%), modern décor (60%), high levels of service (55%), luxury (55%), high class (50%), innovation (50%), fun (60%) and environmentally friendly (50%). However, they mostly remain neutral on involvement in the community (50%). This is perhaps because these respondents are from overseas and therefore not aware of any community involvement that Dusit Thani engages in.

Thai residents, however, have a more varied perception of Dusit Thani. Thai residents tend to agree that Dusit Thani has an interesting history (63%), good value for money (55%), high levels of service (63%) and is appealing to high class people (63%). However, the majority of Thai residents strongly disagree that Dusit Thani has modern décor (55%). Although a higher number of Thai residents agree that Dusit Thani is luxurious (55%), another (36%) strongly disagree with that association. An equal number (45%) of respondents agree as disagree that Dusit Thani is a fun place to be. Similarly, 55% of Thai residents strongly disagree that Dusit Thani is innovative, whereas the remaining 45% agree that Dusit Thani. For both environmentally friendly and involvement in the community, 45% of Thai residents strongly disagree, whereas 36% agree.

Brand Relevance

The raw scores indicate that respondents are split about the level of relevance of Dusit Thani brand in their lives. The majority of respondents indicate that the brand suits their lifestyle (42%) and is appealing to them (42%). However, an equal number of respondents indicated that the brand is relevant as is not relevant (32%).

While 35% of respondents neither agree or disagree that the brand has values similar to their own, 32% of respondents somewhat disagreed with the statement. In terms of popularity, 32% indicated that the brand is not popular, while 29% indicated that the brand is popular among their reference group.

Table 20: Results of Brand Relevance

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
Suits lifestyle	2	8	4	13	4
Appealing	0	8	5	13	5
Relevant	1	10	7	10	3
Similar values	2	10	11	5	3
Popular	1	10	7	9	4

Table 21: Summary of Brand Relevance

	Mean	Median	Mode	Std. Deviation
Suits lifestyle	3.29	4	4	1.19
Appealing	3.48	4	4	1.06
Relevant	3.13	3	2	1.09
Similar values	2.90	3	3	1.08
Popular	3.16	3	2	1.13

When the results are cross tabulated with purpose of visit, it can be seen that the Dusit Thani brand is more relevant to business travellers. According to the results, Dusit Thani tends to suit the lifestyle of business travellers (50%), whereas the largest group of leisure travellers disagreed that the brand suits their lifestyle (40%). Dusit Thani also tends to be more appealing to business travellers (44%), whereas an equal number of leisure travellers agreed as disagreed that the brand personality is appealing (51%).

Business travellers tend to agree that Dusit Thani is relevant to them (44%), whereas leisure travellers indicate that the brand is not relevant to them (53%). While the majority of business travellers neither agree or disagree that the brand values are similar to their own (69%), most leisure travellers disagree (60%). Business travellers agree that the brand is popular among their reference group (44%), whereas leisure travellers disagree (60%). Overall, the results suggest that the brand is more relevant to the business traveller than to the leisure traveller.

Table 22: Brand Relevance vs. Purpose of Visit and Resident Status

		Purpose of Visit		Resident Status	
		Business	Leisure	Thai Resident	Overseas Resident
Suits lifestyle	Strongly Disagree	0	2	2	0
	Disagree	2	6	5	3
	Neither	4	0	0	4
	Agree	8	5	3	10
	Strongly Agree	2	2	1	3
Appealing	Disagree	2	6	5	3
	Neither	5	0	0	5
	Agree	7	6	5	8
	Strongly Agree	2	3	1	4
Relevant	Strongly Disagree	0	1	1	0
	Disagree	2	8	7	3
	Neither	6	1	0	7
	Agree	7	3	2	8
	Strongly Agree	1	2	1	2
Similar values	Strongly Disagree	1	1	2	0
	Disagree	1	9	6	4
	Neither	11	0	0	11
	Agree	2	3	2	3
	Strongly Agree	1	2	1	2
Popular	Strongly Disagree	1	0	1	0
	Disagree	1	9	6	4
	Neither	5	2	1	6
	Agree	7	2	2	7
	Strongly Agree	2	2	1	3

In terms of resident status, Overseas residents mostly agree that Dusit Thani suits their lifestyle (50%), whereas more Thai residents disagree (45%). Overseas residents agree that Dusit Thani is appealing (40%) whereas an equal number of Thai residents agree as disagree that the brand is appealing (45%). 40% of Overseas residents consider Dusit Thani to be relevant while another 35% are neutral. For Thai residents, 63% disagree that the brand is relevant. The majority of Overseas residents neither agree or disagree that Dusit Thani has values similar to their own (55%), whereas Thai travellers mostly disagree (55%). While the largest number of Overseas residents agree that Dusit Thani is popular among their reference group (35%), Thai residents disagree (55%). Overall, the results indicate that Dusit Thani tends to be more relevant to Overseas residents than for Thai residents.

Perceived Quality

The raw scores indicate that the majority of respondents agree that Dusit Thani delivers each of the ten quality attributes. The mode for each attribute is 4, except for the responsiveness factor, where the mode is 5. Dusit Thani scored highly on attributes such as Thai graciousness, delivers expectation, responsiveness, enthusiasm, staff skill and knowledgeable factors, where the mean value is between 4 and 5. However, consumer perception of Dusit Thani is slightly lower on other attributes such as adequate services, well-maintained furniture, staff caring and guest recognition where the mean value is between 3 and 4.

Table 23: Results of Perceived Quality

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
Thai graciousness	0	2	2	18	9
Delivers expectation	0	2	2	18	9
Adequate services	1	5	1	17	7
Well-maintained furniture	1	8	1	11	10
Responsiveness	0	3	4	11	13
Enthusiasm	0	3	1	14	13
Staff skill	0	4	2	14	11
Knowledgeable	0	4	2	15	10
Staff caring	1	4	1	15	10
Guest recognition	2	5	7	10	7

Table 24: Summary of Perceived Quality

	Mean	Median	Mode	Std. Deviation
Thai graciousness	4.10	4	4	0.79
Delivers expectation	4.10	4	4	0.79
Adequate services	3.77	4	4	1.09
Well-maintained furniture	3.68	4	4	1.28
Responsiveness	4.10	4	5	0.98
Enthusiasm	4.19	4	4	0.91
Staff skill	4.03	4	4	0.98
Knowledgeable	4.00	4	4	0.97
Staff caring	3.94	4	4	1.09
Guest recognition	3.48	4	4	1.21

When analyzing the quality perception of business and leisure travellers, the results indicate that both groups agree that Dusit Thani delivers its Thai graciousness promise (business 63%, leisure 53%), delivers expectations (business 63%, leisure 53%), has adequate services and facilities (business 53%, leisure 56%). Most business travellers either agree or strongly agree that Dusit Thani has well-maintained furniture (44% and 31% respectively).

Table 25: Perceived Quality vs. Purpose of Visit and Resident Status

		Purpose of Visit		Resident Status	
		Business	Leisure	Thai Resident	Overseas Resident
Thai graciousness	Disagree	0	2	2	0
	Neither	2	0	1	1
	Agree	10	8	5	13
	Strongly Agree	4	5	3	6
Delivers expectation	Disagree	0	2	2	0
	Neither	2	0	1	1
	Agree	10	8	5	13
	Strongly Agree	4	5	3	6
Adequate services	Strongly Disagree	1	0	1	0
	Disagree	2	3	3	2
	Neither	1	0	0	1
	Agree	8	9	5	12
	Strongly Agree	4	3	2	5
Well-maintained furniture	Strongly Disagree	1	0	1	0
	Disagree	2	6	5	3
	Neither	1	0	0	1
	Agree	7	4	2	9
	Strongly Agree	5	5	3	7
Responsiveness	Disagree	1	2	3	0
	Neither	1	3	2	2
	Agree	5	6	3	8
	Strongly Agree	9	4	3	10
Enthusiasm	Disagree	1	2	3	0
	Neither	1	0	0	1
	Agree	6	8	5	9
	Strongly Agree	8	5	3	10
Staff skill	Disagree	2	2	3	1
	Neither	0	2	2	0
	Agree	6	8	3	11
	Strongly Agree	8	3	3	8
Knowledgeable	Disagree	2	2	3	1
	Neither	0	2	2	0
	Agree	7	8	3	12
	Strongly Agree	7	3	3	7
Staff caring	Strongly Disagree	1	0	1	0
	Disagree	1	3	3	1
	Neither	1	0	0	1
	Agree	7	8	4	11
	Strongly Agree	6	4	3	7
Guest recognition	Strongly Disagree	2	0	1	1
	Disagree	1	4	3	2
	Neither	5	2	1	6
	Agree	4	6	3	7
	Strongly Agree	4	3	3	4

For leisure travellers, however, a large proportion disagree that Dusit Thani has well-maintained furniture (40%) while 26% agree and 33% strongly agree. In terms of responsiveness, most business travellers strongly agree (56%) while a large proportion of leisure travellers somewhat agree (40%). Both business and leisure travellers agree that Dusit Thani staff are enthusiastic, but the two groups differ in the strength of their perceptions. More business travellers strongly agree (50%), while more leisure travellers somewhat agree (53%).

Similarly, both business and leisure travellers agree that Dusit Thani staff perform the jobs with skill and confidence, but the two groups differ in the strength of their perceptions. More business travellers strongly agree (50%), while more leisure travellers somewhat agree (53%). Also, 44% of business travellers strongly agree that Dusit Thani staff are knowledgeable while another 44% agree with the statement. For leisure travellers, most respondents somewhat agree that Dusit Thani staff are knowledgeable (53%). Both business and leisure travellers tend to agree that Dusit Thani staff care about guests (business 44%; leisure 53%). In terms of guest recognition, more leisure travellers agree that Dusit Thani staff recognize them (40%), while business travellers are mostly neutral (31%).

Overseas residents generally have a positive perception of Dusit Thani on all ten service quality attributes. The majority of Overseas residents somewhat agree that Dusit Thani delivers Thai graciousness (65%), delivers expectations (65%), has adequate services and facilities (60%), has well-maintained furniture and equipment (55%), staff have skill and confidence (55%), staff are knowledgeable (60%), staff are caring (55%) and recognize guests (35%). Overseas residents strongly agree on which is staff are enthusiastic (50%).

Perception of quality is similar for Thai residents with most respondents agreeing that Dusit Thani delivers Thai graciousness (45%), delivers expectations (45%), has adequate services (45%) and has enthusiastic staff (45%) and has caring staff (36%). However, Thai residents equally agree as disagree that Dusit Thani staff are responsive (27%), skilled (27%), knowledgeable (27%) and recognize guests (27%). In terms of well-

maintained furniture and equipment more Thai residents disagree (45%), although 18% agree and another 27% strongly agree.

Brand Loyalty

In general, respondents indicate high brand loyalty to Dusit Thani. Respondents were satisfied with their experience at Dusit Thani Bangkok, with 52% somewhat agree and 42% strongly agree. The majority agree that they would visit Dusit Thani again, 42% somewhat agree and 26% strongly agree. Most respondents would recommend Dusit Thani to others, 42% somewhat agree and 26% strongly agree. In terms of being the first choice for hotel in Bangkok, however, Dusit Thani did not rate as highly. Although 29% of respondents somewhat agree that the brand is their first choice hotel in Bangkok and another 13% strongly agree, a large proportion of respondents disagree that the brand is their first choice, 23% somewhat disagree and 16% strongly disagree. So although respondents are generally satisfied with Dusit Thani, it is not necessarily the first choice when considering all the hotels in Bangkok.

Table 26: Result of Brand Loyalty

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
Satisfied with experience	0	0	2	16	13
Intend to revisit	3	5	2	13	8
First choice brand	5	7	6	9	4
Willingness to recommend	0	3	7	13	8

Table 27: Summary of Brand Loyalty

	Mean	Median	Mode	Std. Deviation
Satisfied with experience	4.39	4	4	0.62
Intend to revisit	3.58	4	4	1.31
First choice brand	3.00	3	4	1.32
Willingness to recommend	3.84	4	4	0.93

The results suggest that business travellers tend to exhibit more brand loyalty than leisure travellers. Both business and leisure travellers indicate that they were satisfied with their last experience of Dusit Thani, the two groups differ in the strength of their satisfaction.

While 56% of business travellers strongly agree, 60% of leisure travellers somewhat agree. 38% of business travellers strongly agree that they intend to return and another 38% somewhat agree. For leisure travellers, 47% somewhat agree that they intend to return to Dusit Thani, but only 13% strongly agree. When it comes to being the first choice brand, however, more business travellers agree (38%) that they consider Dusit Thani is their first choice hotel in Bangkok while leisure travellers disagree (47%). Both business and leisure travellers would be willing to recommend Dusit Thani to others (business 44%; leisure 40%).

Table 28: Brand Loyalty vs. Purpose of Visit and Resident Status

		Purpose of Visit		Resident Status	
		Business	Leisure	Thai Resident	Overseas Resident
Satisfied with experience	Neither	1	1	2	0
	Agree	6	9	6	9
	Strongly Agree	9	5	3	11
Intend to revisit	Strongly Disagree	1	2	2	1
	Disagree	1	4	3	2
	Neither	2	0	0	2
	Agree	6	7	4	9
First choice brand	Strongly Agree	6	2	2	6
	Strongly Disagree	2	3	4	1
	Disagree	0	7	4	3
	Neither	5	1	0	6
Willingness to recommend	Agree	6	3	2	7
	Strongly Agree	3	1	1	3
	Disagree	1	2	1	2
Willingness to recommend	Neither	2	5	4	3
	Agree	7	6	4	9
	Strongly Agree	6	2	2	6
	Disagree	1	2	1	2

For Overseas residents, 55% strongly agree that they were satisfied with their last experience of Dusit Thani and the remaining 45% somewhat agree. For Thai residents, 55% somewhat agree that they were satisfied, while only 27% strongly agree with the statement and 18% remain neutral. The majority of Overseas residents indicated that they intend to return to Dusit Thani, with 45% somewhat agree and 30% strongly agree. Thai residents, however, have lower intention to revisit with 36% somewhat agree and 18% strongly agree. While the majority of Overseas residents indicate that Dusit Thani is their first choice for a hotel in Bangkok (35%), most Thai residents disagree with 36% somewhat disagree and 36% strongly disagree. While Overseas residents are willing to

recommend Dusit Thani to others (45%), leisure travellers are equally neutral of somewhat likely to recommend the brand to others (36%).

Brand Equity

In general, brand equity for Dusit Thani is low.

The largest group of respondents disagree that Dusit Thani is the smarter choice when compared with another hotel of same price and quality (32%), although 29% of respondents somewhat agree and an additional 19% strongly agree that Dusit Thani is the smarter choice.

In terms of perception that Dusit Thani is worth a higher price, 19% of respondents somewhat agree and 16% strongly agree. However, more respondents disagreed, with 32% somewhat disagree and 10% strongly disagree. The remaining 23% are neutral.

For willingness to try another brand, the majority of respondents somewhat agree (45%), which indicates that Dusit Thani does not command strong brand equity because respondents are willing to try other brands.

Table 29: Results of Brand Equity

	Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
Smarter choice	1	10	5	9	6
Price Premium	3	10	7	6	5
Willingness to try another brand	1	5	8	14	3

Table 30: Summary of Brand Equity

	Mean	Median	Mode	Std. Deviation
Smarter choice	3.29	3	2	1.22
Price Premium	3.00	3	2	1.26
Willingness to try another brand	3.42	4	4	0.99

The results indicate that brand equity is higher for business travellers than leisure travellers. Most business travellers agree that Dusit Thani is a smarter choice (38%), whereas leisure travellers disagree (47%). Also, leisure travellers disagree that Dusit Thani is worth a price premium (53%), whereas business travellers are mostly neutral

(38%) or somewhat agree that Dusit Thani is worth a price premium (25%). Most leisure travellers are willing to try another brand (60%), whereas an equal number of business travellers are willing to try another brand as are unwilling (31%).

Brand equity tends to be higher for Overseas residents than Thai residents. Among Overseas residents, 35% agreed that Dusit Thani is the smarter choice, although 25% disagreed. For Thai residents, 45% disagree with the statement. In terms of price premium, a large proportion of Overseas residents remain neutral (35%) while more respondents agree (somewhat agree 25%; strongly agree 15%) than disagree (somewhat disagree 20%; strongly disagree 5%). For Thai residents, however, the majority disagree that Dusit Thani is worth a price premium with 55% somewhat disagree and 18% strongly disagree. Both Overseas and Thai residents indicate that they are willing to try another brand (Overseas 50%; Thai 64%)

Table 31: Brand Equity vs. Purpose of Visit and Resident Status

		Purpose of Visit		Resident Status	
		Business	Leisure	Thai Resident	Overseas Resident
Smarter choice	Strongly Disagree	1	0	0	1
	Disagree	3	7	5	5
	Neither	3	2	2	3
	Agree	6	3	2	7
	Strongly Agree	3	3	2	4
Price Premium	Strongly Disagree	2	1	2	1
	Disagree	2	8	6	4
	Neither	6	1	0	7
	Agree	4	2	1	5
	Strongly Agree	2	3	2	3
Willingness to try another brand	Strongly Disagree	1	0	0	1
	Disagree	5	0	1	4
	Neither	3	5	3	5
	Agree	5	9	7	7
	Strongly Agree	2	1	0	3

Results of Factor Analyses

Factor analyses were conducted to test the validity of each factor.

For brand awareness, the two items, first brand recall and secondary brand recall, were found to be related to one component. The result of KMO's test of sphericity is 0.500. Values over 0.500 are acceptable, but the relationship is not strong. The results show that first brand recall explained 67.27% of the variance of brand awareness, while secondary brand recall explained 32.73% of the variance.

Table 32: Total Variance Explained – Brand Awareness

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
First Brand Recall	1.345	67.271	67.271	1.345	67.271	67.271
Secondary Brand Recall	.655	32.729	100.000			

Extraction Method: Principal Component Analysis.

For brand associations, the ten items reduced to two components. The result of KMO's test of sphericity is 0.886 which is in the acceptable range. The first component that related to five factors: interesting history, good value, high level of service, luxury and appealing to high class people. These five factors relate to service standards and expectations of the brand. Therefore, for the purpose of this research, this component is called Brand Standard.

Table 33: Total Variance Explained – Brand Associations

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.008	70.081	70.081	7.008	70.081	70.081	4.194	41.942	41.942
2	1.208	12.083	82.165	1.208	12.083	82.165	4.022	40.223	82.165
3	.628	6.282	88.446						
4	.370	3.695	92.142						
5	.248	2.480	94.622						
6	.183	1.831	96.453						
7	.123	1.228	97.681						
8	.108	1.075	98.757						
9	.066	.656	99.413						
10	.059	.587	100.000						

Extraction Method: Principal Component Analysis.

The second extracted component related to five factors: modern décor, innovative, fun, environmentally friendly and involved in the community. These five factors relate to the perceived attitude and social values related to the brand. Therefore, for the purpose of this research, this component is called Brand Attitude.

Table 34: Rotated Component Matrix – Brand Associations

	Component	
	Brand Attitude	Brand Standard
An interesting history		0.868
Good value for money		0.832
Modern décor	0.886	
High level of service		0.763
Luxurious		0.759
Appealing to high class people		0.876
Innovative products and services	0.915	
A fun place to be	0.788	
Environmentally friendly	0.847	
Involved in the community	0.781	

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

For brand relevance, five items were reduced to one component. KMO's test of sphericity resulted in 0.866, which is in the acceptable range.

Table 35: Total Variance Explained – Brand Relevance

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	4.098	81.960	81.960
2	.364	7.283	89.242
3	.240	4.800	94.042
4	.186	3.713	97.756
5	.112	2.244	100.000

Extraction Method: Principal Component Analysis.

The ten items of perceived quality were reduced to two components. The result of KMO's test of sphericity is 0.808, which is acceptable.

The first extracted component related to three factors: Thai graciousness, expected level of service and adequate services and facilities. These items relate to the type of service that the brand delivers. Therefore, for the purpose of this research, this component is called Service Delivery.

The second extracted component relates to the remaining seven factors: up-to-date furniture and equipment, staff responsiveness, staff who are willing to help, staff demonstrate skill, staff are knowledgeable, staff seem to care and staff recognize guests. These items relate to the manner in which service is delivered. Therefore, for the purpose of this research, this component is called Service Style.

Table 36: Total Variance Explained – Perceived Quality

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.249	72.490	72.490	5.492	54.925	54.925
2	1.044	10.435	82.925	2.800	28.001	82.925
3	.726	7.260	90.185			
4	.335	3.350	93.535			
5	.224	2.241	95.776			
6	.198	1.979	97.755			
7	.105	1.050	98.805			
8	.079	.786	99.591			
9	.034	.341	99.932			
10	.007	.068	100.000			

Extraction Method: Principal Component Analysis.

Table 37: Rotated Component Matrix – Perceived Quality

	Component	
	Service Style	Service Delivery
Thai graciousness		.900
Delivers expectation		.873
Adequate services		.617
Well-maintained furniture	.829	
Responsiveness	.863	
Enthusiasm	.830	
Staff skill	.824	
Knowledgeable	.837	
Staff caring	.865	
Guest recognition	.866	

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

The four items of brand loyalty were reduced to one component. KMO's test of sphericity is 0.807, which is acceptable.

Table 38: Total Variance Explained – Brand Loyalty

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	2.935	73.364	73.364
2	.463	11.584	84.948
3	.396	9.896	94.844
4	.206	5.156	100.000

Extraction Method: Principal Component Analysis.

As mentioned earlier in this paper, the three items of brand equity were reduced to two items due to low reliability score with the third item. The remaining two items were analyzed and reduced to one principal component. KMO's test of sphericity is just acceptable at 0.500.

Table 39: Total Variance Explained – Brand Equity

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	1.737	86.830	86.830
2	.263	13.170	100.000

Extraction Method: Principal Component Analysis.

Results of Multiple Regression Analysis

Through factor analysis, the 34 item model was reduced to 8 principal components: 1 item for brand awareness, 2 items for brand association, 1 item for brand relevance, 2 items for perceived quality, 1 item for brand loyalty and 1 item for overall brand equity. The relationship between the variables was tested using multiple linear regression analysis.

Table 40: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.278(a)	.077	.046	.97698005	.077	2.430	1	29	.130
2	.732(b)	.536	.485	.71787997	.459	13.356	2	27	.000
3	.901(c)	.813	.784	.46491637	.276	38.375	1	26	.000
4	.913(d)	.833	.791	.45676419	.020	1.468	2	24	.250
5	.915(e)	.836	.787	.46183533	.003	.476	1	23	.497

a Predictors: (Constant), awarenessfactor1

b Predictors: (Constant), awarenessfactor1, imagefactor1, imagefactor2

c Predictors: (Constant), awarenessfactor1, imagefactor1, imagefactor2, relevancefactor1

d Predictors: (Constant), awarenessfactor1, imagefactor1, imagefactor2, relevancefactor1, qualityfactor2, qualityfactor1

e Predictors: (Constant), awarenessfactor1, imagefactor1, imagefactor2, relevancefactor1, qualityfactor2, qualityfactor1, loyaltyfactor1

The results show that brand awareness is not the main predictor of brand equity. Brand awareness explains 7.7% of the variance in the outcome. Brand association is the strongest predictor of brand equity, accounting for 45.9% of the variance in the outcome. The third variable, brand relevance, accounts for 27.6% of the outcome. Perceived value and brand loyalty account for 2% and 0.3% of the outcome respectively. The five factors combined account for 83.6% of the variance in brand equity. The F change parameters show that brand association and brand relevance are statistically significant at $p=0.000$. These results suggest that the five-factor model is able to measure brand equity and the most statistically important factors are brand association and brand relevance.

The results of ANOVA suggest that all factors except brand awareness, are important in measuring brand equity. This result is also reflected in research by Kim and Kim (2005) who found that brand awareness did not load significantly on brand equity. This may be explained by the fact that brand awareness by itself does not necessarily add value to the brand. High consumer awareness may not directly relate to purchase intent or positive attitudes toward the brand. Brand awareness must be coupled with brand associations which add meaning to the brand.

Table 41: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.320	1	2.320	2.430	.130(a)
	Residual	27.680	29	.954		
	Total	30.000	30			
2	Regression	16.086	3	5.362	10.404	.000(b)
	Residual	13.914	27	.515		
	Total	30.000	30			
3	Regression	24.380	4	6.095	28.199	.000(c)
	Residual	5.620	26	.216		
	Total	30.000	30			
4	Regression	24.993	6	4.165	19.965	.000(d)
	Residual	5.007	24	.209		
	Total	30.000	30			
5	Regression	25.094	7	3.585	16.807	.000(e)
	Residual	4.906	23	.213		
	Total	30.000	30			

a Predictors: (Constant), awarenessfactor1

b Predictors: (Constant), awarenessfactor1, imagefactor1, imagefactor2

c Predictors: (Constant), awarenessfactor1, imagefactor1, imagefactor2, relevancefactor1

d Predictors: (Constant), awarenessfactor1, imagefactor1, imagefactor2, relevancefactor1, qualityfactor2, qualityfactor1

e Predictors: (Constant), awarenessfactor1, imagefactor1, imagefactor2, relevancefactor1, qualityfactor2, qualityfactor1, loyaltyfactor1

f Dependent Variable: newequityfactor_2item

The beta coefficient analysis show that brand relevance is the only factor that is statistically significant at less than 0.05. The result suggests that an increase in brand relevance by 1% is related to an increase in brand equity of 86.7% ($\beta = 0.867$).

The Pearson correlation coefficients between the variables and overall brand equity are shown below.

Table 42: Pearson Correlation Coefficient Table

	newequityfactor_2item	
	Pearson Correlation	Sig. (1-tailed)
awarenessfactor1	0.278	0.065
imagefactor1 (brand standard)	0.599	0
imagefactor2 (brand attitude)	0.419	0.01
relevancefactor1	0.9	0
qualityfactor1 (service delivery)	0.589	0
qualityfactor2 (service style)	0.256	0.082
loyaltyfactor1	0.738	0

The results show that the relationship between brand awareness and brand equity is not statistically significant. The relationship between service style and brand equity is also not statistically significant. However, all other factors are significant at less than 0.01. The Pearson correlation coefficient shows the strongest positive relationship between brand equity and brand relevance at 0.9. Brand loyalty is also strong and positive at 0.738. Positive but weaker relationships are found between brand equity and brand standard (0.599), service delivery (0.589) and brand attitude (0.419).



Chapter 5: Discussion and Recommendations

Summary of Results

Although Dusit Thani rates highly in terms of perceived quality and brand loyalty, overall brand equity for Dusit Thani is low. Respondents generally disagree that Dusit Thani is the smarter choice and when compared with another hotel of same price and quality and are willing to try other brands. Respondents also disagree that the Dusit Thani brand is worth a price premium.

Dusit Thani's brand equity is stronger for business travellers than leisure travellers and stronger for overseas residents than Thai residents. Most business travellers agree that Dusit Thani is a smarter choice whereas leisure travellers disagree. A higher proportion of business travellers agree that Dusit Thani is worth a price premium compared to leisure travellers where the majority disagree. Also, leisure travellers are more willing to try another brand, whereas an equal proportion of business travellers are willing to try another brand as they are unwilling. These results can be explained by the fact that most business travellers have the hotel booked by someone else and source information from travel agents or company sources. The sample consisted of a high proportion of infrequent travellers who visited a Bangkok hotel 1-2 times in the last 6 months. Therefore, these business travellers have limited experience with hotels in Bangkok and do not actively seek information by themselves. Leisure travellers, on the other hand, are more likely to use social networking and word of mouth as sources of information. These travellers are more active in seeking information by themselves and are more likely to encounter information about other hotels in Bangkok. This may explain the fact that they are more willing to try other brands.

Brand equity tends to be higher for Overseas residents than Thai residents as a higher proportion of Overseas residents indicate that Dusit Thani is the smarter choice and is worth a price premium, whereas Thai residents disagree on both points. Both Overseas and Thai residents indicate that they are willing to try another brand.

Brand awareness of Dusit Thani is low although brand awareness among business travellers is stronger than for leisure travellers. Only 23% of respondents were able to recall the brand name at the first stage of unaided recall. An additional 29% of respondents were able to recall the brand name at the second stage of unaided recall. However, 48% of respondents were not able to recall the brand name at all. Of those that were able to recall the brand, the majority were business travellers. Again, this may be explained by the behavioural profile of business and leisure travellers. As business travellers have limited knowledge of other hotel brands in Bangkok, the Dusit Thani brand remains more prevalent in their minds. For leisure travellers who gather information from different sources, other brand names are able to remain forefront in their minds.

In terms of brand image, Dusit Thani is associated with various personality traits including an interesting history, value for money, high level of service, fun, innovation, modern, luxury, high class and environmentally friendly. However, the brand scored lower on involvement in the community. This may be explained by the fact that a large number of respondents are Overseas residents and the Dusit Thani brand is more active on a local scale. Overseas residents may not be aware of the company's participation in the local community such as Operation Smile charity events and Dusit Thani College.

The Dusit Thani brand rates moderately on the brand relevance scale. Although the majority of respondents indicate that the brand suits their lifestyle and is appealing to them, respondents also indicated that the brand is not popular among their reference group and does not have values similar to their own. However, the brand tends to have higher relevance for business travellers compared to leisure travellers. The brand is also more relevant to Overseas residents than Thai residents.

Dusit Thani rates highly in terms of perceived quality attributes. Respondents indicate a positive perception of brand quality in terms of Thai graciousness, delivers expectation, responsiveness, enthusiasm, staff skill and staff knowledge. However, consumer perception of other attributes such as adequate services, well-maintained furniture, staff caring and guest recognition is lower.

Dusit Thani scored highly in terms of brand loyalty. Most respondents were satisfied with their experience and most respondents would recommend the brand to others. However, Dusit Thani is not the first choice for hotel in Bangkok as most respondents indicating that they prefer other brands. Brand loyalty is stronger among business travellers compared with leisure travellers and Overseas residents compared with Thai residents.

Managerial Recommendations

The results indicate that brand equity for Dusit Thani is stronger among business travellers compared to leisure travellers and stronger among Overseas residents compared to Thai residents. By identifying these key areas of brand strength and weakness, the company can develop a more targeted and effective brand marketing strategy.

Brand equity is weak among leisure travellers due to lower scores in the areas of brand awareness, brand relevance and brand loyalty. In order to improve brand awareness, Dusit Thani should ensure that all marketing efforts are effectively targeted. This research found that leisure travellers mostly source information from social media as well as word of mouth. Therefore, social media and online communication are fundamental in accessing this segment.

In addition, Dusit Thani should strengthen its brand relevance to leisure travellers. This research found that leisure travellers and business travellers both associate the Dusit Thani brand with an interesting history, value for money, a high level of service, luxurious and appealing to high class people. However, the brand rated higher in terms of relevance for business travellers than leisure travellers. This implies that although business and leisure travellers have similar views about what the Dusit Thani brand represents, the business sector have a higher intention to adopt because they consider the brand image to be relevant and suitable to their lifestyles, whereas leisure travellers less so. Due to lower brand relevance, leisure travellers are less likely to develop a sense of brand loyalty. Therefore, in order to attract more leisure travellers, it is important for Dusit Thani to redevelop its brand image in a way that is more relevant and addresses to

the needs of this segment. In order to do this, it is necessary to identify and understand the specific brand characteristics that are important to leisure travellers and respond accordingly. In the course of this research, it was found that leisure travellers are less likely to agree that Dusit Thani is fun, innovative and has modern décor. In response, the brand could engage in more youthful and contemporary marketing messages in order to appeal to the leisure sector and develop a stronger sense of fun and innovation.

Dusit Thani could also improve brand equity by improving brand awareness among Thai residents. For Thai residents, respondents failed to recall the Dusit Thani brand at the first stage of unaided recall. The company should capitalize on marketing mix elements to effectively communicate the brand to consumers. As with leisure travellers, Thai residents are more likely to source information through online social networks and word of mouth. Therefore, the company should improve online marketing and communication activities including greater use of social media such as Facebook and Twitter in order to remain prevalent in the consumers' mindset.

Dusit Thani can also improve awareness through more community involvement. The results also indicate that Dusit Thani is not well-known for community involvement, particularly among Overseas travellers. This may be due to the fact that the company engages in CSR programs on a local scale. The company developed Dusit Thani College in an effort to improve educational and development opportunities in the industry in Thailand. The company also works closely with Operation Smile, a charity organization that operates mostly in Thailand. Since the company engages in few programs internationally, awareness of the community involvement programs is low, particularly among Overseas residents. Therefore, the company should become more involved in CSR programs that are internationally recognized to gain a wider potential audience. This strategy could help to gain more brand awareness and more positive brand associations as well as improve brand relevance.

In terms of perceived quality, the results indicate that Dusit Thani performs better in some aspects than others. Areas for improvement include providing adequate services and facilities, well-maintained furniture, staff that are caring and guest recognition. Dusit

Thani has been operating for over 60 years, which means that some facilities are becoming aged. Although some rooms in the hotel are currently undergoing renovation, the hotel should consider further redevelopment in order to improve in the aspect of well-maintained furniture. Development of more modern and convenient systems can also help to improve the aspect of adequate services and facilities. Dusit Thani should also consider staff attitudes and guest relations. Empathy is an important factor in service quality that responds to guests' need to feel valued and understood by service providers. This can be achieved through training that is targeted toward developing staff attitudes to meet with guests' expectations.

Finally, the hotel can improve brand loyalty through better customer relationship marketing programs including rewards and loyalty programs. Currently, the hotel does not offer a loyalty program for hotel guests. Loyalty programs enable companies to reward regular or repeat guests for loyalty through special offers and promotional rates. For guests, loyalty programs are a way to get more value from the service provider in return for continued patronage. They also help guests feel a sense of belonging and prestige which adds value to the relationship between hotel and guest. For the hotel, loyalty programs are a way to collect data from regular guests and retain information about guest preferences as well as develop an understanding of consumer behaviour associated with valuable customers and key market segments. A strong customer relationship marketing program can improve brand loyalty by influencing guests' hotel preference and intention to return. Guests are more likely to return to a hotel if they participate in the hotel's membership program because rewards and incentives add value to the service transaction.

Implications for Future Research

Although this research was limited due to lack of time and resources which resulted in small and skewed sample size, it provides a useful insight into the various dimensions of consumer-based brand equity. Results of the multiple regression model show that brand equity can be explained by the five factors of brand awareness, brand association, brand relevance, perceived quality and brand loyalty. The factors that load most highly in the model are brand association and brand relevance.

Previous models have tested and achieved corresponding results related to the four factors of brand awareness, brand associations, perceived quality and brand loyalty. However, this model introduced a new construct – brand relevance. Brand relevance describes the ability of the brand to integrate with the lifestyles of consumers. Strong brand awareness and brand images are irrelevant if they do not address the self-image of the consumer. While brand awareness places the brand in the consumer's consideration set, brand relevance ensures that the brand stays in the consideration set. Based on a review of the literature, the measurement for brand relevance was determined by whether consumers perceive the brand to be suited to their lifestyle, appealing, relevant, popular among their reference group and reflecting consumers' own values.

This research focussed on one case study in the hotel industry in Bangkok. However, the model may be applied to other cases and other industries as a way to understand consumer-based brand equity and its antecedents. An understanding of consumer-based brand equity can help organizations identify brand strengths and weaknesses in order to develop more effective and valuable brand strategies. In order to test the validity of the model and its applicability in other industries, further research is recommended. In particular, further research should focus on developing a deeper understanding of the brand relevance construct and its relationship with other brand equity measures.

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Appendices

Appendix 1: The Questionnaire

SECTION A

Please think about anything you have seen, heard or experienced of hotels in Bangkok.

1. When you think of hotel brands, what is the first brand that comes to mind?

[Please provide only one answer]

2. What other brands come to mind? [Please list all the brands that come to mind]

3. In the last 6 months, approximately how many times did you stay in a hotel in Bangkok ?

1-2 times 3-4 times 5-6 times
 More than 6 times Don't know / Can't remember

4. Where did you hear about **Dusit Thani Bangkok**?

Newspaper or Magazine Radio
 Online Banners and Advertising Mobile Application
 Hotel Booking Site Online Social Network
(eg. Agoda, Hotels.com) (eg. Facebook, Twitter)
 Word of Mouth (Friends/Family) Travel Agent
 Other, please specify _____

5. What was the purpose of your last visit to **Dusit Thani Bangkok**?

Business Leisure / Personal

6. What was your *main* reason for choosing **Dusit Thani Bangkok**?

Convenient location Special offer or promotion
 Value for money Good reviews in media
 Reliable quality I stayed here before
 Recommended by friends Booked by someone else
 Other. Please specify _____

7. Please rate **Dusit Thani Bangkok** on the following attributes. [Using a scale of 1-5, where 1 is **Strongly Disagree** and 5 is **Strongly Agree**]

	Strongly Disagree			Strongly Agree		
a. Modern décor	1	2	3	4	5	
b. Luxurious	1	2	3	4	5	
c. Innovative products and services	1	2	3	4	5	
d. Good value for money	1	2	3	4	5	
e. High level of service	1	2	3	4	5	
f. Environmentally friendly	1	2	3	4	5	
g. Involved in the community	1	2	3	4	5	
h. Appealing to high class people	1	2	3	4	5	
i. An interesting history	1	2	3	4	5	
j. A fun place to be	1	2	3	4	5	

8. Please indicate how strongly you agree or disagree with the following statements about the **Dusit Thani** brand. [Using a scale of 1-5, where 1 is **Strongly Disagree** and 5 is **Strongly Agree**]

	Strongly Disagree			Strongly Agree		
a. Dusit Thani suits my lifestyle	1	2	3	4	5	
b. Dusit Thani has a personality that appeals to me	1	2	3	4	5	
c. Dusit Thani has an image that is relevant to me	1	2	3	4	5	
d. Dusit Thani represents values that are similar to mine	1	2	3	4	5	
e. Dusit Thani is popular among people like me	1	2	3	4	5	

9. Please rate **Dusit Thani Bangkok** on the following attributes. [Using a scale of 1-5, where 1 is **Strongly Disagree** and 5 is **Strongly Agree**]

	Strongly Disagree				Strongly Agree
a. delivers Thai graciousness and hospitality	1	2	3	4	5
b. delivers the service that I expect	1	2	3	4	5
c. provides adequate in-room services and facilities	1	2	3	4	5
d. has well-maintained furniture and equipment	1	2	3	4	5
e. staff are responsive to all my needs	1	2	3	4	5
f. staff are willing and enthusiastic to help me	1	2	3	4	5
g. staff perform their role with skill and confidence	1	2	3	4	5
h. staff are knowledgeable and able to answer all my questions	1	2	3	4	5
i. staff seem to care about me	1	2	3	4	5
j. staff recognize me	1	2	3	4	5

10. Please indicate how strongly you agree or disagree with the following statements. [Using a scale of 1-5, where 1 is **Strongly Disagree** and 5 is **Strongly Agree**]

	Strongly Disagree				Strongly Agree
a. I was satisfied with my experience at Dusit Thani Bangkok	1	2	3	4	5
b. I will visit Dusit Thani Bangkok again	1	2	3	4	5
c. Dusit Thani Bangkok is my first choice of all hotels in Bangkok	1	2	3	4	5
d. I would recommend Dusit Thani Bangkok to others	1	2	3	4	5

11. Please indicate how strongly you agree or disagree with the following statements. [Using a scale of 1-5, where 1 is **Strongly Disagree** and 5 is **Strongly Agree**]

	Strongly Disagree				Strongly Agree
a. If another hotel offered the same quality and price, it is still smarter to choose Dusit Thani	1	2	3	4	5
b. It is worth paying more for services at Dusit Thani	1	2	3	4	5
c. I am willing to try an unbranded hotel that offers the same price and quality as Dusit Thani	1	2	3	4	5

SECTION B

This section is about you. The information you provide will be used for statistical purposes only.

B1. What is your gender?

- Male Female

B2. What is your age range?

- 25 and under 26-35 36-45
 46-55 Older than 55

B3. Please indicate your average monthly income.

- THB 25,000 or less
(USD 800 or less) THB 25,001 – 50,000
(USD 801 – 1,600)
 THB 50,001 – 75,000 THB 75,001 – 100,000
(USD 1,601 – 2,400) (USD 2,401 – 3,200)
 More than THB 100,000 Decline to answer
(More than USD 3,201)

B4. Are you a resident of Thailand?

- Yes No

B5. What is your nationality?

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Appendix 2: Coefficient Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.733E-17	.175		.000	1.000
	awarenessfactor1	.278	.178	.278	1.559	.130
2	(Constant)	-9.935E-17	.129		.000	1.000
	awarenessfactor1	.040	.140	.040	.284	.778
	imagefactor1	.592	.134	.592	4.414	.000
3	imagefactor2	.407	.137	.407	2.960	.006
	(Constant)	-8.434E-17	.084		.000	1.000
	awarenessfactor1	-.027	.092	-.027	-.297	.769
	imagefactor1	-.069	.137	-.069	-.500	.622
4	imagefactor2	-.026	.113	-.026	-.231	.819
	relevancefactor1	.969	.156	.969	6.195	.000
	(Constant)	-8.158E-17	.082		.000	1.000
	awarenessfactor1	.016	.094	.016	.171	.865
	imagefactor1	-.140	.166	-.140	-.842	.408
5	imagefactor2	.023	.131	.023	.176	.862
	relevancefactor1	.959	.154	.959	6.223	.000
	qualityfactor1	.121	.133	.121	.909	.373
	qualityfactor2	-.124	.118	-.124	-1.058	.301
	(Constant)	-9.880E-17	.083		.000	1.000
	awarenessfactor1	.025	.096	.025	.261	.796
6	imagefactor1	-.100	.178	-.100	-.563	.579
	imagefactor2	.062	.144	.062	.432	.670
	relevancefactor1	.867	.205	.867	4.231	.000
	qualityfactor1	.066	.157	.066	.420	.679
	qualityfactor2	-.178	.142	-.178	-1.253	.223
	loyaltyfactor1	.121	.176	.121	.690	.497

a Dependent Variable: newequityfactor_2item