

THE REPUBLIC OF TURKEY
YALOVA UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES

**THE ROLE OF PRIVATE LABEL BRAND EXPERIENCE ON
RETAILER BRAND EQUITY**

MASTER'S THESIS

Ali YILMAZ

Institute Department: MANAGEMENT

Institute Branch of Study: MANAGEMENT

Thesis Advisor: Assoc. Prof. Dr. Fatih GEÇTİ

JUNE, 2020

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Ali YILMAZ

18/06/2020

TABLE OF CONTENTS

ABBREVIATIONS	vi
LIST OF TABLES	vii
LIST OF FIGURES	ix
ÖZET (Abstract in Turkish)	xi
ABSTRACT	xii
INTRODUCTION	1
CHAPTER 1: CUSTOMER-BASED RETAILER BRAND EQUITY	
1.1. Retailing.....	3
1.1.1. Functions of retailing	5
1.1.2. Types of retailing	5
1.1.3. Developments in retailing in Turkey and the world.....	7
1.1.4. Retailers as brands	11
1.2. Brand Equity	11
1.2.1. Customer-based brand equity	13
1.2.1.1. <i>Brand knowledge</i>	13
1.2.1.2. <i>Brand awareness</i>	15
1.2.1.3. <i>Brand image</i>	15
1.2.2. Retailer brand equity	18
1.2.2.1. <i>Retailer awareness</i>	21
1.2.2.2. <i>Retailer loyalty</i>	21
1.2.2.3. <i>Retailer perceived quality</i>	22
1.2.2.4. <i>Retailer associations</i>	22
CHAPTER 2: PRIVATE LABEL BRAND EXPERIENCE	
2.2. Private Label	23
2.2.1. Development of private label.....	23
2.2.2. Private label in the world	25
2.2.3. Private label in Turkey.....	26
2.2.4. National brands vs. private labels	26
2.2.5. Advantages and disadvantages of private label	27
2.2.5.1. <i>To retailers</i>	27
2.2.5.2. <i>To customers</i>	28
2.3. Brand Experience.....	30
2.3.1. Experience economy	31
2.3.2. Experiential marketing	33
2.3.3. Conceptualizing brand experience	36
2.3.3.1. <i>Sensory experience</i>	38
2.3.3.2. <i>Emotional experience</i>	38
2.3.3.3. <i>Intellectual experience</i>	38
2.3.3.4. <i>Behavioral experience</i>	39
2.4. Contextual Relationships Among Brand Equity, RBE, PLs and Brand Experience ..	39
CHAPTER 3: RESEARCH METHODOLOGY	
3.1. Research Objectives and Its Significance.....	43
3.2. Research Model and Hypotheses	43

3.3. Type of the Research	44
3.4. The Study Population and Sampling.....	45
3.5. Retailers within the Research	45
3.5.1. BIM discount stores.....	45
3.5.2. Migros supermarkets	45
3.6. Structure and Preparation of the Survey Used in the Research	46
3.7. Measurement of the Variables in the Research	47
3.8. Data Collection	48
3.9. Analysis Method	48

CHAPTER 4: DATA ANALYSES AND FINDINGS

4.1. BIM Analyses	49
4.1.1. Descriptive analyses	49
4.1.2. Structural equation modeling procedure for BIM data	51
4.1.2.1. CFA analyses for all dimensions	52
4.1.2.1.1. Private label sensory brand experience CFA.....	52
4.1.2.1.2. Private label emotional brand experience CFA.....	53
4.1.2.1.3. Private label intellectual brand experience CFA.....	54
4.1.2.1.4. Private label behavioral brand experience CFA.....	54
4.1.2.1.5. Retailer brand awareness CFA	55
4.1.2.1.6. Retailer perceived quality CFA	57
4.1.2.1.7. Retailer brand loyalty CFA	60
4.1.2.1.8. Retailer brand associations CFA	61
4.1.2.2. Reliability and validity tests	63
4.1.2.2.1. Reliability tests for PLBX dimensions	63
4.1.2.2.2. Reliability tests for RBE dimensions	63
4.1.2.2.3. Convergent and discriminant validity tests for PLBX.....	64
4.1.2.2.4. Convergent and Discriminant Validity Tests for RBE.....	66
4.1.2.3. Second order CFA analyses	68
4.1.2.3.1. Private label brand experience 2 nd order CFA	68
4.1.2.4. Measurement model confirmatory factor analysis.....	69
4.1.2.4.1. Discriminant validity of the measurement model	70
4.1.2.5. Structural equation model for BIM	70
4.2. Migros Analyses	72
4.2.1. Descriptive analyses	72
4.2.2. Structural equation modeling procedure for Migros data	74
4.2.2.1. CFA analyses for all dimensions	74
4.2.2.1.1. Private label sensory brand experience CFA	74
4.2.2.1.2. Private label emotional brand experience CFA.....	75
4.2.2.1.3. Private label intellectual brand experience CFA.....	75
4.2.2.1.4. Private label behavioral brand experience CFA.....	76
4.2.2.1.5. Retailer brand awareness CFA.....	77
4.2.2.1.6. Retailer perceived quality CFA.....	78
4.2.2.1.7. Retailer loyalty CFA	80
4.2.2.1.8. Retailer brand associations CFA.....	81

4.2.2.2. Reliability and validity tests.....	82
4.2.2.2.1. Reliability tests for PLBX dimensions.....	83
4.2.2.2.2. Reliability tests for RBE dimensions.....	83
4.2.2.2.3. Convergent and discriminant validity tests for PLBX	83
4.2.2.2.4. Convergent and discriminant validity tests for RBE.....	87
4.2.2.3. Second order CFA analyses.....	89
4.2.2.3.1. Private label brand experience second order CFA	89
4.2.2.4. Measurement model CFA	91
4.2.2.4.1. Discriminant validity of the measurement model	91
4.2.2.5. Structural equation model for Migros	92
CONCLUSION AND RECOMMENDATIONS.....	94
REFERENCES.....	98
APPENDIXES	107
Appendix 1: Statements for observed variables and their codes	108
Appendix 2: Modification Indices	109
Appendix 3: Survey Form (Turkish).....	124
Appendix 4: Survey Form.....	126
RESUME	128

ABBREVIATIONS

AVE	: Average Variance Extracted
BE	: Brand Equity
BX	: Brand Experience
CBBE	: Customer Based Brand Equity
CBRE	: Customer Based Retailer Equity
CR	: Composite Reliability
DIY	: Do It Yourself
FMCG	: Fast Moving Consumer Goods
GDP	: Gross Domestic Product
GRDI	: Global Retail Development Index
MSI	: Marketing Science Institute
NB	: National Brand
OBE	: Overall Brand Equity
ORBE	: Overall Retailer Brand Equity
PL	: Private Label
PLB	: Private Label Brand
PLBX	: Private Label Brand Experience
PLMA	: Private Label Manufacturers Association
PLP	: Private Label Product
RBE	: Retailer Brand Equity
SE	: Store Equity
SI	: Store Image

LIST OF TABLES

Table 1. The Revolution in Retailing.....	3
Table 2. The Retail Lifecycle	6
Table 3. Top 250 Retailers in the World.....	7
Table 4. Top 100 Retailers in Turkey	7
Table 5. Global Retailer Development Index	8
Table 6. Swot Analysis of the Turkish Retailing Sector.....	9
Table 7. Different Views on Brand Equity	17
Table 8. The Historical Development of Private Label Products	24
Table 9. Antecedents of Consumers' Intention to Buy PLB	29
Table 10. Economic Distinctions Table.....	32
Table 11. Contextual Relationships within the Scope of the Thesis.....	39
Table 12. Research Dimensions and Likert Type Statements	47
Table 13. Demographic Qualities of BIM Participants	49
Table 14. Shopping Frequency of BIM Customers	50
Table 15. Most Favorite Private Label Category of BIM Customers.....	50
Table 16. Private Label Share in Grocery Shopping of BIM Customers	51
Table 17. SEM Evaluation Process for BIM analyses.....	52
Table 18. PL Sensory Brand Experience Fitness Indexes	53
Table 19. PL Emotional Brand Experience Fitness Indexes	54
Table 20. PL Intellectual Brand Experience Fitness Indexes	54
Table 21. PL Behavioral Brand Experience Fitness Indexes.....	55
Table 22. Retailer Awareness Fitness Indexes	56
Table 23. Retailer Awareness Fitness Indexes (After First Modification)	56
Table 24. Retailer Awareness Fitness Indexes (Modified).....	57
Table 25. Retailer Perceived Quality Fitness Indexes	58
Table 26. Retailer Perceived Quality Fitness Indexes (First Modification)	59
Table 27. Retailer Perceived Quality Fitness Indexes (Second Modification).....	59
Table 28. Retailer Loyalty Fitness Indexes.....	60
Table 29. Retailer Loyalty Fitness Indexes (Modified).....	61
Table 30. Retailer Associations Fitness Indexes.....	62
Table 31. Retailer Associations (after first modification)	62
Table 32. Retailer Associations Fitness Indexes (After Second Modification).....	63
Table 33. Reliability Tests for Private Label Brand Experience Dimensions	63
Table 34. Reliability Tests for Retailer Brand Equity Dimensions	63
Table 35. Fitness Indexes for Private Label Brand Experience Factor.....	64
Table 36. Discriminant Validity Analysis for PL Brand Experience Dimensions	65
Table 37. Covariance Values Among Private Label Brand Experience Dimensions.....	65
Table 38. Standardized Regression Weights Among PL_BX Dimensions	66
Table 39. Fitness Indexes of BIM – RBE Model	67
Table 40. Fitness Indexes of BIM – RBE Model (Modified).....	67
Table 41. RBE Discriminant Validity Analyses for BIM.....	68
Table 42. Fitness Indexes for Private Label Brand Experience Construct	69
Table 43. Measurement Model CFA Fitness Indexes.....	70
Table 44. Measurement Model Discriminant Validity Analysis	70
Table 45. Structural Equation Model Fitness Indexes	71
Table 46. Regression Weights and Significance Levels.....	71
Table 47. Demographic Qualities of Migros Participants	72
Table 48. Shopping Frequency of Migros Customers	73
Table 49. Most Favorite Private Label Category of Migros Customers.....	73

Table 50. Private Label Share in Grocery Shopping of Migros Customers	73
Table 51. SEM Evaluation Process for Migros analyses	74
Table 52. Sensory Brand Experience Fitness Indexes	75
Table 53. PL Emotional Brand Experience Fitness Indexes.....	75
Table 54. PL Intellectual Brand Experience Fitness Indexes	76
Table 55. PL Behavioral Brand Experience Fitness Indexes.....	76
Table 56. Retailer Awareness Fitness Indexes	77
Table 57. Retailer Awareness Fitness Indexes (After First Modification)	77
Table 58. Retailer Awareness Fitness Indexes (Modified).....	78
Table 59. Retailer Perceived Quality Fitness Indexes	79
Table 60. Retailer Perceived Quality Fitness Indexes (First Modification)	79
Table 61. Retailer Perceived Quality Fitness Indexes (Second Modification).....	80
Table 62. Retailer Loyalty Fitness Indexes.....	80
Table 63. Retailer Loyalty Fitness Indexes (Modified).....	81
Table 64. Retailer Associations Fitness Indexes.....	81
Table 65. Retailer Associations Fitness Indexes (After the first modification).....	82
Table 66. Retailer Associations Fitness Indexes (Modified).....	82
Table 67. Reliability Tests for Private Label Brand Experience Dimensions	83
Table 68. Reliability Tests for Retailer Brand Equity Dimensions	83
Table 69. Fitness Indexes for Private Label Brand Experience Factor.....	84
Table 70. Fitness Indexes for Private Label Brand Experience Factor (Modified)	85
Table 71. Discriminant Validity Analysis for PL Brand Experience Dimensions	86
Table 72. Covariance Values Among Private Label Brand Experience Dimensions.....	86
Table 73. Standardized Regression Weights for PL_BX Dimensions	86
Table 74. Migros – RBE Model Fitness Indexes	87
Table 75. Migros – RBE Model Fitness Indexes (Modified)	88
Table 76. Migros – RBE Discriminant Validity Analyses	89
Table 77. Fitness Indexes for Private Label Brand Experience Construct	90
Table 78. Fitness Indexes for Private Label Brand Experience Construct (Modified).....	90
Table 79. Measurement Model CFA Fitness Indexes.....	91
Table 80. Measurement Model Discriminant Validity Analysis	92
Table 81. Structural Equation Model Fitness Indexes	92
Table 82. Standardized Regression Weights and Significance Levels	93

LIST OF FIGURES

Figure 1. The Wheel of Retailing	6
Figure 2. Market Shares of Traditional and Modern Groceries Over the Years	10
Figure 3. Dimensions of Brand Knowledge	13
Figure 4. CBBE Pyramid	14
Figure 5. Five Dimensions of Brand Equity	16
Figure 6. A Consumer-Based Retailer Brand Equity Measurement Model	20
Figure 7. Conceptual framework for measuring customer-based retail equity.....	20
Figure 8. Conceptual framework for measuring customer-based retail equity.....	21
Figure 9. Progression of Economic Value	32
Figure 10. Traditional Marketing vs. Experiential Marketing.....	34
Figure 11. The Four Realms of Experience	35
Figure 12. An Expanded Model of Consumption Experience.....	36
Figure 13. 4 Factor 12 Item Brand Experience Model	37
Figure 14. Proposed Research Model	44
Figure 15. Private Label Sensory Brand Experience CFA	53
Figure 16. Private Label Emotional Brand Experience CFA	53
Figure 17. Private Label Intellectual Brand Experience CFA	54
Figure 18. Private Label Behavioral Brand Experience CFA	55
Figure 19. Retailer Awareness CFA	56
Figure 20. Retailer Awareness CFA (First Modification)	56
Figure 21. Retailer Awareness Model (Modified).....	57
Figure 22. Retailer Perceived Quality.....	58
Figure 23. Retailer Perceived Quality (After First Modification)	59
Figure 24. Retailer Perceived Quality (Second modification).....	59
Figure 25. Retailer Loyalty CFA	60
Figure 26. Retailer Loyalty CFA (Modified).....	61
Figure 27. Retailer Associations CFA	61
Figure 28. Retailer Associations CFA (After first modification)	62
Figure 29. Retailer Associations CFA (After Second Modification)	62
Figure 30. PL Brand Experience CFA Analysis (Unconstrained Model)	64
Figure 31. Retailer Brand Equity Model for BIM	66
Figure 32. Retailer Brand Equity Model for BIM (Modified).....	67
Figure 33. Private Label Brand Experience 2 nd Order CFA	68
Figure 34. PL Brand Experience and Retailer Brand Equity Measurement Model.....	69
Figure 35. Structural Equation Model for BIM	71
Figure 36. Private Label Sensory Brand Experience CFA	75
Figure 37. Private Label Emotional Brand Experience CFA	75
Figure 38. Private Label Intellectual Brand Experience CFA	76
Figure 39. Private Label Behavioral Brand Experience CFA	76
Figure 40. Retailer Awareness CFA	77
Figure 41. Retailer Awareness CFA (First Modification)	77
Figure 42. Retailer Awareness Model (Modified).....	78
Figure 43. Retailer Perceived Quality.....	79
Figure 44. Retailer Perceived Quality (After first modification).....	79
Figure 45. Retailer Perceived Quality (After second modification)	80
Figure 46. Retailer Loyalty CFA	80

Figure 47. Retailer Loyalty CFA (Modified).....	81
Figure 48. Retailer Associations CFA	81
Figure 49. Retailer Associations (After the first modification)	82
Figure 50. Retailer Associations CFA (Modified).....	82
Figure 51. PL Brand Experience CFA Analysis (Unconstrained Model).....	84
Figure 52. PL Brand Experience CFA Analysis (Unconstrained Model)	85
Figure 53. Retailer Brand Equity Model for Migros	87
Figure 54. Retailer Brand Equity Model of Migros (Modified)	88
Figure 55. Private Label Brand Experience 2 nd Order CFA	89
Figure 56. Private Label Brand Experience 2 nd Order CFA (Modified).....	90
Figure 57. Measurement Model for Migros Analyses	91
Figure 58. Structural Equation Model for Migros	92



Yalova Üniversitesi Sosyal Bilimler Enstitüsü Yüksek Lisans Tez Özeti

Tezin Başlığı: Perakendeci Marka Denkliği Üzerinde Özel Marka Deneyiminin Rolü	
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Perakende sektörü müşterilerin ihtiyaç ve talepleriyle sürekli gelişmekte olan bir sektördür. Ülkemizde ve dünyada çok farklı perakende türleri bulunmaktadır. Perakendeciler tüketim zincirinin halkalarından birisi olmaktan çıkıp, ulusal ve uluslararası markalar haline gelmişlerdir. Bu tez çalışmasının amacı gün geçtikçe perakende sektörünün vazgeçilmezleri arasında yerini sabitleyen özel markalı ürünlerle tüketicilerin edindikleri deneyimlerin perakende mağazalarının marka denklikleri üzerindeki rolünü incelemektir. Spesifik olarak marka deneyimi kavramını özel markalar açısından ele alarak özel markalı ürünlerle elde edilen marka deneyiminin perakendecinin marka denkliğini oluşturan boyutlar üzerinde ne tür etkilerinin olduğunun araştırılmasıdır. Özel markalı ürünler sağladıkları avantajlarla perakendeciler için vazgeçilmez hale gelmişlerdir. Çalışmanın amacını gerçekleştirmek için test edilmek üzere bir araştırma modeli ve hipotezler geliştirilmiştir. Çalışmanın saha araştırması Türkiye perakende sektöründe kendi kategorilerinde öncü konumda olan iki farklı perakende devinin (BİM ve Migros) müşterilerine yönelik olarak gerçekleştirilmiştir. Geliştirilen araştırma modeli yapısal eşitlik modellemesi prosedürleri açısından ele alınarak test edilmiştir. Araştırma sonucunda her iki perakendecinin marka denkliği üzerinde özel markalı ürün marka deneyiminin anlamlı ve olumlu yönde etkileri ortaya çıkmıştır. Marka deneyim ölçeğinin özel markalara uygulanması ve bunun perakendeci marka denkliği üzerindeki rolünün incelenmesi literatüre bir katkı sunmaktadır.	
Anahtar Kelimeler: Marka Deneyimi, Marka Denkliği, Özel marka, Perakendeci Marka Denkliği	

Yalova University Institute of Social Sciences Master Thesis Abstract

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The retail industry is constantly evolving with the needs and demands of customers. There are many different types of retailers in our country and in the world. Retailers have become national and international brands rather than being one of the rings of the consumption chain. The purpose of this thesis is to examine the role of private label brand experience on retailer brand equity since private label products have gained an irrevocable place in the retailing sector. Specifically, the purpose is to examine the concept of private label brand experience and investigate the effects of brand experience obtained with private label products on the dimensions that make up the retailer brand equity. Private label products have become indispensable for retailers with the advantages they provide. A research model and hypotheses have been developed to be tested to achieve the purpose of the study. The field research of the thesis was carried out for the customers of two different retail giants (BİM and Migros), which are pioneers in their categories in the Turkish retail sector. The developed research model has been tested in terms of structural equation modeling procedures. Research results revealed significant and positive effects of private label brand experience on the brand equity of both retailers. Application of the brand experience scale to private labels and examining its role on the retailer brand equity makes the present thesis a contribution to the pertinent literature.	
Keywords: Brand Experience, Brand Equity, Private Label, Retailer Brand Equity	

INTRODUCTION

FMCG retailers are an important part of daily life in the 21st century. Traditionally, they are considered as the last link in the chain of delivery. To keep pace with the needs of the time, the retailing sector is always in a continuous change. It has come a long way from being a middleman to being an experience provider. Nowadays, the sector is highly competitive and players are abundant. In the past, the main aim of retailers was to satisfy the various needs of customers through providing goods. Nowadays, as the needs and demands of customers have changed, retailers also changing with the way they handle their marketing strategies and product categories. They are benefiting from new technologies and creating experiential environments. There are many alternatives to any retailer, that's why the players have to make a difference through their services and products to put forward their brand in the competitive market.

As one of the strong elements of the economy, retail stores are behaving as brands. Since retailer stores can be considered as brands, the way their equity is measured is not any different from other brands (Pappu and Quester, 2006b).

There are various approaches to the concept of brand equity. Most adapted brand equity theories belong to Aaker (1991) and Keller (1993). Both of them are similar because they are studying equity from the customers' standpoint (Pappu et al., 2005). The present thesis adopted the customer-based brand equity approach developed by Aaker (1991). According to the latent literature, customers are more accustomed to brands with higher brand equity. Retailer brands are no exception. Musekiwa et al. (2013) reconceptualized Aaker's approach and used its model to measure a retailer's brand equity. Their approach to retailer brand equity was adopted and used to measure retailer brand equity of BIM, a discount store chain, and Migros, a supermarket chain in Turkey.

Retailer brand equity has four main dimensions. Namely, "retailer brand awareness, retailer perceived quality, retailer brand loyalty, and retailer brand associations" (Musekiwa et al., 2013).

Private label products are owned and sold by the retailers and they are one of the tools implemented by retailers in an attempt to create a difference in the competition (Kılıç and Altıntaş, 2009: 154). The foundation of the present thesis was grounded on the idea of customers' private label brand experience.

Brand experience model of Brakus et al. (2009) was applied to many goods and service brands in the past. The model has four sub-dimensions. Namely, "sensory brand experience, emotional brand experience, intellectual brand experience, and behavioral brand experience". The thesis is an attempt to apply the aforesaid brand experience scale to private label products, and this attempt makes the present thesis valuable.

The main problematic of the thesis is to reveal if there is a relationship between private label brand experience and retailer brand equity. Within the scope of the thesis private label brand experience and retailer brand equity concepts are examined thoroughly. In this regard, the purpose of this study is to investigate the role of private label brand experience

on retailer brand equity. Thus, the main research question we seek to answer is “*Does private label brand experience affect retailer brand equity?, If yes, then how?*”

Today's more focused and professional customer population and competitive conditions have made retailers seek alternative differentiation and competitive advantage through innovative technology and marketing strategies. According to the literature, the role of consumers' private label brand experience on retailer brand equity has not drawn much attention so far, and this makes the current thesis a contribution to the literature.

When the related literature is examined, it is seen that the brand experience theory is analyzed in different ways in different sectors and different service groups. With this study, the concept of brand experience has been applied to private label products. In addition to this, although there are studies that reveal the relationships between brand experience and brand equity, the number of studies dealing with the subject from the point of private label brand experience in association with retailer brand equity is almost nonexistent. In this context, it can be stated that this study is capable of contributing to the related literature with this aspect. The study is important for practitioners since it shows the undeniable importance of private label brand experience on the retailer brand equity for the retailers. As leading players of the Turkish retailing sector, BIM and Migros differ from one another in terms of management and marketing strategies, target groups, ways of doing business, etc. and yet the thesis successfully examined them in terms of private label brand experience and retailer brand equity. This fact is yet another angle, which makes the study different. All these reasons can be expressed as some of the parameters that reveal the importance of this study.

As part of the thesis, a thorough literature review is done, and then a field research is carried out through an online questionnaire. The data obtained from the field research is analyzed as specified in the methodology chapter.

This thesis is organized as follows; in the first two chapters of the thesis, the theoretical framework for retailing, customer-based brand equity, brand experience, and private label concepts are examined thoroughly. Journal articles, books, reports, websites, etc. of both national and international databases were scanned in depth. Besides, examples from the existing literature are provided, which proves that there is a contextual relationship among the variables of the thesis.

In the third chapter, the research methodology is explained. In order to find answers to the research question and four consecutive hypotheses, an online questionnaire on the customers of two forerunner retailers were carried out. These two stores were preferred for the field research as they are the leading players in the Turkish retailing sector and due to the differences in their private label marketing strategies and customer portfolios.

In the last chapter, data analysis and findings of the study are included. It is hoped that the findings of the study will modestly provide meaningful and important contributions to literature and practitioners.

CHAPTER 1: CUSTOMER-BASED RETAILER BRAND EQUITY

1.1. Retailing

In our everyday lives, we shop nearly every day from retail stores to satisfy our wide-ranging needs, such as eating, drinking, dressing, relaxing and having fun. While such stores sell a range of goods and services to meet our needs, they also provide different experiences for us (Varinli and Oyman, 2013).

Gilbert (2003: 6) defines retailing as “any business that directs its marketing efforts towards satisfying the final consumer based upon the organization of selling goods and services as a means of distribution.”

Retailing is one of the cornerstones of many economies in the world. Especially, food retailers are spread all over the world from America to China on a global scale. For example, McDonald's, which we all know, has more than 8000 sales stores in 87 countries, and Wal-Mart, another US-based retailer that we have begun to hear recently, has a network of stores extending from China to Brazil (Varinli and Oyman, 2013).

Manufacturers sell their products to wholesalers; then, the wholesalers sell the products they purchase to the retailers, while the retailer sells the products they buy to the consumers. We, the consumers, go to retailer stores and buy the products we need (Varinli and Oyman, 2013). That's why; “retailers are often referred to as middleman or intermediaries”. The word ‘retailing’ is thought to have its roots in the old French word ‘retailer’, which means “a piece of or to cut up”. It is like they are acquiring the bulk from the manufacturers and dividing and selling to the end customers (Gilbert, 2003).

Table 1. The Revolution in Retailing

From market driven	➡ to market driving
Fragmented	Consolidated
Local	Global
Traditional stores	Innovative formats
Marketplace	Marketspace
Merchants	Retail brand managers
Unsophisticated	Technology intensive
Owner operated	Systems-driven
Vulnerable	Powerful

Source: (Kumar, 1997: 831)

There have always been some shifts in the retailing industry. These shifts are significant for the retail sector, which had often been forced by the market than manufacturers because they were smaller in size, more versatile, and closer to end customers (Kumar, 1997). Table 1. shows how these shifts affected the retailers. In the past they were driven by the market, but now they are driving the market.

A retailer that was not driven by the market received instant customer reaction, and either had to change or worse, to quit business. Nowadays, a range of stores such as “Ahold, Amazon, Bed, Bath, and Beyond, Benneton, Body Shop, Carrefour, Car Max, Hermes and Mauritz, Home Depot, IKEA, Makro, Seven-Eleven, Victoria's Secret, Wal-Mart, and Zara” are transforming the retail environment and influencing the buying preferences and behaviors of consumers. For example, Wal-Mart has told customers not to shop around for sales but to purchase from them at everyday low prices. All these revolutionary retailers

reshape the value chain, as well (Kumar, 1997: 834). They have control over manufacturers and consumers; thus, they are driving the market.

Retailers are individuals and organizations that operate in order to bring products and services to consumers and provide various benefits. In this context, retailers are businesses that supply goods and services to customers for personal use or consumption of their family. Today, the concept of the retailer is defined as intermediaries that market the perfect shopping experience with the variety of goods and services to end consumers in order to satisfy consumer needs and desires (Varinli and Oyman, 2013).

There is constant change in retailing with its ongoing development. Once the manufacturers were the decision-makers within the sector, but the 2000s witnessed the power of retailer brands challenging the position of suppliers. Traditional small businesses and co-operatives, which were independently owned, lost their market shares to big and various chains run by prevailing establishments. As the retail structure becomes increasingly developed with these large-scale chains, their turnover and profit are more visible (Gilbert, 2003). The most important factor underlying the developments in retailing in recent years is the consumer (Savaşçı, 2003: 85).

Retail channels of old-style have lost power as retailers strive to offer one-stop shopping convenience. Numerous retailers have increased the variety of their merchandise offering to appeal to a wider customer groups (Pepe et al., 2011: 29).

Retailing is an important part of economic life as it affects and affected by people's lives. It is gradually being looked upon as an important economic activity and its influence on society is accepted by general public. Retailing industry is being placed at such an important position as a result of their yearly turnovers, which are comparable with the largest businesses in other service industries. They are observed to have more power than ever before due to their contribution to the economies in the modern times (Gilbert, 2003).

Evidently, retailers, especially in the food sector, have become bigger. However, the importance of the retail sector is not limited to their visible share in economy. Gilbert (2003) defines other factors illustrating the growing importance of the retail sector as following:

- large and increasing contribution to GDP
- major employer
- retailers as gatekeepers
- retailers diversifying their activities
- organizations growing on an international scale
- size of operations allowing for supply chain control
- blurring of areas of retail to include wider area of business activity (Gilbert, 2003: 5).

As retail is a different and dynamic sector that offers a wide range of products and/or services to consumers, it is accepted that retailers as a whole are an important force for the entire supply chain. In addition, retailing has significant effects on the sustainable performance of the national economy. Food retailing is also a developing sector for the Turkish economy (Kılıç and Şenol, 2010).

1.1.1. Functions of retailing

Zentes et al. (2017) summarizes the functions of traditional retailing as following in the light of the extant literature:

- **Creating an Assortment:** Manufacturers can produce large quantities of a limited product category, but the customers seek for a range of products. It is retailers' number one function to offer variety to the customers.
- **Breaking Bulk:** Manufacturers in general prefer to sell in bulk. However, as their name connotes, retailers function as a breaker for the sake of the customer.
- **Bridging Space and Time:** This function has to do with the logistics side of the retailing. They work as a bridge between manufacturer and customer, providing space and time value for the customer.
- **Creating Demand:** This function includes market analysis, evaluation and identification of consumer needs, as well as providing suppliers with this information (or using this information to build satisfactory product ranges). It involves passing information from the individual product supplier to the consumer about products, trends and technologies.
- **Carrying out Transactions:** Retailers provide goods at certain prices without negotiation. Customers pay at the checkout in one way or another and thus the transaction is sealed.
- **Product-related Services:** Even it is not observed at all types of retailers, some services such as final assembly, customer services, providing craftsman are common in the sector. Retailers aim to create difference through their service.

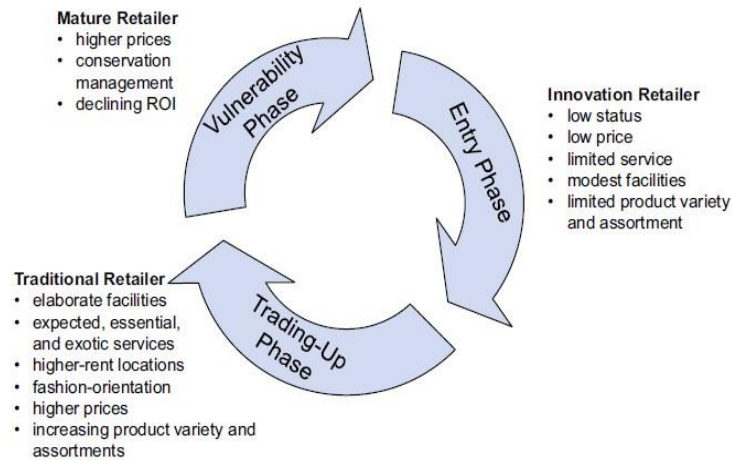
1.1.2. Types of retailing

There are various types of retailers across the globe. Retailers are ranging from small, independent grocery stores to highly organized multi-level department stores. The most common modern retail formats could be grouped into 9 categories; "malls, hypermarkets, cash & carry stores, supermarkets, specialty stores, discount stores, department stores, convenience stores and e-retailer" (Imran and Sherwani, 2017: 22). They can be classified into categories on the basis of below factors:

- The nature of merchandise and service offered by the retailer
- The pricing policy of the merchandise by the retailer
- The retailer's approach to advertising and promotional programs
- The retailer's approach to the design of the store as well as to visual merchandising
- The choice of location preferred by the retailer for the above, and
- The size of the store (LPU, 2012: 35).

There are several theories that describe the retail industry's present structure and project future growth of existing and emerging retail formats. In this sense, two particularly important theories are the wheel of retailing and the retail lifecycle (Zentes et al., 2017).

Figure 1. The Wheel of Retailing



Source: (Zentes et al., 2017: 28)

Figure 1. explains the retailers market approach. During the entry phase retailer try to gain the customers' attention with their above mentioned qualities. At the beginning they usually offer low prices for their limited product variety. At the second phase, the retailers start trading up. They elaborate their facilities, increase their product variety and also the above-mentioned qualities. The wheel of retailing theory also suggests that when there is a new player in the game, the retailer will turn into phase one and lower its prices to keep its current customers (MBN, n.d.).

Table 2. The Retail Lifecycle

	Development	Introduction	Growth	Maturity	Decline
Sales	low/growing		rapid acceleration	high, levelling off	dropping
Profitability	negative to break even		high yield	high/declining	low to break even
Positioning	concept innovation		special needs	broad market	niche
Competition	none		limited	extensive/ saturation	intensive/ consolidated

Source: (Zentes et al., 2017: 29)

Table 2. explains the stages in the retailing industry similar to the wheel of retailing theory, the retail lifecycle starts with development and introduction phase in which sales are low, profitability is almost negative. Following the introductory phase, there are growth, maturity and decline phases as explained above.

1.1.3. Developments in retailing in Turkey and the world

Table 3.Top 250 Retailers in the World

Top 250 rank	Change in rank	Name of company	Country of origin	FY2017 Retail revenue (US\$M)	FY2017 Retail revenue growth	FY2017 Net profit margin	FY2017 Return on assets	FY2012-2017 Retail revenue CAGR*	# Countries of operation	% Retail revenue from foreign operations
1	↔	Wal-Mart Stores, Inc.	US	500,343	3.0%	2.1%	5.1%	1.3%	29	23.9%
2	↔	Costco Wholesale Corporation	US	129,025	8.7%	2.1%	7.5%	5.4%	12	27.2%
3	↔	The Kroger Co.	US	118,982	3.2%	1.5%	5.1%	4.2%	1	0.0%
4	↑ +2	Amazon.com, Inc.	US	118,573	25.3%	1.7%	2.3%	18.0%	14	36.8%
5	↓ -1	Schwarz Group	Germany	111,766	7.4%	n/a	n/a	7.5%	30	58.9%
6	↑ +1	The Home Depot, Inc.	US	100,904	6.7%	8.6%	19.4%	6.2%	4	8.4%
7	↓ -2	Walgreens Boots Alliance, Inc.	US	99,115	2.1%	3.5%	6.2%	6.7%	10	11.9%
8	↔	Aldi Einkauf GmbH & Co. oHG	Germany	98,287 ^e	7.7%	n/a	n/a	7.2%	18	65.1%
9	↑ +1	CVS Health Corporation	US	79,398	-2.1%	n/a	n/a	4.5%	3	0.8%
10	↑ +1	Tesco PLC	UK	73,961	2.8%	1.5%	1.9%	-2.4%	8	20.7%
Top 10 ¹				1,430,353	6.1%	2.0%	5.5%	3.7%	12.9 ²	25.1%
Top 250 ¹				4,530,059	5.7%	2.3%	5.0%	3.3%	9.5 ²	23.6%
Top 10 share of Top 250 retail revenue				31.6%						

*Compound annual growth rate

¹ Sales-weighted, currency-adjusted composites

² Average

e = estimate

n/a = not available

Source: Deloitte Touche Tohmatsu Limited. Global Powers of Retailing 2019. Analysis of financial performance and operations for fiscal years ended through June 2018 using company annual reports, Supermarket News, Forbes America's largest private companies and other sources.

Carrefour S.A. has been excluded from this year's report at the company's request.

150 BİM Birleşik Mağazalar A. Ş. Turkey 6,792 6,792 237 Discount Store 3 20.1%

225 Migros Ticaret A. Ş. Turkey 4,206** 4,206** 140 Supermarket 3 18.8%

237 A101 Yeni Mağazacılık A. Ş. Turkey 3,892e 3,892e n/a Discount Store 1 46.4%

Source: (Deloitte, 2019)

Table 3. shows the leading retailers globally. According to their report Top 250 retailers revenue reaches to 4.74 trillion US dollars. Top 10 of the list is dominated by American companies. There are only three European companies in the top 10. In order to get into the top 250 list a retailer has to have an annual revenue of 3.9 billion US dollars. Only three retailers from Turkey made into the list in the year of 2019 and they were BIM, Migros and A101.

Table 4. Top 100 Retailers in Turkey

2017 Rank	Company Title	Trademark	2016 Net Sales (TL)
1	BİM BİRLEŞİK MAĞAZALAR A.Ş.	BİM	20.071.717.000
2	MİGROS TİC. A.Ş.	MİGROS, TANSAS, MACTOCENTER, RAMSTORE	11.059.224.000
3	LC WAIKIKI MAĞAZACILIK HİZMETLERİ TİC. A.Ş.	LC WAIKIKI	9.538.187.277
4	CARREFOURSA CARREFOUR SABANCI TİC. MER. A.Ş.	CARREFOUR	4.492.266.037
5	TEKNOSA İÇ VE DIŞ TİC. A.Ş.	TEKNOSA	3.074.087.000
6	MEDİA MARKT TURKEY TİCARET LTD. ŞTİ.	MEDIAMARKT	3.004.894.277
7	BİZİM TOPTAN SATIŞ MAĞAZALARI A.Ş.	BİZİM MARKET	2.793.159.503
8	GEN-PA TELEKOMÜNİKASYON VE İLETİŞİM HİZM. SAN. VE TİC. A.Ş.	GENPA	2.508.984.938
9	KOTON MAĞAZACILIK TEKSTİKL SAN. VE TİC. A.Ş.	KOTON	2.404.761.651
10	TESCO KİPA KİTLE PAZ. TİC. VE GIDA SAN. A.Ş.	TESCO KİPA	2.338.293.000

Source: (Kutsal, 2018)

Table 4. shows the top 10 retailers in Turkey for the year of 2017. Half of the retailers in the list are FMCG providers, which shows that they are powerful elements in the market, and deserve the attention they get.

Table 5. Global Retailer Development Index

2019 Global Retail Development Index™

2019 Rank	Country	Region	Population (mn)	GDP PPP/Cap (US\$)	National retail sales (US\$ bn)	MA	CR	MS	TP	Final score	Rank vs. 2017
						(25%)	(25%)	(25%)	(25%)		
1	China	Asia East	1,394	18,110	3,869	100.0	72.7	18.9	88.4	70	1
2	India	Asia South	1,371	7,874	1,202	60.2	60.9	66.8	88.8	69.2	-1
3	Malaysia	Asia South East	32	30,860	110	76.9	87.8	23.1	59.9	61.9	0
4	Ghana	Africa West	29	6,452	24	18.3	42.3	96.6	79.5	59.2	27
5	Indonesia	Asia South East	265	13,230	396	51.7	50.2	53.2	79.8	58.7	3
6	Senegal	Africa West	16	3,651	10	7.3	24.3	91.4	99.2	55.6	New
7	Saudi Arabia	MENA ME	33	55,944	125	84.4	69.4	16.1	49.9	54.9	4
8	Jordan	MENA ME	10	9,433	15	44.2	51.1	60.1	59.4	53.7	7
9	UAE	MENA ME	10	69,382	78	86.0	100.0	0.5	24.6	52.8	-4
10	Colombia	America South	50	14,943	101	46.7	71.9	42.2	43.8	51.1	0
11	Vietnam	Asia South East	95	7,511	109	25.1	25.3	61.6	88.7	50.2	-5
12	Morocco	MENA NA	35	8,933	47	32.9	53.7	63.0	51.0	50.2	-5
13	Peru	America South	32	14,224	66	42.7	63.1	47.2	47.1	50	-4
14	Dominican Rep	America Central	11	18,425	30	50.0	17.5	61.6	59.1	47	-1
15	Kazakhstan	Asia Central	18	27,550	53	53.4	38.8	65.0	30.9	47	1
16	Brazil	America South	209	16,154	472	65.5	67.4	25.4	28.1	46.6	13
17	Bulgaria	Europe East	7	23,156	23	65.3	61.3	10.5	47.2	46.1	New
18	Sri Lanka	Asia South	22	13,397	35	23.9	38.5	72.0	48.0	45.6	-6
19	Azerbaijan	Asia Central	10	18,076	15	34.7	23.5	82.8	40.6	45.4	4
20	Philippines	Asia South East	107	8,936	148	29.4	37.7	35.2	75.7	44.5	-2
21	Paraguay	America South	7	13,395	13	20.7	15.0	85.6	56.5	44.5	-2
22	Turkey	Europe East	81	27,956	208	60.3	58.3	33.6	24.8	44.2	-18
23	Russia	Europe East	147	29,267	497	79.8	36.0	0.0	58.8	43.6	-1
24	Thailand	Asia South East	66	19,476	146	50.3	51.8	10.4	59.3	43	6
25	Tunisia	MENA NA	12	12,372	14	27.4	34.0	69.4	37.5	42.1	-1
26	Egypt	MENA NA	97	13,366	116	21.6	15.7	68.5	59.8	41.4	New
27	Serbia	Europe East	7	17,555	20	52.0	45.3	13.0	48.9	39.8	8
28	Tanzania	Africa East	59	3,444	24	0.0	12.0	96.0	45.7	38.4	-7
29	Guatemala	America Central	17	8,436	38	31.8	6.9	66.3	39.3	36.1	5
30	Nigeria	Africa West	196	6,027	105	12.4	8.0	90.2	32.7	35.8	-3

Notes: MA is market attractiveness. CR is country risk. MS is market saturation. TP is time pressure. The change in rankings vis-à-vis 2017 considers the total set of countries rather than just 30.

Sources: EIU, IMF, Planet Retail, Euromoney, World Bank, Doing Business, WEF, United Nations, Population Reference Bureau, press articles; A.T. Kearney analysis

Source: (2019 GRDI Highlights, n.d.)

The above GRDI list placed Turkey at the 22nd position in terms of “market attractiveness, country risk, market saturation and time pressure”. Their research states that “Turkey still ranks in the Index but plummeted 18 positions due to serious political challenges and inflation. The country saw no major retail investment earlier in the year, but it remains one of Europe’s largest consumer markets.”

Table 6. Swot Analysis of the Turkish Retailing Sector

Strengths	Weaknesses	Opportunities	Threats
• Flexible production • Quality workforce • Geopolitical location • Young population • Increased purchasing power	• Vocational education • Insufficient human resources • Street shops not developing • Lack of equity of Enterprises	• Increase in the number of tourists • Low organized retail • Interest of foreign brands • Unsaturated foreign market potential	• Negativities in the region • Exchange rate • Imitation • Informality • Protection measures • Global warming

Source: (Cem Boyner's foresight: Mobile Age is Coming for Retailing, 2014)

Table 6. provides a valuable insight regarding the strengths and weaknesses of the Turkish retailing sector. Cem Boyner is a successful businessman in the Turkish textile industry (www.wikipedia.org, n.d.).

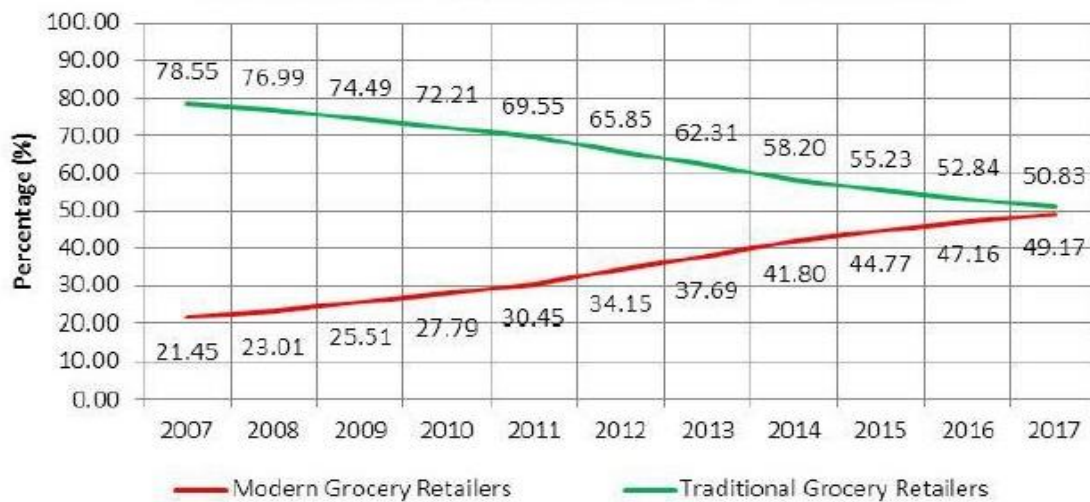
One of the key reasons for the changes in the retail sector in Turkey, especially since the 1990s, is the changes that have taken place in society and in the family. Consumers have become more aware and more informed than the past and women have a greater role in working life. However, with the increase in the number of foreign retailers operating in the retail sector since the 1990s and the opening of specialized stores in certain product groups have increased the competition in the retail sector (Yeniçeri et al., 2010: 368). The increase in foreign investments and imports with the outward opening policy implemented in 1980 marked the beginning of a rapid retail sector growth in Turkey (Ersun and Arslan, 2008: 50).

Rising levels of competition today make it important for retailers to constantly improve the marketing mix and to introduce new approaches to influence customer preferences. Retail companies compete with each other, with product differentiation based on goods and services and service delivery, pricing strategies based on price differentiation, various sales development efforts and marketing strategies with various promotion strategies including limited amounts of advertising and promotion activities. With this dimension, the retail sector shows a highly dynamic structure, and the retail sector is experiencing rapid changes (Polat and Kültür, 2007: 110).

The start of modern retailing in Turkey coincides with years 1954-1957. Despite some industry-related attempts after Migros and Gima, no substantial progress was made until the 1980s. In 1980, Turkey met with "customer-centric sales" The next step in Turkish marketing corresponds with the 1990s, when some international retailers started coming to Turkey and a new marketing age began with some revolutionary ideas like "customer service," "relationship marketing. "As the time came to the 2000s, the retail industry became more competitive, control moved towards consumers, and market supremacy passed from producer to customer. The sector rapidly encountered chain stores. At the time, big hypermarkets were "Migros, Carrefoursa, Bim, Makro, Beğendik, Yimpas, Kipa, Metro, etc" (Çınar, 2016: 4).

The food retail sector accounts for 62% of total retail sales, of which traditional retailers account for about 80%. Turkey is in the lowest ranks on per capita retail food sales in Europe. Food is the second largest expense item in Turkish households, and traditional channels make up about 80 per cent of total expenses for food. The breakdown of food consumption in organized and traditional retail and European rankings suggests tremendous growth potential in the food industry for organized retail (PWC Report, 2016). This report suggests that the Turkish retail industry is expected to grow with changes in the sector.

Figure 2. Market Shares of Traditional and Modern Groceries Over the Years



The above Figure 2. taken from a report issued by USDA Foreign Agricultural Service (Erdogan, 2018: 1) indicates that the gap between modern grocery retailers and traditional grocery retailers are closing in the favor of modern grocery retailers.

Discount stores are one of the types of retailers that emerged due to the changes and developments in the retail sector. It is noted that consumers prefer discount stores, especially in times of economic difficulties. It is also noted that the number of discount stores in Turkey has increased during this period (Yeniçeri et al., 2010).

Studies in the retail industry indicate that factors such as the store's interior and exterior design (showcase, layout, decoration and lighting etc.) have become more prominent today, reflecting on the different lifestyles and consumer culture (Polat and Kültür, 2007). In Turkey, lots of new shops have opened in recent years, and this has turned shopping into a social experience, and access opportunities for retail stores have increased for both retailers and end-customers (Ersun and Arslan, 2008).

Below are some of the causes of the severe competition in the Turkish food retailing market could be outlined as following:

- Too many and equal opponents
- Slow market development
- High fixed costs or storage costs

- No differentiation or transition costs
- Increased capacity in large quantities
- Different opponents
- High strategic interests
- High exit barriers (Görmez, 2017).

1.1.4. Retailers as brands

Formerly, the term brand was applied to only manufacturer brands such as Apple, Pepsi, etc. However, presently, retailers are considered as brands, similar to other product and service providers. A brand is, thus, “a product, but one that adds other dimensions that differentiate it in some way from other products designed to satisfy the same need”. Retail branding strategy is constructed with relation to the brand concept and it transfers all brand characteristics to a retail company. In this case, the stores are the products of the retailers, and they can be marketed just like the products. A retail brand is then “a group of the retailer’s outlets that carry a unique name, symbol, logo, or combination thereof”. Since all retailers could be considered brands, it is safe to say that some of them are strong and some of them are weak. Recognition and appreciation of customers are essential for building strong retail brands. Therefore, retail branding comes as an integrated and comprehensive management notion. On the long run, primary aim of retail branding is achieving customer loyalty just like any other brand and customer’s preference. The reason which makes retailer branding so complex is the numerous variables it includes in itself. Manufacturer brands have only one brand under their umbrella and its relatively easy to manage. On the other hand, the retail brands are formed by many factors such as hundreds of stores at different locations and the employees in those stores. All in all, manufacturers can easily convey their message with their quality products. On the other hand, the retail brands have a lot to handle and their message is hard to convey (Tănase, 2011: 35).

The field of retailing has been experiencing substantial advancement in the way brands are being handled. In order to create better store identities, which are ever richer and more differentiated, companies are making noteworthy efforts focusing on their traditional commercial attributes as well as their corporate features. Simultaneously, private label brands have been under a more specialist treatment. Nowadays, most of the companies perceive them as a major competitive tool, because of their potential for differentiating supply and generating closer bonds with customers (Beristain and Zorrilla, 2011).

In the present thesis, the term retail brand refers to the whole store as a brand. At the present time, retail brands are actually one of the world's most popular corporate brands. These retailers invest heavily in building brand identity and brand equity (Martenson, 2007). By stating so, in the next part, the retail brand equity term in the latent literature is examined.

1.2. Brand Equity

The term brand equity came into existence in 1980s. The most known definition for the term is “the added value with which a brand endows a product” (Farquhar, 1989: 24).

Brand equity refers to a value premium produced by a company when compared with a generic equivalent from a product with a recognizable name. Through making them different, easily recognizable and superior in class and reliability, businesses will build brand equity for their products. Additionally, mass marketing campaigns help to build brand equity as well. When a company has positive brand equity, consumers gladly pay a high price for its goods, even if a rival company might get the same product or service for less. In turn, customers pay a price premium for doing business with a firm they trust and admire (Hayes, 2019).

Another definition for brand equity is “the variance in consumer choice between the focal branded product and an unbranded product given the same level of product characteristics” (Boonghee et al., 2000: 196). Meaning how customers react to two identical products with an only exception of their brand name.

Within the marketing literature the idea of "brand equity" was aimed to measure the relationship between customers and brands (Wood, 2000). Many writers including but not limited to Aaker (1991) and Keller (1993) have been writing about brand equity. Within the context of this thesis mainly their ideas on the subject of brand equity are to be exposed and then the picture will even be more enlarged with many more views on the subject.

Both Aaker (1991) and Keller (1993) focused the subject from the consumers' perspective. Keller (1993) does it more openly and names it - Customer Based Brand Equity (CBBE). Following Keller's point of view, other researches (Pappu et al., 2005; Yoo and Donthu, 2001; Hartman and Spiro, 2005) focused on customer-based brand equity as well.

Brand equity should not be confused with brand valuation. Brand equity represents what a brand means for the consumer, and in fact brand equity is something which contributes to the brand value (Raggio and Leone, 2007). Brand valuation has to do with the financial stand of the brand, and that is used for accounting purposes or for merger, acquisition or divestiture purposes. On the other hand, brand equity has to do with what consumers think about the brand.

Earlier studies in the literature use one of the three models in measuring brand equity: “customer mind-set focus, product market focus, and financial market focus” (Keller and Lehmann, 2001). As it was stated before brand value should not be confused with brand equity (Raggio and Leone, 2007). The focus of the present thesis is on customer mind-set, which has also been named as customer-based brand equity by Keller (1993). The thesis dwells on the concepts of “awareness, loyalty, perceived quality and brand associations, which are defined as dimensions of brand equity” by Aaker (1991).

Baalbaki and Guzmán (2016) is one of the latest studies which came up with a new conceptualization model for brand equity. Their model has four preliminary dimensions: “perceived quality, perceived value, brand preference and sustainability”. In their work, they divided the previous brand equity approaches in two: direct and indirect approaches. The direct approach looks at the concept from the financial point of view, whereas the indirect approach is consumer-centric.

1.2.1. Customer-based brand equity

Keller presents his idea of brand equity from the individual customer's standpoint, and states that

CBBE is the differential effect of brand knowledge on consumer response to the marketing of the brand. That is, CBBE involves consumers' reactions to an element of the marketing mix for the brand in comparison with their reactions to the same marketing mix element attributed to a fictitiously named or unnamed version of the product or service. CBBE occurs when the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in memory (Keller, 1993: 8).

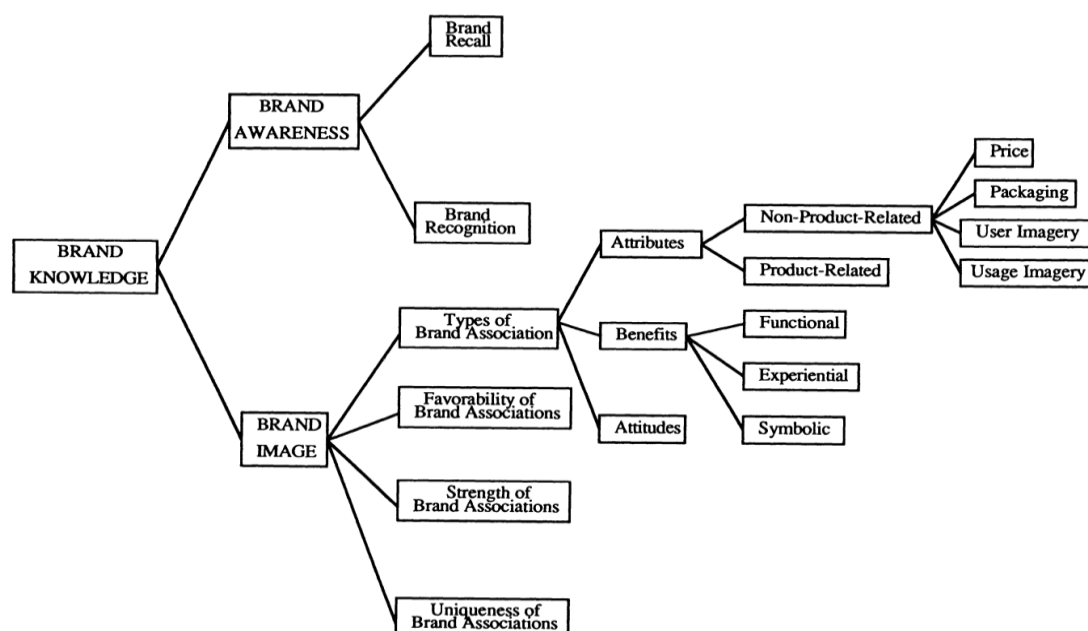
CBBE has to do with what value the consumers give to the brand in their minds (Keller, 1993). CBBE can be viewed as the consumers' response to a brand name (Fayrene and Lee, 2011).

Brand equity can be discussed from the perspective of the manufacturer, retailer, or the consumer (Atilgan et al., 2005). Since his approach is from the individual consumer's point of view, Keller conceptualizes his idea as CBBE. His idea has three main components: "the differential effect of brand, brand knowledge and consumer response".

Brand equity provides different values to consumers and firms and therefore it attracted interest from both practitioners and academics (Raggio and Leone, 2007). Brand equity for consumers helps them reduce the amount of time they spend for the decision-making process, boosts their experience and makes them feel safer through their understanding of equity and brand connotations. Brand equity provides more value to firms in this sense, as it provides opportunities for sustainability of competitive advantage, provides an infrastructure to grow, provides distribution channel effectiveness, often enables higher profits and can further increase brand loyalty (Rasouli, 2016).

1.2.1.1. Brand knowledge

Figure 3. Dimensions of Brand Knowledge



Source: (Keller, 1993: 7)

Brand knowledge is an important aspect of Keller's brand equity model. Figure 3. shows the elements, which make up brand knowledge. Marketing programs employed by a firm regarding a certain brand creates an image in its consumers' minds and that is its most valuable asset (Keller, 1993). Brand knowledge is a key aspect within this context. Brand knowledge constitutes the basis of the brand equity in Keller's CBBE model. Keller (1993) defines brand knowledge in terms of two elements, brand awareness and brand image. Brand awareness has to do with brand recall and recognition performance by consumers. Whereas brand image refers to the association of ideas in relation to the brand consumers have in their minds.

In the meantime, it will be beneficial to seek an answer to the question of "What is a brand?" for the sake of the context. American Marketing Association (www.ama.org, n.d.) defines brand a name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers. Keller (1993) describes these qualities as "brand identities" and their totality as "the brand".

Turkish Industrial Property Law describes brands as:

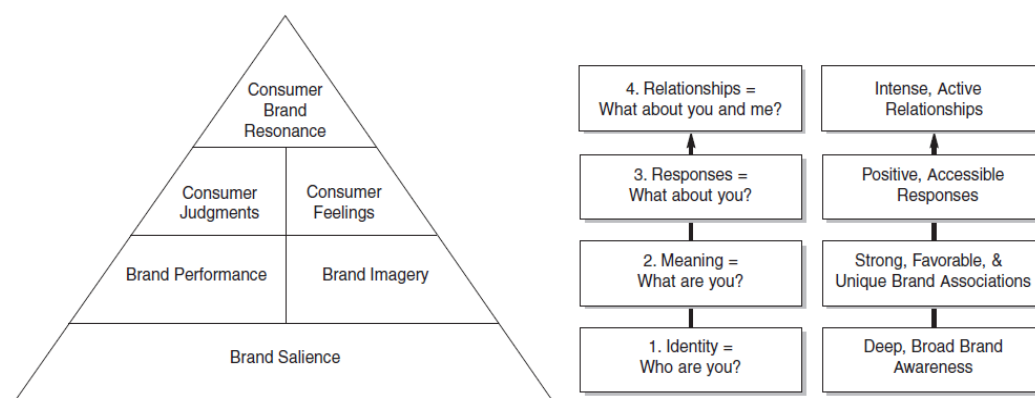
Trademarks may consist of any signs like words, including personal names, figures, colors, letters, numbers, sounds and the shape of goods or their packaging, provided that such signs are capable of distinguishing the goods or services of one undertaking from those of other undertakings and being represented on the register in a manner to determine the clear and precise subject matter of the protection afforded to its proprietor. (www.turkpatent.gov.tr, n.d.: 2).

According to Kotler (2000) "A brand is a name, term, sign, symbol or design or combination of them, intended to identify the goods and service of one seller or group of sellers and to differentiate them from those of competitors"

It is of utmost importance to understand the content and structure of brand knowledge since it is what comes to consumers' minds when they think of the brand (Keller, 1993).

High brand knowledge can enable a brand to find buyers at higher prices, increase the efficiency and productivity of the distribution channel, increase the effectiveness and productivity of marketing programs, and seize sustainable opportunities in the competition (Rasouli, 2016).

Figure 4. CBBE Pyramid



Source: (Keller, 2001: 7)

As the above figure shows, according to Keller (2001) there are 6 stages in creating CBBE. These stages work as a pyramid. The very first stage is creating brand salience that is where the customer asks the first question – “Who are you?” It is the first stage of brand knowledge and it is the most basic building block. Then, in the second step we see brand performance and brand imagery. Here the customer finds a meaning for the brand and comes with strong, favorable & unique brand associations. In the next phase customer gives responses and comes up with judgments and feelings. The last step is where the customer starts to have a relationship with the brand in order to have an intense, active relationship, which is called brand resonance.

1.2.1.2. Brand awareness

Brand awareness is related to “brand recall and brand recognition” performance of customers (Keller, 1993). It can be described as buyer’s ability to recognize a brand within a certain category in adequate detail to make a purchase (Percy and Rossiter, 1992).

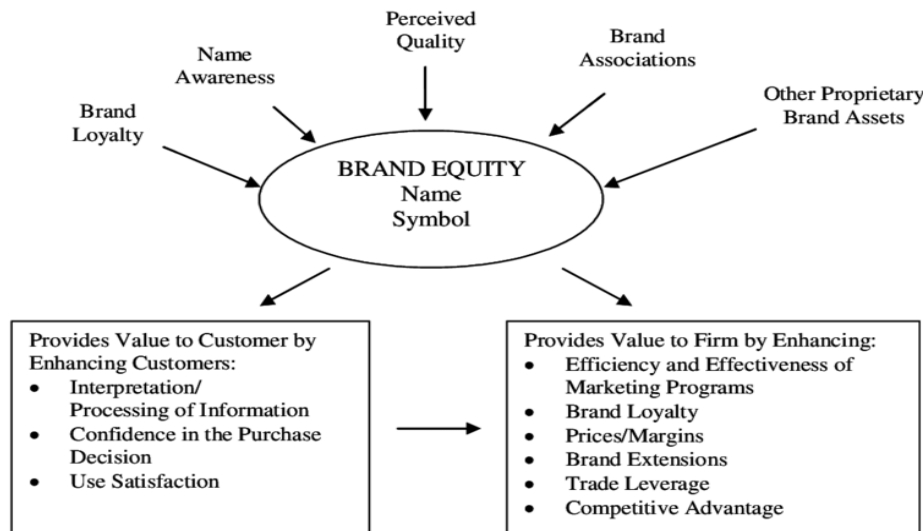
When customers make a purchase of either a product or service, brand awareness comes as a significant instrument. It may work as a tool to reduce customers’ perceived risk evaluation and boost their assurance levels about the purchase decision. If the customers are aware of the brand, there are highly likely to perceive it, less risky and consider it a unique opportunity (Malik et al., 2013).

1.2.1.3. Brand image

Consumers hold brand associations in their memories and their reflections about those associations are named as brand image by Keller (1993). Keller further explains those associations in three categories namely “attributes, benefits and attitudes”. According to Keller the favorability, strength and uniqueness of these associations are of importance since they are distinguishing factors of brand knowledge and therefore of brand equity, mainly in high involvement decision.

According to Aaker (1991) “Brand equity is a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers.” His definition suggests that he is looking at the “brand equity” from the customers’ standpoint as well.

Figure 5. Five Dimensions of Brand Equity



Source: (Aaker, 1991: 28)

As the above figure shows, according to Aaker (1991), brand equity has 5 dimensions; “Brand Loyalty, Brand Awareness, Perceived Quality, Brand Associations, Other Proprietary Assets”.

The above figure also shows that brand equity provides value to both customers and the firms.

Brand equity assets might add or subtract value for customers. They can provide valuable information about products and brands to customers. They can have effects on customer decision making process. Most of all they can provide satisfaction. Knowing that a product is bought from a firm of high brand equity will provide satisfaction for the customers (Aaker, 1991).

As for the firms, brand equity provides a handful of ways to add value by generating marginal cash flow. Firstly, it helps the firms to attract new customers and recapture the old ones. Secondly, brand loyalty provides value to the firm, because it is the most important of all other dimensions since all the other dimensions lead to brand loyalty and it has a direct impact on satisfaction and brand equity. Thirdly, brand equity will allow firms to have price premium and be less dependent on promotions. Fourthly, brand equity will also allow brand extensions, which means growth for companies. Fifthly, strong brand equity provides leverage in business cycles. Finally, brand equity assets works as a barrier for competitors as a competitive advantage (Aaker, 1991).

There are not many academic researchers addressing brand equity measurement per se, because there is a lack of agreement concerning equity studies. Some researchers think that equity should be studied from the company perspective, while others think the opposite and say that it should be studied from the consumers’ perspective (Ailawadi et al., 2003). However, brand equity studies are becoming more and more popular as some researchers have concluded that brands have the utmost value among other assets of the firms (Fayrene and Lee, 2011).

Yoo and Donthu (2001) developed a multidimensional consumer-based brand equity model (MBE), which is drawn up from both Keller (1993) and Aaker's (1991) conceptualizations. Their model encompasses 10 items representing the three dimensions of brand loyalty, perceived quality, and brand awareness/associations. Multistep psychometric tests which they employed, confirm that the new brand equity scale is reliable, valid, parsimonious, and generalizable across several cultures and product categories.

In addition, Yoo and Donthu adds a four-item OBE (Overall Brand Equity) section to their model as stated below.

- OBE1: It makes sense to buy X instead of any other brand, even if they are the same.
 - OBE2: Even if another brand has the same features as X, I would prefer to buy X.
 - OBE3: If there is another brand as good as X, I prefer to buy X.
 - OBE4: If another brand is not different from X in any way, it seems smarter to purchase X.
- (Yoo and Donthu, 2001: 11).

Brand equity studies agree today that almost all of its conceptualizations “involve the value added to a product by consumers’ associations and perceptions of a particular brand name (Winters 1991, Chaudhuri 1995, as cited in (Fayrene and Lee, 2011))”. Keller (1993) and Aaker's (1991) perceptions of CBBE have been focused on so far. Below are some other views on brand equity in Table 7.

Table 7. Different Views on Brand Equity

The Marketing Science Institute (Leuthesser 1988)	The set of associations and behaviors on the part of the brand's consumers, channel members, and parent corporation that permits the brand to earn greater volume or greater margins than it would without the brand name and that gives the brand a strong, sustainable, and differentiated advantage over competitors.
Swait et al (1993)	The consumer's implicit valuation of the brand in a market with differentiated brands relative to a market with no brand differentiation. Brands act as a signal or cue regarding the nature of product and service quality and reliability and image/status.
Kamakura & Russell 1993 (Lassar et al.1995)	Customer-based brand equity occurs when the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in the memory.
Lassar et al. (1995)	The consumers' perception of the overall superiority of a product carrying that brand name when compared to other brands. Five perceptual dimension of brand equity includes performance, social image, value, trustworthiness and attachment.
Aaker (1996)	Brand equity is: (1) Loyalty (brand's real or potential price premium), (2) loyalty (customer satisfaction based), (3) perceived comparative quality, (4) perceived brand leadership, (5) perceived brand value (brand's functional benefits), (6) brand personality, (7) consumers perception of organization (trusted, admired or credible), (8) perceived differentiation to competing brands, (9) brand awareness (recognition & recall), (10) market position (market share), prices and distribution coverage.

Source: (Fayrene and Lee, 2011: 34)

A brand with a strong brand equity is placed far ahead of its rivals in the competitive world of marketing. Strong brands have certain marketing advantages, which are listed by Keller (2003) as below:

- improved perceptions of product performance
- greater loyalty
- less vulnerability to competitive marketing actions
- less vulnerability to marketing crises
- larger margins
- more inelastic consumer response to price increases
- more elastic consumer response to price decreases
- greater trade cooperation and support
- increased marketing communication effectiveness
- possible licensing opportunities
- additional brand extension opportunities (Keller, 2003: 9).

Up to now, a general view on the subject of brand equity, particularly on CBBE is given. The general idea brand equity gives that in order for a brand to have value; its customers must give value to the brand (Atilgan et al., 2005).

1.2.2. Retailer brand equity

Current research assumes that the retailer equity dimensional structure matches brand equity (Pappu and Quester, 2006a). As it was described in the previous part, retailers also considered as brands. Formerly, the word 'brand' has been used primarily by the manufacturers (like Pampers, Nike or Gillette), but in all kinds of 'products', including retailers, the concept of brands can still apply. Hence, Zentes et al. (2017) explains the advantages of having a retail brand as below:

- An existing retail brand strengthens brand awareness and differentiation from the competition because it can serve as an anchor for associations with the brand.
- An established brand enhances the efficiency of marketing measures. In an age of increasing consumer information overload, established and well-known brands receive more attention than unknown brands. For example, advertising for strong retail brands is more likely to be noticed and recognized by consumers, resulting in a higher efficiency of marketing budgets".
- From the customers' standpoint, powerful retail brands ease the buying process as customers employ their existing knowledge about the retailer, and buyers do not have to search for additional information about assortments, prices, service and so on.
- Strong retail brands also reduce perceived purchasing risk. Buying products from well-known and trusted retail brands is a risk-averse purchasing strategy.
- Consequently, strong retail brands may lower consumers' price sensitivity. A well-defined brand profile can establish a preference position that allows a retailer to minimize price competition.
- Strong brands exert halo effects. An overall positive general attitude towards a brand affects the perception of all brand-specific attributes. The positive impact of these perceptions on the general attitude can produce a virtuous cycle.
- As well as providing functional benefits, strong brands can also serve as symbolic devices. They represent different values, traits and characteristics. Shopping at a certain retailer might, therefore, allow consumers to project a certain self-image onto themselves and others. Research into so-called self-congruity has frequently demonstrated this mechanism (Sirgy et al. 2000; Zentes et al. 2008).
- If a retail company operates in different market segments, differentiated marketing with different retail brands facilitates approaching each market segment with a targeted approach. Cannibalization is easier to avoid and each retail brand can develop its own image without contradictory image transfers.
- Conversely, a strong brand can be used as a platform for expansion. This occurs when retailers open new outlets, which are loaded with a certain image from the outset. Franchising

concepts, in which the retail brand is transferred to independent shop owners, clearly illustrate this advantage.

- A strong retail brand can also facilitate extension into new product ranges. This type of brand extension occurs when retailers use their image in one merchandise category to expand into others (Zentes et al., 2017: 187).

Nowadays, retailers are the players of the giant retailing industry and they spend a lot of money to remain so. Large retail chains spare tens of millions of dollars for their advertising budgets. The Dutch supermarket retail chain, Albert Heijn is an example and it is one of the chief advertisers in the Netherlands. “Marks and Spencer, Sainsbury, The Gap, Ikea and Victoria 's Secret” are just a few more examples of retail chains that have been able to build strong store equity (Steenkamp and Dekimpe, 1997).

Regardless of its measuring form, the importance of a brand and its equity essentially stems from the words and acts of consumers on the marketplace. Therefore, through their purchases, consumers determine which brands have more value than other brands, based on whatever criteria they find important (Hoeffler and Keller, 2003). Similarly, if consumers have a good impression on a retailer, it will have a strong brand equity.

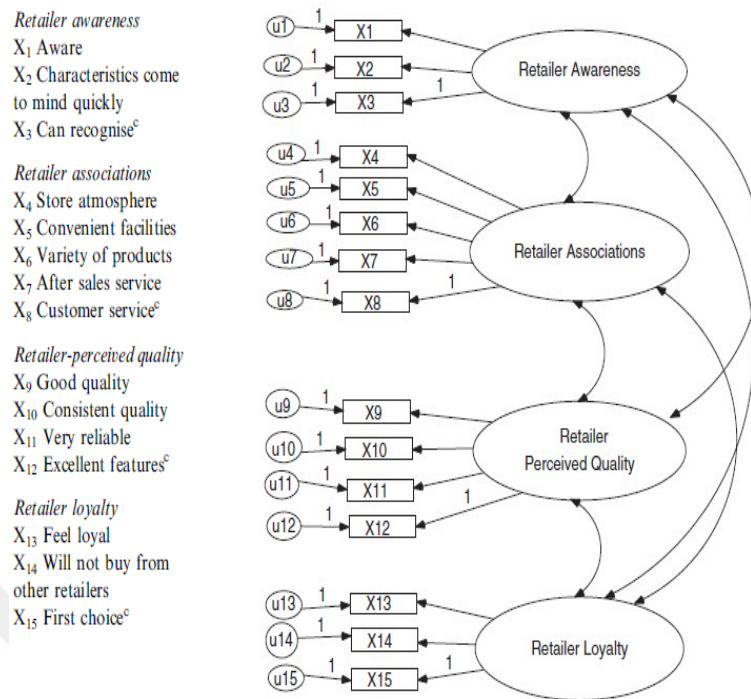
Ailawadi and Keller (2004) points out that it is hard to measure brand equity and it is even harder to measure retailer brand equity. Then, they suggest that the image of the retailer in the minds of customers is the foundation of brand equity.

Since, retailers can be considered as brands and the way their brand equity is studied does not have much of a difference in current literature. It can either be studied from the financial perspective or customer-based perspective.

Arnett et al. (2003) points that retailers have a brand equity and refers to it as “retailer equity”. Consumers hold a view about the retailers, their perceptions might be a tool to gain competitive advantage for the retailers. They offer a measurement method, which suggests that retailer equity is made up of 4 dimensions namely; “Store Loyalty, Name Awareness, Service Quality, Retailer Associations”. They call these dimensions as set of brand assets and liabilities to measure retailer equity.

Another approach to retailer brand equity adopts Keller’s (1993) definition of brand equity and defines retailer brand equity as “the differential effect of store knowledge on customer response to the marketing of the store” (Hartman and Spiro, 2005).

Figure 6. A Consumer-Based Retailer Brand Equity Measurement Model

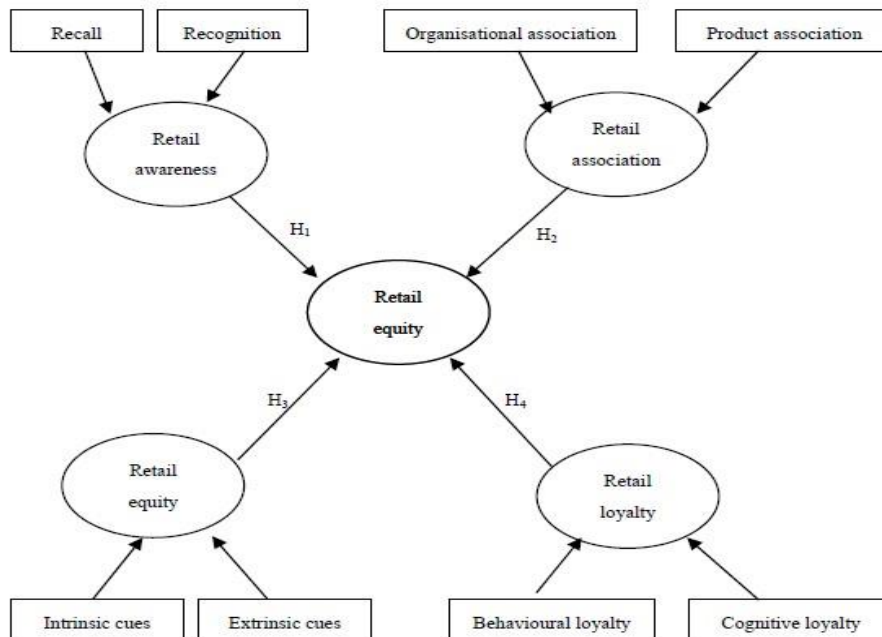


Source: (Pappu and Quester, 2006a: 322)

The measurement model shown in Figure 6. was developed by (Pappu and Quester, 2006a). Their model conceptualized retailer equity based on a customer or marketing viewpoint.

Musekiwa et al. (2013) developed a model of customer-based retailer brand equity which has four dimensions: “Retail Awareness, Retail Association, Retail Loyalty, Perceived Quality”. Figure 7 shows their research model.

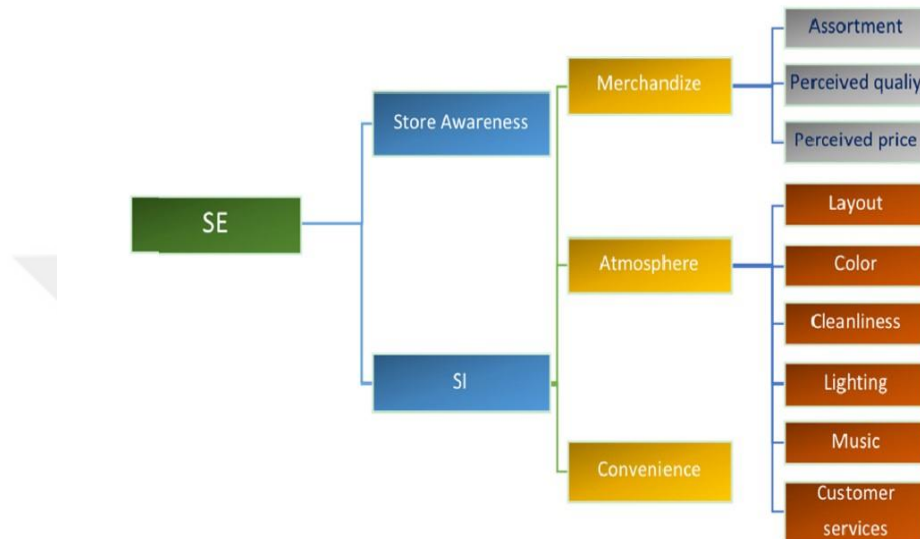
Figure 7. Conceptual framework for measuring customer-based retail equity



Source: (Musekiwa et al., 2013: 47)

Assafe and Alhidari (2019) comes up with the term Store Equity instead of Retailer Brand Equity and outlines it as “an important source of sustainable competitive advantages for retailers in today’s competitive environment and concludes that retailers should work hard to develop and improve their store equity”. Their work suggests that Store Awareness and Store Image are the major components of Store Equity. The figure below shows other main elements of their model.

Figure 8. Conceptual framework for measuring customer-based retail equity



Source: (Assafe and Alhidari, 2019: 124)

Parallel to the Keller (1993), Hartman and Spiro (2005) defined store equity as “the differential effect of store knowledge on customer response to the marketing activities of the store.” Not unlike Keller, they are also looking at equity from the customers’ viewpoint.

All in all, most of the models in the current literature regarding retail brand equity are mirroring Aaker’s (1991) model on the brand equity subject. Thus, within the framework of the present thesis, there is four dimensions of retail brand equity mirroring Aaker (1991).

1.2.2.1. Retailer awareness

If a consumer is can recognize a brand among other brands, it is safe to say that the consumer is aware of that certain brand. That is what brand awareness is (Yoo and Donthu, 2001). Consumers will need to have some form of retailer awareness for retailer equity to happen. Without the awareness of the retailer, consumers would not have quality perceptions, retailer associations or retailer loyalty. Thus, similar to brand awareness, retailer awareness is defined as “consumer’s ability to recognize or recall that the retailer is a member of certain retailer category” (Pappu and Quester, 2006a).

1.2.2.2. Retailer loyalty

Brand loyalty is often considered as the vital of brand equity. If customers are showing indifference to the brand with respect to features, price and convenience that means the brand has little brand equity. Brand loyalty shows the attachment of the consumers to the brand, especially if the brand is about to make a change in the price or product features

(Aaker, 1991). In order to describe retailer loyalty, we can mirror Aaker's (1991) approach and say the same things about the retailer brands. If they have a brand equity their customers will continue shopping from them regardless of the likely changes in the competition in the retail industry.

1.2.2.3. *Retailer perceived quality*

According to Aaker (1991) perceived quality, which is another dimension of brand equity can be defined as "the customer's perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternatives." Since it is a perception by customers, it cannot necessarily be objectively determined, because perceptions come with judgments. Customers place importance on various things. For some people purchasing the best quality is the most important thing, while other people are mainly focused on customer relationship management.

Again, mirroring the ideas of Aaker (1991), it is safe to say that customers are vary in their expectations from the retailers as brands. Some customers might be looking for the best price, while others might value employees' courteousness.

1.2.2.4. *Retailer associations*

Aaker (1991) posits that "the value of a brand name is its meaning to people, its role in the creation of associations in people's minds". On the other hand, Keller (1993) divides associations into three categories as shown in Figure 3: attributes, benefits and attitudes and defines brand associations as "the other informational nodes linked to the brand node in memory and contained the meaning of the brand for consumers. Associations come in various forms and they reflect characteristics of the product or service". Associations can contribute to retail brand equity in various aspects. Some of the ways of value creation could be: helping process/retrieve information, differentiating the brand, generating reason to make purchase, creating positive attitudes/feeling, and providing basis for extension (Cheng and Chen, 2001).

To sum up, extant literature indicates that retailer brand equity studies are similar with brand equity studies. They are mostly under Aaker's or Keller's impressions on the subject of equity. The basis of brand equity is the image of the retailer that the consumers have in their minds (Ailawadi and Keller, 2004). Afterall, retailers can be considered as service brands.

Due to its nature, retailing sector has direct touch to most of other sectors. As a result, financial size of the sector has an important place at every point in the flow of goods and services; and it is a financial indicator. On the other hand, this area, where household needs are met and the pulse of individual consumption is prominent, is a medium where trends are tested and determined. The retail sector offers structure which is quite vibrant, open to innovations and regular transformations. It is one of the areas where developments and consumer trends are felt directly and most (Akin, 2020).

CHAPTER 2: PRIVATE LABEL BRAND EXPERIENCE

2.2. Private Label

Retail landscape have long been dominated by national brands (or manufacturer brands). However, in recent times, there is a growing interest from retailers and wholesalers to develop their own brands, which are called private labels. Private labels are created and owned by a reseller of a product or service. Since retailers are the creators of their own private labels they are able to control their stock, shelf space, prices (Armstrong et al., 2014: 225). The advantages and disadvantages of private labels are to detailed in the sections to come.

Pride and Ferrel (2003) as cited in Albayrak and Dölekoğlu (2006: 207) divides the brands into three categories:

Manufacturer brands: Distribution and promotion belong to the manufacturer and usually the price is decided by the manufacturer. Manufacturers work on the brand loyalty through demand increasing/turning approaches and activities such as quality control.

Private distributor brands, private brands, store brands, dealer brands: These brands belong to the wholesalers or retailers. The most characteristic feature of these brands is that manufacturers have no say in them. Retailers use these brands for a variety of reasons.

Generic brands: These are non-branded products without promotional and commercial support. These represent only the product class; they contain neither the company name nor any other terms of identification. They're sold at less than competing brands.

Private label term can be used interchangeably with the term store brands since the only difference between the two are their labels. There is only one condition of being a private label, that is being sold under a retailer. It does not matter whether the brand has the retailers' name or some other given names by the retailer (Private Label Today, 2019).

There are no resistant brands to the existing private labels threat, as Coca Cola learned in Britain the hard way, where Sainbury's Cola, launched in April 1994 and priced 28 per cent below Coca Cola, won 15 per cent of the British Cola market in just two years. In other countries as well, such as Canada, Switzerland and France, private label brands already account for more than 20% of the flavored soft drink market (Steenkamp and Dekimpe, 1997).

As in every field of business, there is a change in the field of marketing. This rapid change accompanied by globalization has created a very rapid development and change especially in information technologies, causing the competition to become more intense both nationally and internationally. Consumers, who are now more selective and knowledgeable and intense competition conditions, have forced retailers to develop alternative strategies to differentiate and gain competitive advantage. As one of the differentiation forms, retailer came up with private label products for the consumers' taste, which have advantages in various aspects compared to other manufacturer branded products (Yazıcı, 2011).

2.2.1. Development of private label

In the past customers were to make their choice among competing manufacturer brands, but the picture changed with the entrance of private label products in the market (Baltas et al., 1997).

The following table shows “the historical development of private label products”:

Table 8. The Historical Development of Private Label Products

	1st generation	2nd generation	3rd generation	4th generation
Type of brand	Generic No name Brand free Unbranded	"Quasi-brand" Own label	Own brand	Extended own brand, i.e. segmented own brands
Strategy	Generics	Cheapest price	Me-too	Value-added
Objective	Increase margins Provide choice in pricing	Increase margins Reduce manufacturers' power by setting the entry price Provide better-value product (quality/price)	Enhance category margins Expand product assortment, i.e. customer choice Build retailer's image among consumers	Increase and retain the client base Enhance category margins Improve image further Differentiation
Product	Basic and functional products	One-off staple lines with a large volume	Big category products	Image-forming product groups Large number of products with small volume (niche)
Technology	Simple production process and basic technology lagging behind market leader	Technology still lagging behind market leaders	Close to the brand leader	Innovative technology
Quality/image	Lower quality and inferior image compared to the manufacturers' brands	Medium quality but still perceived as lower than leading manufacturers' brands Secondary brand alongside the leading manufacturer's brand	Comparable to the brand leaders	Same or better than brand leader Innovative and different products from brand leaders
Approximate pricing	20 per cent or more below the brand leader	10-20 per cent below	5-10 per cent below	Equal or higher than known brand
Consumers' motivation to buy	Price is the main criterion for buying	Price is still important	Both quality and price, i.e. value for money	Better and unique products
Supplier	National, not specialised	National, partly specialising to own label manufacturing	National, mostly specialising for own brand manufacturing	International, manufacturing mostly own brands

Source: (Laaksonen and Reynolds (1994) as cited in (Burt, 2000: 879))

In the nineteenth century, mail order and/or retail wholesale merchants acknowledged the need for lower-priced, but high-quality merchandise. They came up with the ways of cutting the cost of the goods by removing the middleman — an importer, worker, or distributor — and buying directly from a producer or manufacturing products themselves. Many other cost-efficiencies had been added, such as purchasing for cash (for better terms), purchasing in larger amounts, buying at the right time (for abundant supplies) and buying with specialization in domestic and foreign trade. "Satisfaction guaranteed or your money refunded" became the slogan baking the quality of the private label (Fitzell, 1982).

Parallel to the developments in the retailing sector, the interest in the PLP concept has also enflamed. With the expansion of retailers into their lives, customers are ever more exposed to PLPs. Since private labels are either produced by the retailer or retailer have them produced by the third parties in order to sell them only in their stores, it is safe to say that they are under the responsibility of the retailers in all stages of development and storage to marketing (Gümüş et al., 2019).

The retailing industry has provided its consumers with manufacturer-branded products for a substantial period of time. However, companies soon discovered the inherent benefits of making and selling their own brands-private labels (Hultman et al., 2008).

Retailing industry is a competitive world. Now retailers are conscious that building good brands is one of the most effective ways to combat rivalry. With such an application, retailers can compete not only with other competitor retail companies but also with national branded goods owned and operated by supplier firms (Kılıç, 2009).

The growth of private label seems to be ongoing due to the economic recessions surrounding the world as suggested by Lamey et al. (2007). Consumers attach less importance to conventional brand names, and consumer attitudes towards private labels have become much more favorable, partly because the quality of store brands has increased dramatically over the last 10-15 years (Steenkamp and Dekimpe, 1997).

These days, brands are known as the backbone of most marketing campaigns and strategies (Hultman et al., 2008). Thus, private label brands could be considered the backbone of retailers over manufacturers.

Nowadays, with their growing importance, private label products have become competitive in terms of quality and price with manufacturer brands. This situation has allowed private label brands to raise sales volumes and market shares and they may be preferred more by customers. In this way, private label products that can compete with the manufacturer's brands give the customer high quality and high value, thereby allowing the retailer's name to be promoted both in the store shelves and in the consumer's homes (Fettahlioğlu, 2008). As their growth over the past decade indicates, private label brands have become a challenge for manufacturer brands (Cuneo et al., 2015).

According to the latest Nielsen report perceptions about private label are favorable. 63 % of Europeans think that they are smart shoppers when they buy private labels. People globally agree at the rate of 67% that private labels are usually good value for money at the best way possible. And again 75% of the Europeans consider private labels as a good alternative of national brands (Nielsen, 2018).

2.2.2. Private label in the world

Private Label Manufacturers Association (PLMA) International 2019 Private Label Yearbook indicates that in 17 European countries private label market share stands at 30% or more. According to Nielsen researches in Spain, Switzerland and UK the market shares of private label is the highest with 50% or above. Nielsen statistics also expose that the popularity of private label products is massive. In 17 countries at least every third product sold is a private label. In Germany, which is the largest economy in Europe, private label market share is above 44%. Private label has an increasing popularity in Belgium as well. It reached all-time high, and climbed to almost 44% in Belgium (Private Label Today, n.d.).

Market share reached to its highest levels in Sweden, Norway and the Netherlands. In Nordic countries Norway experienced the biggest growth. The share of private labels in four central and eastern European countries — Poland, Hungary, the Czech Republic and Slovakia — was also 30% or higher in Hungary with 34%. In Austria, market share remains above 40 per cent (Private Label Today, n.d.).

2.2.3. Private label in Turkey

Market share also increased to its highest levels in Turkey as well. The biggest market share gain in Turkey was recorded two years in a row, with private labels climbing by nearly two points to nearly 29 per cent (Private Label Today, n.d.).

Turkey is new to private label development when compared to Europe and the United States. Also, when looking at the figures in the world in terms of country Turkey is far behind in the development of private labels. However, there have been important developments in private labels in our country in recent years. Turkish private label sector boomed following the economic crisis. Especially during the crisis in 2002, the growth rate of private brands increased up to 70%. The economic crisis has played a major role in the development of private labels, which has to do with the purchasing power of consumers (Yazıcı, 2011).

2.2.4. National brands vs. private labels

There is almost no difference between private labels and national brands concerning their appearances. Retailers are minimizing their feature differentiation from national brands on purpose and make their packaging, sizes, typeface, and labeling extremely similar to their respective target brands. In the past there were even lawsuits between the two. The reason behind differentiation minimization was perhaps enchanting customers by giving the message of similar quality, lower price (Chan Choi and Coughlan, 2006). However, those days are long gone with the current market share of private labels. Private labels have been recognized as a low-cost alternative to national brands for a long time and currently private labels pose a major threat to their national brand competitors (DelVecchio, 2001).

In the past, private labels were known as low price/ low quality alternatives of national brands, nevertheless they are now competing successfully in territories which were traditionally dominated by manufacturer brands (Cuneo, Lopez, and Yague, 2012).

In many countries, FMCG product categories today have the presence of private label brands together with national brands. Manufacturers own national brands, and the retail chains own private label brands. Private label brands are increasingly challenging national brands in the market place. Even though national brands are still dominant, it has become common knowledge that private label products are becoming favorable in many areas that traditionally belonged to the national brand (Chimhundu, 2011).

Today, major supermarkets, hypermarkets, pharmacies and discounters offer near to every product under the retailer brand. Full range of fresh, canned, frozen and dry food, snacks, ethnic products, pet meals, health and beauty, over - the-counter medications, foodstuffs from cosmetic products, domestic and washing products, diving, lawns and garden, paints, hardware and automotive aftercare are offered under the private label umbrella (Private Label Today, 2019).

There are three key reasons why retailers want to increase their PLs (1) higher retail margins, (2) negotiate leverage with national brand (NB) manufacturers, and (3) higher consumer store loyalties (Ailawadi et al., 2008).

Consumer habits today have changed dramatically. However, this change in the consumers was not in the wishes and expectations of the product value, but in the comparisons they made while determining the value of the product. As today's consumers are sufficiently aware to compare the differences between products, they prefer to consume products that have an advantage in terms of quality and cost. In addition, there are many alternatives for consumers to compare and choose the product that best meets their expectations. These are factors that make consumers more aware of their purchases. Private label products should not be considered to create a low-price perception in the minds of consumers. Conscious consumers prefer to shop by establishing the price quality relationship rather than being price oriented in general. For this reason, consumers prefer private label products which have proven themselves particularly in terms of quality but which have lower prices than national brands (Fettahlioğlu, 2008).

Countless number of products and brands are getting the attention of the customers when they enter in any store, which are providing both national brands and private label brands. The number of private label products are gradually increasing in all stores. In the past, private label products were considered to have low-quality and low-prices. However, there have been changes in how the retailers handling of private labels. Nowadays, private label products are sold at 10-15% lower prices, but their quality is almost equitable with national brands (Grewal and Levy, 2009).

National brands responded to the private label brands entrance to the market through “pricing strategies, promotional activities and differentiation”. Several national brand managers reported that their brand loyalty was being killed by private label invasion so that they had to reduce prices in order to compete. Some firms directly lowered their prices, while others, through sales and discount coupons, did so indirectly. In response to the competition against private label invasion, national brand manufacturers have reported to increase their point-of-purchase promotional activities. Their promotion share has increased year by year as private label growth continued. National brand executives assert that they need to differentiate their brands in order not to drop out of the race (Ward et al., 2002).

2.2.5. Advantages and disadvantages of private label

2.2.5.1. To retailers

The retailer has to perform certain marketing duties, such as branding, packaging, inventory, promotions, and advertising when they employ a particular private label product category. Normally, these duties are carried out by the manufacturer. Private labels can nevertheless be highly profitable (Steenkamp and Dekimpe, 1997).

Private labels also reinforce the negotiating position of the retailer against manufacturers. As the success of private labels increases, the willingness of the manufacturer to negotiate prices and other concessions increases. The moment manufacturers feel that there is a possible private label into a certain category, they make concessions. Retailer can also use private label products to increase their store loyalty and to differentiate their stores from

the competitor chains. However, this can only happen if the private label product has a positive brand image (Steenkamp and Dekimpe, 1997).

Retailers like private label brands because of their potential to increase store loyalty, chain profitability, control over shelf space, bargaining power over manufacturers, and so forth (Richardson et al., 1996 as cited in (Batra and Sinha, 2000)).

Private labels' growth in the last few years was impressive in many ways. Their growth influenced important changes in the competitive dynamics of the markets in which they operate. Retailers have become dominant in a large number of countries and have encouraged the creation of their own brands, motivated by the number of benefits that they are able to develop through private labels (Cuneo et al., 2012).

Private label products are available almost in all product categories as diverse as shampoo and dried nuts. For retailers offering private labels, these products offer higher profit margins, trade channel leverage and product range to appeal to a wider range of consumers (DelVecchio, 2001).

In addition to the above academic perspectives, a private label KARGEM study gives the following reasons for retailer's private label choice:

- To provide control over the shelf areas of retailers,
- Offering low price to consumers with cost control,
- To obtain bargaining power against the producers,
- To increase its market share,
- Reaching more consumers with an effective positioning,
- Strengthening the image of the store,
- Differentiate in terms of product type and price against competitors,
- To develop relations with producers,
- To reduce the availability of national brands on shelves,
- Increasing profit margins,
- Increasing consumer loyalty, increasing profitability and income (Çınar, 2016).

2.2.5.2. To customers

Price advantage is one of the obvious reasons for the popularity and growth among customers (the difference average is 21%) when compared to national brands. Yet, high quality appears to be more imperative in shaping private label success than lower price (Hoch and Banerji, 1993; Sethuraman, 1992 as cited in (Batra and Sinha, 2000)). Consumers wanting to save money at retailers have a number of ways to do so, and making a private label purchase is one of them. Other ways could be redeeming manufacturers' coupons, taking advantage of store's advertised specials, searching for shelf or display discounts, or seeking a national brand on deal. Private labels are typically opt to keep their price lower, so it may be the easiest way of saving money for consumers (Garretson et al., 2002).

Recent literature in the business press underline that private label products are relatively cheaper when compared to the national brands. This may be one of the reasons for

customers to prefer private label products (i.e. price consciousness), or a strong desire to maximize the ratio of quality received to the price paid (i.e. value consciousness) (Burton et al., 1998).

Walsh and Mitchell (2010) gathered from the pertinent literature the below findings concerning consumers' private label purchase intentions:

Table 9. Antecedents of Consumers' Intention to Buy PLB

Authors	Determinants examined/Results	Type of study
Burton <i>et al.</i> (1998)	Attitude toward PLB (direct effect), value consciousness, price consciousness, price-quality perceptions, brand loyalty, risk averseness, impulsiveness, smart shopper, general deal proneness, price-related deals, non-price deals, internal reference price reliance (indirect effect); Attitude toward PLB → IBPLB (+)	empirical, US, n = 333 shoppers, number of product categories not reported
Sinha and Batra (1999)	Category price consciousness → IBPLB (+) Category risk → IBPLB (-) Perceived price-quality association → IBPLB (-)	empirical, US, n = 404 shoppers, 8 product categories
Jin and Suh (2005)	Price consciousness → IBPLB (+, food; no impact, home appliances) Perceived price variation → (no impact, food; +, home appliances) Value consciousness → IBPLB (no impact) Consumer innovativeness → IBPLB (+)	empirical, Korea, n=168 shoppers, 2 product categories
Zielke and Döbelstein (2007)	Attitude toward PLB, attitude toward <i>new</i> PLB, impulsiveness, decision involvement, experience with private label brands; Attitude toward PLB → IBPLB (no impact) Attitude toward <i>new</i> PLB → IBPLB (+) Impulsiveness → IBPLB (+) Decision involvement → IBPLB (+) Experience with PLB → IBPLB (+)	empirical, Germany, n = 990 consumers, 5 product categories

Note: '+' denotes a significant positive relationship and '-' a significant negative relationship

Source: (Walsh and Mitchell, 2010: 5)

Cuneo et al. (2012) in light of the previous research points out that the consumers' prones to private label products could be explained with economic cycles, cultural settings, consumer demographics, social class, income, and family size.

According to Steenkamp and Dekimpe (1997), consumers can benefit from the increasing success of private-label brands in a three ways:

- 1) There is a wider range of high-quality products available to choose from;
- 2) the total cost of their shopping basket may be lower;
- 3) and for consumers who have developed store loyalty, the existence of a consistently high quality label across a wide range of product categories can make shopping experience much easier.

Therefore, the growing interest in the academic world regarding private label does not come as a surprise.

Increasing competition in the globalization process, rapid developments in food retailing, differentiation and diversification of goods and services and changes in personal income have divided consumers into smaller market segments. Moreover, given the differences in

socio-economic structures, it is known that consumers make a decision to purchase with different perceptions and motivations. These developments have led both manufacturers and retailers to increase their efforts to identify new marketing strategies and to develop sales. The complementary factors of the product are one of the important factors in determining the marketing strategies. This increases the importance of the quality of the product and of the brand. While the brand is an important source of information and quality for the consumer, it is a factor that sustains, develops and creates a dependent consumer group that maintains its market share for the manufacturer. Consumers reduce their risks with tried-and-tested brands, taking into account their benefits, while also meeting their needs to learn about the product. The proximity of retailers to consumers, the ability to monitor them continuously and effectively, and the changes in their wishes and needs, provided an opportunity to respond more quickly and appropriately. In particular, reinforcing and successful growth of retailing in market channels over the past two decades has made producer companies less relevant. While customers and retailers generally win, manufacturer brands lose power and influence in marketing channels (Çınar, 2016).

One of the thought-provoking phenomena regarding private labels is the fact that their growth has been highly uneven across product categories (Hoch and Banerji, 1993 as cited in (Batra and Sinha, 2000)) In Turkey, dairy products are the market leader in private label sector and they are followed by cleaning products, toilet paper, dry food and oil. Private label share of the Turkish market is 20 % on average. In cosmetics this share drops to 12-13%. Nowadays, one of every five products is a private label. By the end of 2019, the ratio is expected to be one of every four products (www.retailturkiye.com, 2019).

There are reasons for private labels' uneven success in different product categories and Steenkamp and Dekimpe (1997) summarizes the particularities of categories in which private labels are giving a hard battle as below:

1. the quality difference vis-a-vis national brands is larger (Hoch and Banerji, 1993);
2. the level of technical sophistication is high (as only a few players, which typically are national manufacturers with vested interests, have the necessary expertise--see Corstjens and Corstjens, 1995);
3. the level of innovativeness in the industry is high (as this limits the remaining number of 'niches' in product space; Corstjens and Corstjens, 1995);
4. the extent of price competition between the national brands in the category is high (Raju et al., 1995);
5. there is a greater emphasis on advertising versus sales promotions (Steenkamp, 1997) (Steenkamp and Dekimpe, 1997: 920).

2.3. Brand Experience

Cambridge Dictionary defines experience (www.dictionary.cambridge.org, n.d.) as “something that happens to you that affects how you feel”. To this extent, experience can be regarded as something personal.

In all languages, the word experience, which is often used to indicate some experience that a person has during everyday life, has a similar connotation. All cultures seems to agree with the North American expression ‘experience is the best teacher’. (Carù and Cova, 2003) Common wisdom suggests that people gain knowledge from their everyday experiences.

In today's society, marketing practitioners have become aware of the fact that how consumers experience brands is critical for developing marketing strategies for goods and services and as a result, brand experience has gained an increasing popularity in marketing practice (Brakus et al., 2009). Brand experience can be defined as the consumers' perception of the brand at every moment they contact with it, whether in advertising or in face to face reactions (Alloza, 2008).

2.3.1. Experience economy

Retailing today is no longer limited to the role of consumers in ensuring the physical exchange of the goods they need. Concepts such as shopping, entertainment and leisure have begun to intertwine in one place in the retail industry. Intense competition in retailing and, in particular, the alarming rise in online retailing have led businesses to new pursuits. The most recent development in this quest is that retailers are adding entertainment and leisure options to traditional retail activities. As a result, retailers today turn into intermediaries that market the experience to consumers rather than marketing variety of goods in order to survive intense competition. Nowadays, retailers put a lot of efforts on diversification and differentiation of the shopping experience that they offer to their consumers (Varinli and Oyman, 2013).

In general, marketing academics and practitioners agree on the fact that consumers are in search of brands that provide them with unique and memorable experiences. That's why, marketers show a great interest on the subject (Zarantonello and Schmitt, 2010).

In this day and age, the experience factor plays an increasingly significant role in determining whether a company is going to be a success story or not (Gentile et al., 2007). It is safe to say that experience provides certain advantages in the competitive business world.

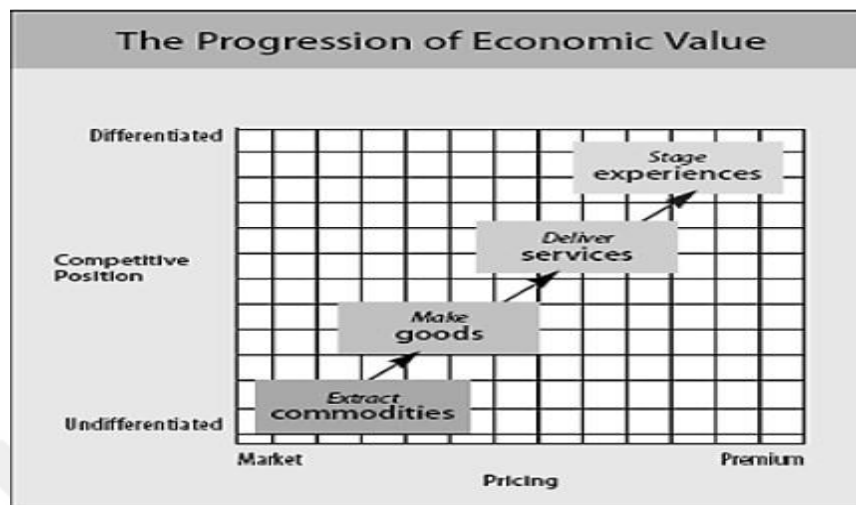
85% of senior business managers deem that establishing differences just on the orthodox elements, such as "price, product and quality", is not enough to create a competitive advantage. Besides, even more senior managers hold the Customer Experience as the next competitive battleground (Shaw and Ivens, 2005 as cited in (Gentile et al., 2007)).

In the past researchers supposed that the consumers were making purchases on rational choice based on 'information processing model'; however later the focus shifted towards irrational buying needs such as "various playful leisure activities, sensory pleasures, daydreams, esthetic enjoyment, and emotional responses". Thus, "consumption has begun to be seen as involving steady flow of fantasies, feelings and fun encompassed by 'experiential view'" (Holbrook, M.B. and Hirschman, 1982).

Pine and Gilmore (1998) are the pioneers of experience economy. They explain the progression of economic value in four stages. Below figure shows the changes throughout time, from undifferentiated commodities to staged experiences. While commodities are sold at the minimum price, experiences reach price premium. The reason for the price premium in experience stage is because experiences are personal and unique. They are a sign of the emotional response to a stimulus during service delivery and are dependent on

many contextual factors which challenge organizations to control and manage customer and manage customer experience and their emotions (Ferreira and Teixeira, 2013).

Figure 9. Progression of Economic Value



Source: (Pine and Gilmore, 1998: 2)

The differences among economic values (commodities, goods, services and experiences) are summarized in the below table.

Table 10. Economic Distinctions Table

Economic offering	Commodities	Goods	Services	Experiences
Economy	Agrarian	Industrial	Service	Experience
Economic function	Extract	Make	Deliver	Stage
Nature of offering	Fungible	Tangible	Intangible	Memorable
Key attribute	Natural	Standardized	Customized	Personal
Method of supply	Stored in bulk	Inventoried after production	Delivered on demand	Revealed over a duration
Seller	Trader	Manufacturer	Provider	Stager
Buyer	Market	User	Client	Guest
Factors of demand	Characteristics	Features	Benefits	Sensations

Source: (Pine and Gilmore, 1998: 3)

According to Arnould et al. (2002) as cited in Carù and Cova (2003);

Some industry experts argue that economic value now turns on more than a high-quality product or good service delivery: it turns on engaging customers in a memorable way – offering them an experience, or even better, transforming them by guiding them through experiences. These experts argue that economic value increases as offerings move from commodities to transformations . . . When offering experiences marketers are concerned with staging the experience – making it memorable and personal (Carù and Cova, 2003: 273).

2.3.2. Experiential marketing

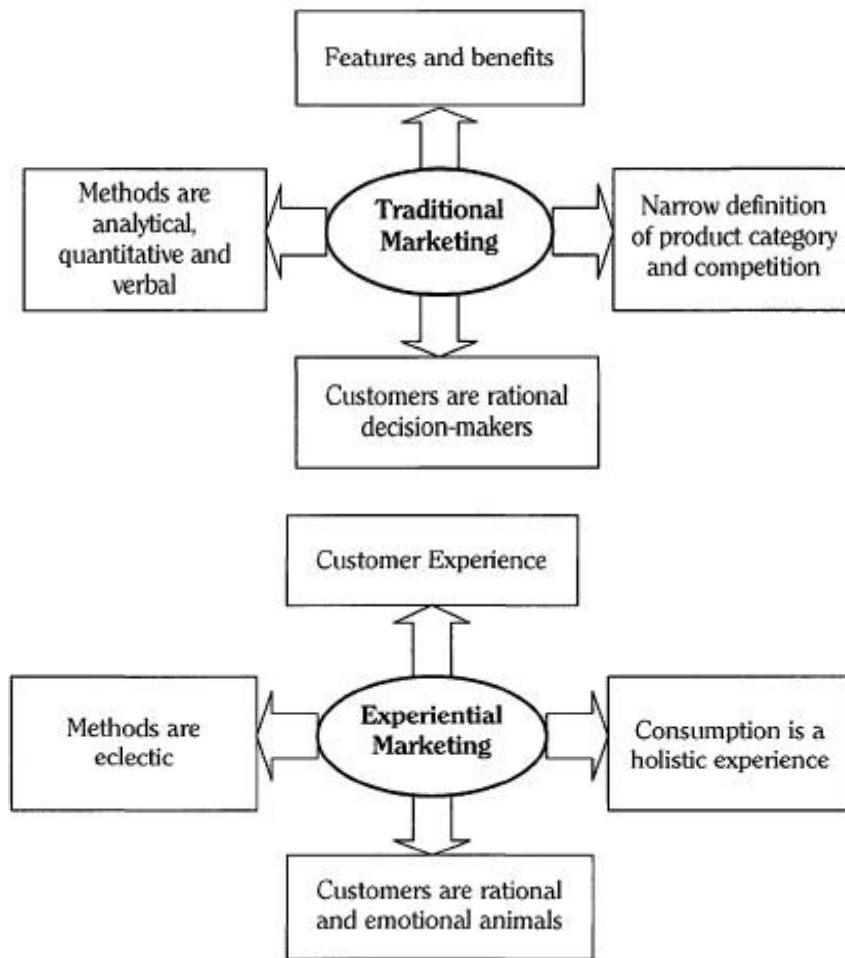
Brakus et al. (2009) points out that previous studies (Arnould, Price, and Zinkhan 2002; Brakus, Schmitt, and Zhang 2008; Holbrook 2000) on consumer and marketing research state that “experiences occur when consumers search for products, when they shop for them and receive service, and when they consume them”.

There are stages of pre-consumption, in-consumption (Ding and Tseng, 2015) and post-consumption experiences. Then, they divide these experiences into three categories: “product experience, shopping and service experience and consumption experience”. They further suggest that in addition to direct experiences, there can be indirect experiences as well such as exposition of advertising and marketing communications, including websites.

Schmitt (1999) was the first academic to propose the term experiential marketing. He suggested that experiential marketing was everywhere and the era of traditional marketing was over. According to Schmitt (1999) “the omnipresence of information, the supremacy of the brand and the ubiquity of communications and entertainment” were three simultaneous developments, which caused the shift towards experiential marketing.

People from every path of life are aware of the fact that experiences matter more than the product or the service they purchase. They know it from their personal experiences. That is the reason behind the interest in experience marketing, which is an untapped means to create difference (Pine and Gilmore, 2013).

Figure 10.Traditional Marketing vs. Experiential Marketing



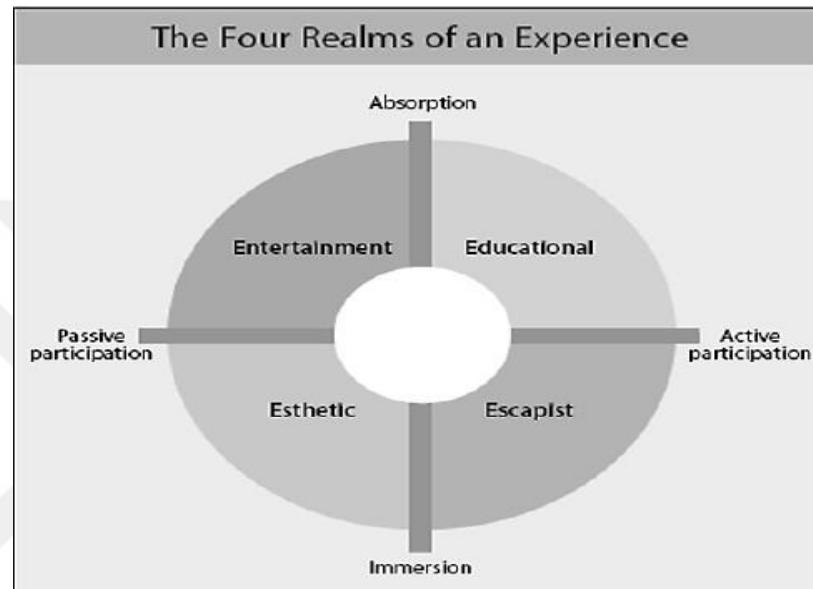
Source: (Schmitt, 1999: 55)

These days, using traditional communication channels allows companies to reach only a limited section of their target market. Therefore, in order to reach the whole target market, it is of utmost importance to use additional and more conventional communication methods (Başer et al., 2016).

In the past it was of common wisdom that experiences could only happen at theaters and theme parks; today the concept spread well beyond, ranging from airlines to small businesses (Pine and Gilmore, 1998).

In comparison to traditional marketing, experiential marketing has been applauded as a new and revolutionary approach (Holbrook, M.B., and Hirschman, 1982). Traditional marketing has provided a valuable set of industrial age strategies, implementing instruments, and methodologies. Now that we have entered a new age, attention needs to be shifted from the features-and-benefits approach bolstered by traditional marketing to customer experiences. Managers need to consider new concepts and approaches to exploit the new opportunities provided by experiential marketing, especially by new approaches within the business (Schmitt, 1999).

Figure 11. The Four Realms of Experience



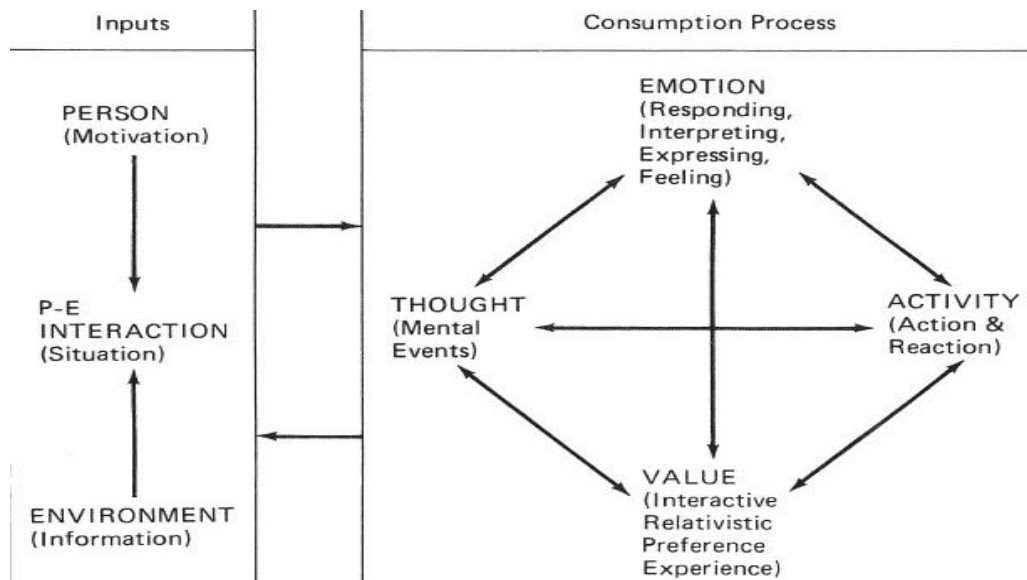
Source: (Pine and Gilmore, 1998: 11)

As the above figure shows, Pine and Gilmore (1998) further classified experience into four categories: entertainment, educational, escapist, and aesthetics. Experiences could be thought in two dimensions: customer participation and connection. Participation could be either active or passive. Connection, which is also called environmental relationship, unites customers with the event or performance. It has two ends: absorption and immersion. So, all the experiences can be sorted into one of these broad dimensions.

2.3.3. Conceptualizing brand experience

The earliest form of an experience construct in the literature belongs to (Hirschman and Holbrook, 1986). They approach the experience concept from the consumers' perspective and name their model as 'consumption experience'.

Figure 12. An Expanded Model of Consumption Experience

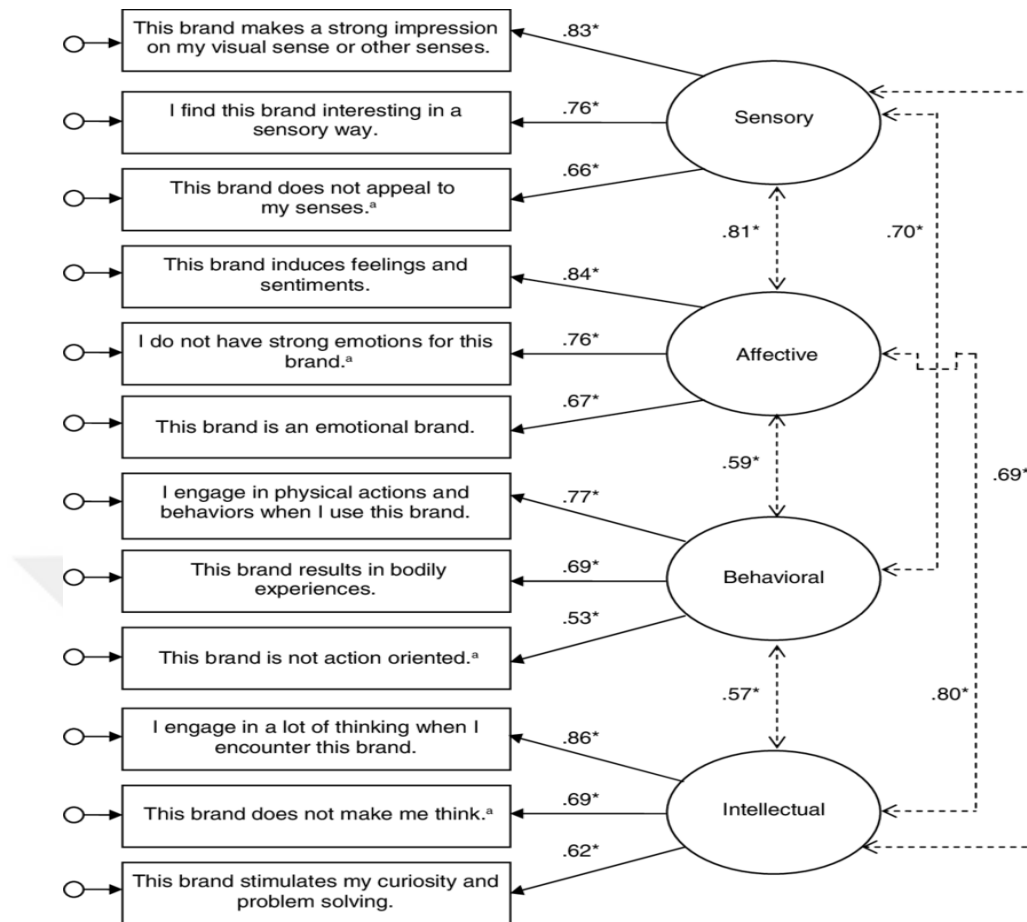


Source: (Hirschman and Holbrook, 1986: 220)

Brakus et al. (2009) attempted to conceptualize brand experience, it was a first in the literature. They come up with the idea that brands also provide an experience in addition to most studied utilitarian product attributes and category experiences. Then, he conceptualizes brand experience as “subjective, internal consumer responses (sensations, feelings, and cognitions) and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments”.

Brakus et al. (2009) developed their well-known 12-item scale in order to measure brand experience as in the following figure. They set up their brand experience conceptualization model on four dimensions: “Sensory, Affective, Behavioral and Intellectual”.

Figure 13. 4 Factor 12 Item Brand Experience Model



Source: (Brakus et al., 2009 : 60)

There are various types of brand experiences; some are more intense or stronger, some are more positive, and some are even negative, some are long lasting, some are short-lived. All in all, consumers' memories are filled with experiences and these experiences should affect consumer satisfaction and loyalty. (Oliver 1997; Reicheld 1996 as cited in (Brakus et al., 2009))

All parts of the company must act together in implementing brand experience. All of the employees must reflect brand objectives in their behavior and attitudes. Therefore, they can bring to life differentiation for the company. Employees need to be aligned with the brand experience strategy and feel committed when delivering experiences via their behavior (Alloza, 2008).

Schmitt (1999) creates a framework for managing experiences. His framework consists of two important concepts: "strategic experience modules (SEMs) and experience providers (ExPros)". SEMs could be used by managers to create customer experience. The modules include sensory experiences (SENSE), affective experiences (FEEL), creative cognitive experience (THINK), physical experiences, behaviors and lifestyles (ACT), and social-identity experiences that result from relating to a reference group or culture (RELATE) (Schmitt, 1999). SEMs correspond with the dimensions offered by Brakus et al. (2009) (Ding and Tseng, 2015).

Brand experience can be defined as the consumers' perception of their experience with the brand. Both Schmitt (1999) and Brakus et al. (2009) have similar approaches, the way they study experience corresponds with one another (Ding and Tseng, 2015).

2.3.3.1. Sensory experience

The sensory dimension of the brand experience refers to the brand-based, visual, auditory, tactile, gustatory and olfactory sensations (Zarantonello and Schmitt, 2010).

Sensory branding is an emerging field of business that uses analytical strategies to incorporate the use of sensory stimuli like scent, sound and texture in order to create powerful brands which are more recognizable to consumers than traditional visual branding. Traditionally, one would not think of sensory experience applications in hospitality, travel, automotive and financial services. The retail setting would be the last one to think of, but there are applications. For instance, Samsung, the consumer electronics giant, has started the use of scents identical to honeydew melon in its retail locations. In its leading store in New York City, the volume of the fragrance, pumped out from concealed devices on the ceiling, varies from one part of the space to another depending on the connection that Samsung is trying to make at that point. A magazine cites a visitor: "I love the smell of technology. It smells stimulating." Another example is Thomas Pink, a men's clothing retailer, who knows the power of scent very well: The company ensures that each of its stores is redolent of fresh starched linen (Dixon et al., 2015).

A company may use sensory strategies expressed in relation to the five human senses through sensors, sensations and sensory expressions to leave imprints of a good or a service (Hultén, 2011).

2.3.3.2. Emotional experience

According to the conventional marketing approach, consumers are only rational decision-making mechanisms that attach significance to the functional features and benefits of the products. However, the fact that consumers are not only rational but also emotional beings when making purchase decisions (Aşkın and İpek, 2016).

Emotional dimension of the whole brand experience includes feelings generated by the brand and its emotional tie with the customer (Zarantonello and Schmitt, 2010).

Emotional marketing has been occurring as an influential marketing and branding model starting from the 1990s. As necessary needs are eliminated, emotional needs, which make their impact felt deeper, bring emotional orientations in product and service inclinations. Emotional brands' suggestions are created based on the meaning that the consumer will add to the life of the consumer compared to the functional (product and price) benefits that the consumer will receive (Yeniçeri-Alemdar, 2012).

2.3.3.3. Intellectual experience

If a brand activates a lot of thinking, it may be too complex to use or may not have an intuitive user interface. Therefore, a brand that stimulates problem-solving can indirectly create challenges for the customers to solve the problems (Nysveen et al., 2013).

Intellectual dimension of the whole brand experience refers to the ability of the brand to engage consumers' convergent and divergent thinking (Zarantonello and Schmitt, 2010).

2.3.3.4. Behavioral experience

Final brand experience dimension of Brakus and his friends (2009) is behavioral dimension, which includes bodily experiences, lifestyles, and interactions with the brand (Zarantonello and Schmitt, 2010).

Parallel to Brakus and his friends (2009), Schmitt (1999) comes up with ACT marketing, which improves customers' lives by targeting their physical experiences, showing them alternative ways of doing things, alternative lifestyles and interactions. Rational approaches to behavior alteration are only one of many behavioral alteration possibilities. Lifestyle and behavioral improvements are also motivational, empowering and emotional in nature, often inspired by role models. "Just do it" by Nike has become an ACT marketing classic.

Retailers are apparently in a perfect position to create experience for their customers. These experiences may involve their own private labels, the manufacturer's brands, or they may not be linked to a specific product but to the store as a whole (Ailawadi and Keller, 2004).

Today's consumer is trying to have fun while shopping. We are facing a consumer who has changed his life a decade earlier, a customer who can't even often find time to shop. That is why the retailer, in the shopping time, must allow the consumer to "go away from everything," so that the consumer enjoys escaping his daily routine. This task is made easier for retailers by creating experience in the store. The creation of special relationships with the consumer can lead to more loyal customers by creating a unique and unrepeatable shopping process and encouraging them to spend more time shopping (Cachero-Martínez and Vázquez-Casielles, 2018). The focal point of the present thesis is the private label brand experience and its role in the retailer brand equity.

2.4. Contextual Relationships Among Brand Equity, RBE, PLs and Brand Experience

The subjects, which are covered in the present thesis, are separately have been drawing attention from academics as well as practitioners. Up to date, there have been many studies in the brand equity, brand experience, private label and their interrelations. Table 11. indicates the conceptual relationships within the scope of the thesis.

Table 11. Contextual Relationships within the Scope of the Thesis

	Title	Findings
BRAND EQUITY	"Determinants of the brand equity: A verification approach in the beverage industry in Turkey"	The study concludes that "brand loyalty is the most influential dimension of brand equity. Weak support is found for the brand awareness and perceived quality dimensions" (Atilgan et al., 2005).
	"Using free association to examine the relationship between the characteristics of brand associations and brand equity"	The objective of their study is to develop and confirm a model of brand associations, which is made up of two types, namely product associations and organizational associations; and to explore the relationship between the brand association characteristics and brand equity (Cheng and Chen, 2001).

	“Importance of Brand Awareness and Brand Loyalty in assessing Purchase Intentions of Consumer”	Brand awareness and brand loyalty are two of the important dimensions of most brand equity models and the authors found out that there is a positive relationship among them and consumer purchase intentions (Malik et al., 2013).
	“Consumer-based brand equity: improving the measurement – empirical evidence”	They studied CBBE in four dimensions across two product categories and six brands. They found out that “brand awareness and brand associations were two distinct dimensions of brand equity as conceptualized in the extant marketing literature” (Pappu et al., 2005).
RETAILER BRAND EQUITY	“Does customer satisfaction lead to improved brand equity? An empirical examination of two categories of retail brands”	Their results show that “retail brand equity varies with customer satisfaction. For department stores, each consumer-based retailer equity dimension varied according to customer satisfaction with the retailer. However, for specialty stores, only three of the consumer-based retailer equity dimensions, namely retailer awareness, retailer associations and retailer perceived quality, varied according to customer satisfaction level with the retailer” (Pappu and Quester, 2006b).
	“Linkages of retailer awareness, retailer association, retailer perceived quality and retailer loyalty with purchase intention: A study of Indian food retail brands”	The author had seven hypotheses regarding the dimensions of retailer brand equity and purchase intentions and all of them resulted positive (Das, 2014).
	“Does brand equity vary between department stores and clothing stores? Results of an empirical investigation”	Their finding report that “retailer brand equity differs meaningfully between department store and specialty store categories. Department store brands generated pointedly higher ratings for all the retailer brand equity extents than specialty store brands” (Pappu and Quester, 2008).
	“Customer Based Retail Brand Equity (RBE) Dimensions Effect on Retail Brand Equity for OK Supermarket in Bindura”	Their study indicated that “customers’ retail brand equity is meaningfully influenced by loyalty, awareness and perceived quality and the three dimensions are equally important to customers” (Musekiwa et al., 2013).
	“Applying a Scale for Measuring Store Equity in the Kingdom of Saudi Arabia”	This study provides a measurement of store equity (i.e. retailer brand equity) using store awareness and store image dimensions (merchandise, store atmosphere, and convenience) (Assafe and Alhidari, 2019).
	“Consumer-Based Brand Equity of a Private-Label Brand: Measuring and Examining Determinants”	The study found that “awareness / familiarity and perceived quality are crucial to reducing perceived risk and increasing the perceived value in building brand equity of private-label brands. They studied private label brand equity and store loyalty together and found a meaningful relationship” (Girard et al., 2017).
PRIVATE LABEL	“Marketing Mix Effects on Private Label Brand Equity”	The article demonstrates that “private labels in-store communication, its distribution (availability in number of stores) and the perceived price play an important role in building private label brand equity” (Abril and Rodriguez-Cánovas, 2016).
	“Measuring private labels brand equity: a consumer perspective”	In this research provides empirical evidence that “Private Label products have built brand equity throughout their development and that this equity varies across the different private labels offered in the market, and across product lines” (Cuneo, Lopez, and Yague, 2012).
	“Private label brands: major perspective of two customer-based brand equity models”	They created a model based on Aaker’s, but added the store image factor in determining private label brand equity and found out that store image is an antecedent of the sources of private label brand equity. They also suggest that “in order to increase sales and market share of private labels, retailers should put more emphasis on the store commercial image and their reputation, instead of positioning on a low-price proposition” (Calvo-Porrá and Lévy-Mangin, 2014).

	“The relationship between store image and store brand equity: A conceptual framework and evidence from hypermarkets”	According to the authors, “the store can take advantage of the effect of its image above all the components of the store brand in increasing the value provided to the market. The measures taken to this end are part of the series of initiatives aimed at increasing the appeal of the store brands and the store itself” (Beristain and Zorrilla, 2011).
	“Private label brand image: its relationship with store image and national brand”	Their research show that “the store atmosphere and store quality positively influence the perception of private label’s quality, whereas, the similarity between national brand and store image has a negative influence on private label’s quality. In comparison, the store quality, store convenience, store price/value, and the similarity between National Brand and Private Label brand have a positive influence on the affective dimension of the Private Label Brand image, whereas, the similarity between National Brand Store Image has a negative influence” (Vahie and Paswan, 2006).
BRAND EXPERIENCE	“Work and/or Fun: Measuring Hedonic and Utilitarian Shopping Value”	The authors suggest that “consumer value is indicated in both utilitarian and hedonic terms and portrayed the consumer as both intellectual and emotional beings. Suggesting that not all consumer behavior is aimed at the satisfaction of some functional, physical or economic necessity” (Babin et al., 1994).
	“An integrative conceptual framework for analyzing customer satisfaction with shopping trip experiences in grocery retailing”	They suggest that “retailers frequently track customers’ (1) store image perceptions, (2) confirmation/disconfirmation of shopping trip expectations, and (3) their satisfaction with the most recent shopping trip and retailers should use their understanding of how customers experience store environments and shopping trips as input to design store settings that promote positive shopping experiences” (Esbjerg et al., 2012).
	“The impact of event marketing on brand equity: The mediating roles of brand experience and brand attitude”	The author conceptualized a model in which they studied the effects of brand experience on brand attitude and brand equity in event marketing setting and found a meaningful relationship. The article shows that “events have an impact on brand equity both directly and indirectly through brand experience and, for some events, through brand attitude”(Zarantonello and Schmitt, 2013).
	“The Effects of Brand Experiences, Trust and Satisfaction on Building Brand Loyalty; An Empirical Research on Global Brands”	They found out that “brand experiences, satisfaction, trust have positively affected brand loyalty. Brand experience generates and develops a trust-based platform of relationships between the brand and the customer” (Şahin et al., 2011).
	“On the relationships among brand experience, hedonic emotions, and brand equity”	The study found out that “brand awareness/associations, perceived quality and hedonic emotions mediate the relationship between brand experience and brand loyalty. The mediation role of hedonic emotions is powerful. Besides, it is the experiential view of consumption rather than the appraisal theory of emotion that plays a dominant role in accounting for the influence of brand experience on brand loyalty” (Ding and Tseng, 2015).
	“How to Sustain the Customer Experience: An Overview of Experience Components that Co-create Value with the Customer”	Their work has shown that “living a positive Customer Experience can promote the formation of an emotional bond between a company’s brand and its customers which in turn boost customer loyalty. However, this does not indicate that customers are abandoning the importance of functionalities: sometimes as required standard, sometimes as factors enabling an optimum experience”(Gentile et al., 2007).

“How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy”	Interestingly, this article shows that “there is no significant contribution of sensory brand experience to brand equity in the context of banking services unlike catering services and airlines. In addition, the study also reveals that customer satisfaction with the brand has a positive effect on customer affective commitment to the brand, which in turn positively influences brand equity. Their results emphasize the notion that customer satisfaction is a vital consequence of brand experience” (Iglesias et al., 2019).
“A Structural Model for Unity of Experience: Connecting User Experience, Customer Experience, and Brand Experience”	Their research model is attempts to build a holistic and theoretical framework which defines User Experience as the condition, Customer Experience as the process, and Brand Experience as the consequence of consumer experience. They call their model as the unity of experience. They applied it to technology products, suggesting it could be applied across categories (Lee et al., 2018).
“Can You Feel It? – The Effect of Brand Experience on Brand Equity”	Their empirical study has revealed “a positive impact of brand experience on brand equity. Their context was Starbucks. Different dimensions of brand experience affected different dimensions of brand equity” (Cleff et al., 2014).
“Examining the Effect of Brand Experience on Consumer Satisfaction, Brand Trust and Brand Loyalty”	They found out that “the brand experience has a significant and direct, positive effect on brand trust, which is an important antecedent in building brand loyalty” (Başer et al., 2016).

As previously mentioned, there are separate studies regarding the content of the present thesis. However, there is a gap in the literature regarding the role of private label brand experience on the dimensions of retailer brand equity. The thesis aims to apply brand equity model developed by Aaker (1991) in retailer setting similar to the study of Musekiwa et al. (2013) because Aaker’s model is the most adopted throughout the literature and investigate private label brand experience in the light of the brand experience model developed by Brakus et al. (2009).

CHAPTER 3: RESEARCH METHODOLOGY

Experience economy and experiential marketing are relatively new terms in the marketing literature. The idea is that consumers will pay more if the company is providing an experience. The present thesis is based on the idea that private label shopping as a whole is an experience and that experience contributes to the retailer brand equity.

In recent years, the consumers and their shopping and product experience play a significant role in the developments in retailing. The main problematic of the present research is to investigate if private label brand experience has any impact on retailer brand equity? Thus, the research question is;

Does private label brand experience have an effect on retailer brand equity? If yes, then how?

This chapter outlines the research methodology by showing the conceptual model developed and hypotheses in order to carry out the research objectives.

3.1. Research Objectives and Its Significance

Nowadays, we live in a competitive world and retailers are no exception. As stated in the earlier chapters, retailers resort to the use of private label products in order to gain advantage in the competitive retailing industry. The main objective of the current thesis is to investigate the impact of private label brand experience on retailer brand equity.

The brand experience scale of Brakus et al. (2009) have been adopted in many previous studies of different brand types ranging from apparels to hospitality management. The present thesis applies their scale on private label products. Even though there are some studies abroad; for example, Khan and Rahman, (2015) studied retailer experience and Pandowo (2016) studied the relationship between private label love and satisfaction. Private label brand experience has not drawn much attention so far in Turkey. The topics covered in the study are separately dealt with in previous studies. However, this concept has not attracted much attention in the literature so far, and the present thesis is an attempt to fill in the gap.

3.2. Research Model and Hypotheses

Consistent with the purpose of the study, a research model is developed to examine the relationship between private label brand experience and retailer brand equity.

According to Brakus et al. (2009) “experiences occur when consumers search for products, when they shop for them and receive service, and when they consume them”. Consequently, it is assumable that customers are having a certain experience with private label products in the aforementioned experience stages.

According to Musekiwa et al. (2013) retailer brand equity is made up of four dimensions; namely, “retailer awareness, retailer perceived quality, retailer loyalty and retailer associations”. They developed their model based on Aaker’s (1991) customer-based brand equity model in line with previous works on retailer brand equity (Ailawadi and Keller, 2004; Pappu and Quester, 2006a; Yoo and Donthu, 2001).

Customers learn from their experiences, which result in “memorable events”(Pine and Gilmore, 1998). “The brand experience has a significant and direct, positive effect on brand trust, which is an important antecedent in building brand loyalty” (Başer et al., 2016) and Şahin et al. (2011) found out that “Brand experiences, satisfaction, trust have positively affected brand loyalty. Brand experience generates and develops a trust-based platform of relationships between the brand and the customer”. Since retailer loyalty is the most important element of retailer brand equity due to its significant affect in representing retailer brand equity (Arslan and Yavuzylmaz, 2017; Atilgan et al., 2005) it is assumed that private label brand experience would have a meaningful effect on retailer brand equity.

The thesis is similar to the work of Cleff et al. (2014) which examined the role of brand experience on the brand equity of Starbucks in Taiwan.

In the context of the relevant literature, which is also mentioned in the previous sections and described above, the below research hypotheses are developed:

H₁: Private label brand experience positively affects retailer brand awareness.

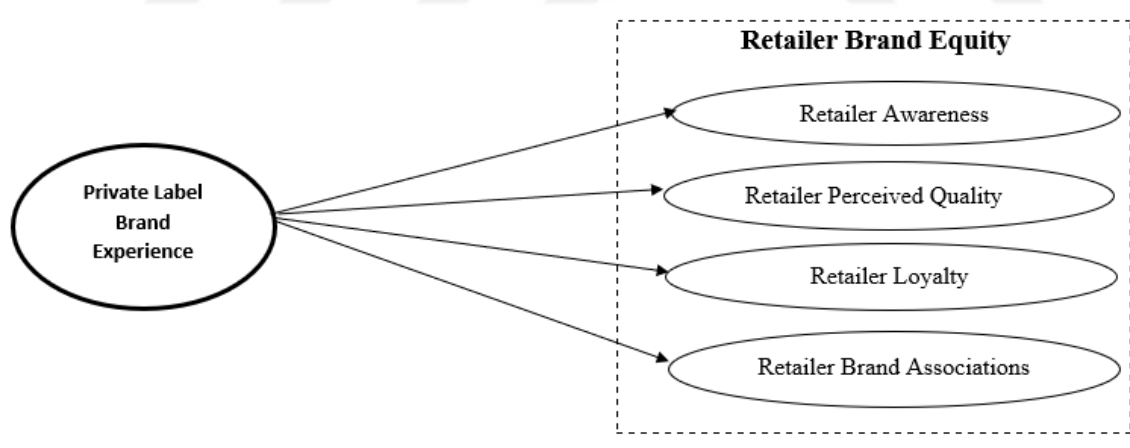
H₂: Private label brand experience positively affects retailer perceived quality.

H₃: Private label brand experience positively affects retailer loyalty.

H₄: Private label brand experience positively affects brand retailer.

The research model has been developed as shown in Figure 14. in the light of the literature review presented in the previous sections and the theoretical bases stated above.

Figure 14. Proposed Research Model



The hypotheses are tested with two different data sets. The first data set is gathered from BIM customers and the second data set is gathered from Migros customers. BIM being a discount store and Migros being a supermarket will provide a valuable insight.

3.3. Type of the Research

The thesis aims to use quantitative data, which is to be gathered though a questionnaire, to explain the developed hypotheses within the framework of causal relationships between the variables in the research model. The thesis is also descriptive since it attempts to test the developed model. Thus, the present thesis is a descriptive and causal research.

A detailed literature review is presented in the first two chapters regarding brand equity, retailer brand equity, brand experience and private label brand experience and their dimensions. In the last part of the second chapter, contextual relationships were explained.

The research model is developed in the third chapter, which is followed by questionnaire draft and pilot study, field research, descriptive analyses, and data analyses.

3.4. The Study Population and Sampling

The study population of the research is consisted of private label product buyers (user/experiencers) above the age of 18 in Turkey of the respective retailers (BIM and Migros). Due to time, cost and inability to access the whole population, the research is limited to the sample. The sample is made up of two consumer groups. The first group is BIM customers and the second group is Migros customers. Since there is no sampling frame for consumers of the relevant stores, convenience sampling method is used in the thesis.

Although there is no specific standard for sample size in the literature, it is suggested that the number of subjects should be around ten times the number of observed variables in the survey (Simsek, 2007: 55). In this context, since there are 36 observed variables (Likert type expression) in the questionnaire of the study, the sample size should be at least 360. After excluding the questionnaires containing errors and lack of information, it was determined that a total of 807 (426 questionnaires for BIM, 381 questionnaires for Migros) were suitable for data entry. Accordingly, it was decided that this sample size was sufficient for the statistical analysis of the study.

3.5. Retailers within the Research

BIM and Migros are the two of the pioneers in Turkish retailing sector. However, their product placement and customer characteristics are different from one another, that's why they were chosen for the study since it was not possible to include all of the retailers in Turkey.

3.5.1. BIM discount stores

As previously stated in the literature review, BIM is the leading hard-discount store in Turkey. According to the data presented in their official website (BIM, 2020) they started their retailing journey with 21 stores in 1995. The company launched Turkey's very first private label product "Dost Milk" in 1997. Their growth continued during 2001 economic crisis. The number of stores they owned reached to 87. Within only three years, the number of BIM stores increased dramatically and reached 1000. In 2005, 44,12% of the BIM shares were offered to public. In 2009, the company opened its first store abroad, in Morocco. Currently, BIM has more than 7000 stores and it has been ranked among the first 250 retailers in the world according to the 2019 report of Deloitte. The company has retailing stores in every city in Turkey and the stores offer a variety of private label products. BIM is selling private label products in different names for each category.

3.5.2. Migros supermarkets

Migros, the forerunner of the modern retail sector in Turkey is a supermarket chain, which has stores almost in all of the major cities. According to the data provided in their corporate

website (Migros, 2020) first Migros store was opened in 1954 and currently it has 2255 stores under different store names as of 12.06.2020. It has stores in Northern Macedonia and Kazakhstan as well. The 2019 report of Deloitte placed Migros Turk in There are various store sizes of Migros, ranging small MigrosJets to 5M Migros stores. Migros is offering private label products under its own name with its diverse product category.

3.6. Structure and Preparation of the Survey Used in the Research

In order to measure the validity of above hypotheses, a questionnaire with the below statements was designed based on the previous studies of Brakus et al. (2009), Yoo and Donthu (2001), Musekiwa et al (2013) and Avcılar (2008).

Since English is the most prominent language globally, 33 of 36 statements were translated from English into Turkish. When a scale is being used in another country and in another language, there are certain necessary stages to follow during translation process. There are “translation, synthesis, back translation, expert committee review and pretesting” stages in all well written studies (Beaton et al., 2000). Thus, the questionnaire statements were translated into Turkish with necessary adjustments. Marketing academicians with advanced knowledge and skills both in English and Turkish were consulted during the translation and adjustment period. Before giving it its final shape, the questionnaire was tested in a pilot study with 40 private label users. Final touches were made to the questionnaire based on the pilot study reflections.

There were 36 5-point Likert scale statements in the survey, with 1 stating ‘I strongly disagree’... and 5 stating ‘I strongly agree’, which were divided into eight single sections. Demographic information part of the survey included gender, age, occupation, education, marital status and income levels.

The questionnaire attempts to measure the role of private label brand experience on retailer brand equity. In the introductory part of the questionnaire, private label concept was introduced to the participants in order to avoid confusion.

In the first part, the participants were asked the question ‘Which retailer do you prefer most for your grocery shopping?’ and then the participants had to make a choice between BIM (a discount store) or Migros (a supermarket) and the following questions were shaped in accordance with their answer. This situation was explained in the questionnaire.

Upon selection, the participants were asked about their shopping frequency. The choices offered for were every day, once a week, several times a week, once in two weeks and once a month.

Next, the participants were questioned about how much of their shopping from BIM/Migros stores were private label products? They had to make a choice between the given ranges of 20 % or lower, 21%-40%, 41%-60%, 61%-80%, 81% or above.

In the last part of the first section the participants were asked what was their favorite private label product category for their grocery shopping. Below are the given categories:

- Dairy products (Milk, yoghurt, cheese, etc.)
- Dry food (Baked beans, chickpeas, rice, pasta etc.)

- Cleaning Products (Bleach, liquid soap, etc.)
- Snacks (Chips, ice cream, cookies, biscuits, chocolate, etc.)
- Fats (Margarine, sunflower oil, olive oil, etc.)
- Drinks (Coke, juice, soda, etc.)
- Paper Products (Paper towels, toilet paper, wet wipes, etc.)
- Personal Care Products (Hygienic products, perfume, deodorant etc.)
- Other (please specify): _____

3.7. Measurement of the Variables in the Research

Experience and equity statements make up the main part of the questionnaire. Upon completing the first section, the participants continued with the second section. As it is previously mentioned in detail, brand experience construct developed by Brakus et al. (2009) has four dimensions and retailer brand equity construct developed by Musekiwa et al. (2013) has also four dimensions. All of the interrelations of these dimensions are to be analyzed within the content of the thesis. There are 12 Likert type private label brand experience measurement statements and 24 Likert type retailer brand equity measurement statements as stated in Table 12. below.

Table 12. Research Dimensions and Likert Type Statements

DIMENSIONS	STATEMENTS	SOURCE
PL Sensory Brand Experience	SE1: BIM/Migros – PLB makes a strong impression on my visual sense and other senses. SE2: I find BIM/Migros – PLB interesting in a sensory way. SE3: BIM/Migros – PLB does not appeal to my senses.	Adapted from (Brakus et al., 2009)
PL Emotional Brand Experience	EE1: BIM/Migros – PLB includes feelings and sentiments. EE2: I do not have strong emotions for BIM/Migros – PLB. EE3: BIM/Migros – PLB is an emotional brand.	
PL Intellectual Experience	IE1: I engage in a lot of thinking when I use BIM/Migros – PLB IE2: BIM/Migros – PLB does not make me think. IE3: BIM/Migros – PLB stimulates my curiosity and problem solving.	
PL Behavioral Brand Experience	BE1: I engage in physical actions and behaviors when I use BIM/Migros – PLB. BE2: BIM/Migros – PLB results in bodily experiences. BE3: BIM/Migros – PLB is not action-oriented.	
Retailer Brand Awareness	AW1: I am aware of BIM/Migros stores. AW2: I can recognize BIM/Migros stores among other competing stores. AW3: Some characteristics of BIM/Migros stores come to mind quickly. AW4: I have difficulty in imagining BIM/Migros stores in my mind.	Adapted from (Yoo and Donthu, 2001)
	AW5: I recall products I buy at BIM/Migros stores AW6: When I think of shopping BIM/Migros stores comes to mind	Adapted from (Musekiwa et al., 2013)
Retailer Perceived Quality	PQ1: The likely quality of BIM/Migros store products are extremely high. PQ2: The likelihood that BIM/Migros store products would be functional is very high.	Adapted from (Yoo and Donthu, 2001)

	PQ3: The shelves allow easy shopping at BIM/Migros store. PQ4: Staff is customer centric at BIM/Migros store. PQ5: Staff is neat at BIM/Migros store. PQ6: BIM/Migros store service is swift. PQ7: BIM/Migros store has a variety of products.	Adapted from (Musekiwa et al., 2013)
Retailer Loyalty	LOY1: I consider myself to be loyal to BIM/Migros stores. LOY2: BIM/Migros stores are my first choice. LOY: I will not buy from other retailers if I can buy the same item at BIM/Migros	Adapted from (Yoo and Donthu, 2001)
	LOY4: I buy most of my groceries from BIM/Migros store LOY5: I would recommend BIM/Migros to my friends and family LOY6: I would not switch to another store next time.	Adapted from (Musekiwa et al., 2013)
	ASSO1: I know the features of the BIM/Migros store. ASSO2: I immediately remember the symbol and logo of the BIM/Migros store. ASSO3: I have no trouble imagining BIM/Migros store in my mind.	Adapted from (Avcılar, 2008)
Retailer Associations	ASSO4: If BIM/Migros store was a car it would be a Mercedes Benz. ASSO5: BIM/Migros store is customer focused.	Adapted from (Musekiwa et al., 2013)

In the last part of the questionnaire, the participants were asked some demographic questions.

3.8. Data Collection

A quantitative data collection method was used in the research. Participants were fully informed about the purpose of the online survey at the beginning of the participation. Links to the self-administered questionnaire (see Appendix 3 and 4 for the questionnaire), which was created using Google Docs was shared via various digital platforms in June, 2020. (https://docs.google.com/forms/d/e/1FAIpQLSdLvPpjj2verdyB5Md7P2r6YfFxxN3HSJebZitoBjukR8hQw/viewform?usp=sf_link). Since the survey was online, the sample was not restricted to a geographical area. Upon reaching an adequate number of respondents (426 BIM and 381 Migros), online access was ceased.

3.9. Analysis Method

Data collected through the online survey was analyzed using IBM SPSS statistics 25.0 and IBM Amos Graphics 24. Data analysis started with descriptive statistics, after that, confirmatory factor analyses were performed for private label brand experience, and retailer brand equity scales. Moreover, while analyzing the data, frequency distribution, arithmetic mean, standard deviation tests were used. First and second order confirmatory factor analyses are made. As for the reliability analysis in addition to Cronbach alpha coefficient, Composite Reliability and Average Variance Extracted methods were used.

CHAPTER 4: DATA ANALYSES AND FINDINGS

This chapter is made up of two parts. In the first part there are BIM analyses and in the second part there are Migros analyses.

4.1. BIM Analyses

4.1.1. Descriptive analyses

IBM SPSS Statistics 25 is used for the descriptive analyses. Descriptive analyses include demographic qualities of the sample size, shopping frequency of the participant BIM customers, their most favorite private label category and the share of private label products in their grocery shopping.

Table 13. Demographic Qualities of BIM Participants

Demographic Qualities		N	%	Demographic Qualities		N	%
Gender	Female	265	62,2	Marital Status	Married	280	65,7
	Male	161	37,8		Single	146	34,3
Age	25 & below	44	10,3	Monthly Net Income	2500 TL & Below	76	17,8
	26-35	181	42,5		2501 -4000	101	23,7
	36-45	150	35,2		4001-6000	147	34,5
	46-55	40	9,4		6001-8000	55	12,9
	56+	11	2,6		8001 & above	47	11,0
Education	H.S. & below	114	26,8	Occupation	Worker	22	5,2
	Associate	54	12,7		Retired	12	2,8
	Bachelors	195	45,8		Govt. Employee	141	33,1
	Graduate	63	14,8		Housewife	77	18,1
Number of people living at home	Living Alone	24	5,6		Student	24	5,6
	2	96	22,5		Self-employed	7	1,6
	3	113	26,5		Private Sector	100	23,5
	4	128	30,0		Artisan	14	3,3
	5 and more	65	15,3		Unemployed	23	5,4
					Other	6	1,4

It is not easy to make a generalization and there is not a certain study on the valid sample size (Muthén and Muthén, 2002). Structural equation model analysis works well with large sample sizes. Bentler and Chou (1987) suggests that the sample size should be at least five times the indicators and according to Hair et al. (1998) number of surveys are required to be at least 10 times of the number of observed variables. There are total of 426 participants in BIM analyses. It is a good number of participants with 95% confidence level and 5% error margin (Ameen, 2017). All in all, the sample size meets the existing criteria. There were 36 Likert – type statements in the survey, so the number of participants meet the requirements set in the literature.

As shown in Table 13., the participants for the BIM survey were 265 females, and 161 males. 65% of the participants were married and only 5,6% stated that they were living alone. 34% of the participants stated to have a monthly net income of 4001 – 6000 TL. 33,1 percent of the participants are government employees and 45,8% of the participants are bachelor's degree holder. Demographic qualities of the survey indicate that our participants are young and educated people, that have a family and average income.

Table 14. Shopping Frequency of BIM Customers

Shopping Frequency of the Participants		
	N	%
Everyday	31	7,3
Once a week	109	25,6
Several times a week	201	47,2
Once in two weeks	52	12,2
Once a month	33	7,7
Total	426	100,0

Shopping frequency of BIM customers indicate that the participants had a good knowledge of the BIM discount store. 47,2% of the participants stated that they shop several times a week at BIM.

Table 15. Most Favorite Private Label Category of BIM Customers

Most Favorite PL Category		
	N	%
Dairy products	160	37,6
Dry food	39	9,2
Cleaning products	65	15,3
Snacks	39	9,2
Fats	8	1,9
Drinks	13	3,1
Paper products	94	22,1
Other	8	1,9
Total	426	100,0

As it was stated in the literature review, private label products are present almost in all categories, where national brands are present. Dairy products with its share of 37,6% is the most preferred category within the given private label categories and it is followed by paper products such as toilet paper and wet towels in BIM analyses.

Table 16. Private Label Share in Grocery Shopping of BIM Customers

PL Share in Grocery Shopping		
	N	%
20% & lower	118	27,7
21%-40%	113	26,5
41%-60%	112	26,3
61%-80%	51	12,0
81%& higher	32	7,5
Total	426	100,0

More than 75% of the participants stated that private label products make up more than 20% of their grocery cart. Therefore, it is safe to say that participants were well aware of private label products.

4.1.2. Structural equation modeling procedure for BIM data

Researchers employ SEM to explain the interrelationships among latent and observed variables in their hypothesized model. Latent and observed variables are similar to dependent and independent variables in the literature. The reason for choosing SEM for the research is the abundance of dimensions in our study. Unlike other statistics programs SEM allows researchers to examine multiple variables in a single study (Schumacker and Lomax, 2004). IBM SPSS Amos 24 is used for the analyses.

Since late 1960s and early 1970s, it has become standard to check the plausibility of theoretical models which explain the interrelations of certain set of variables via structural equation model (SEM). CMIN/df and fit indexes, i.e. *chi-square* χ^2 /degrees of freedom, which are usually considered to support it, are most recommended ways of determining whether a hypothesis proves to be right or wrong. When the CMIN/df ratio is between 2 and 5, it proves good fit; when it is lower than 2, it proves the perfect fit. For the thesis, besides CMIN/df, TLI (Tucker – Lewis Index), CFI (Comparative Fit Index), GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index) and RMSEA (Root Mean Squared Error of Approximation) values are used to measure fitness. RMSEA is an absolute fit index; therefore, it tells us how far our hypothesized model is from a perfect model. When Maximum Likelihood method is used, TLI & CFI value should be close to .95, and RMSEA value should be close to .06 for a good fit of the proposed model. Values closer to zero means a good fit for RMSEA. There are other values regarding the fitness of RMSEA in the literature. For example, MacCallum et al. (1996) suggests that even the values between 0.08 – 0.10 are an indication of fair fit. In contrast, CFI and TLI are incremental fit indices that compare the fit of a hypothesized model with that of a model with the worst fit. 0.9 is a the threshold value for GFI and AGFI but above 0.8 is also acceptable (Baumgartner and Homburg, 1996; Doll et al., 1994; Geçti, 2012; Hu L.-T. and Bentler P. M., 1999; Kline, 2015; Sütütemiz, 2005; Xia and Yang, 2019).

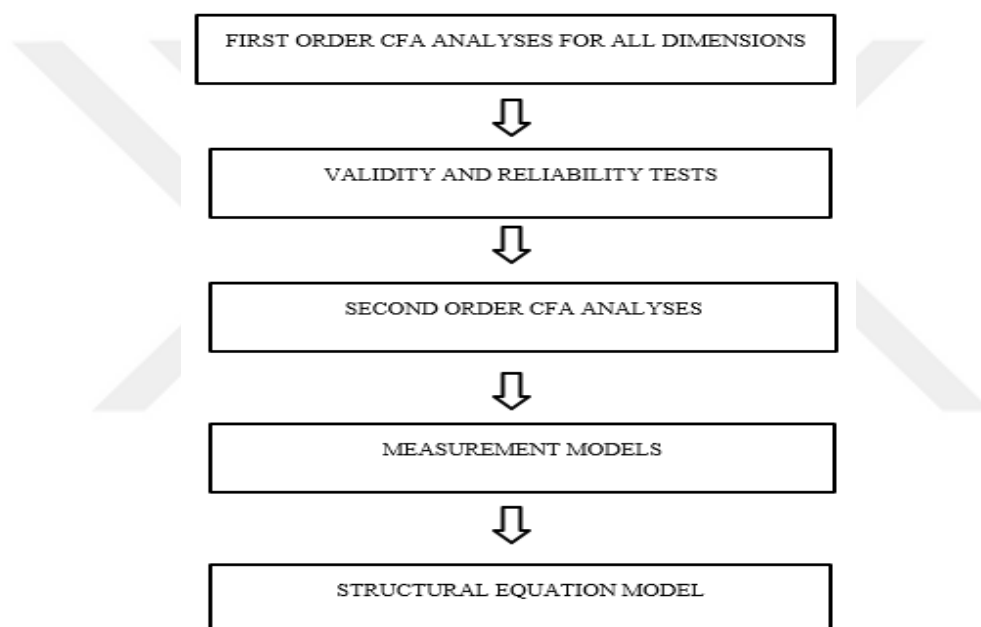
Regarding reliability, in addition to traditional Cronbach's alpha, composite reliability (C.R.) and average variance extracted (AVE) values were also calculated for all dimensions of the model. 0.7 or higher is an acceptable value for Cronbach's alpha, but if there are few

latent variables, as low as three, lower values also acceptable (Hair et al., 1998). Regarding AVE, which is the average of the root squares for items within a factor acceptable value is above 0.5 in CFA (Kline, 2015). And the C.R. measures internal consistency and it needs to be above 0.7, however when it gets closer to 1, it is a sign of problem, which shows that the items too close (Hair Jr et al., 2016).

After determining that all of the latent and observed variables are in good-fit according to the CFA analyses, which gives a clear sign of measurement model, the study continued with SEM (Harrington, 2009). Since the questionnaire was adapted from previous studies of Avcılar (2008), Brakus et al. (2009), Musekiwa et al. (2013), Yoo and Donthu (2001), explanatory factor analyses were not done on the variables (Maat et al., 2015).

Table 17. shows the SEM procedure.

Table 17. SEM Evaluation Process for BIM analyses



4.1.2.1. CFA analyses for all dimensions

Structural equation model evaluation process begins with private label brand experience dimensions' Confirmatory Factor Analyses (CFA). All the private label brand experience dimensions are studied and then carried on with retailer brand equity dimensions: "retailer brand awareness, retailer perceived quality, retailer loyalty and retailer associations".

4.1.2.1.1. Private label sensory brand experience CFA

Private label sensory brand experience CFA results are given in Figure 15. SE3, SE2, and SE1 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Sensory_BX to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.74, 0.85 and 0.71. Error values are 0.35, 0.20, and 0.41 for the respective e3, e2 and e1.

Figure 15. Private Label Sensory Brand Experience CFA



Fitness indexes for Sensory_BX are given in Table 18.

Table 18. PL Sensory Brand Experience Fitness Indexes

PL Sensory BX Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

The most common fitness indexes are used in the present thesis. However, when Table 18. is examined, missing values are observed. There are no CMIN/df, AGFI, TLI and RMSEA values. It is because there are only three observed variables, which makes the degrees of freedom (df) value zero. AGFI, TLI and RMSEA values could not be calculated, since they are calculated using df value, which is zero in this case. GFI and CFI values are equal to one (Geçti, 2012: 137).

4.1.2.1.2. Private label emotional brand experience CFA

Private label emotional brand experience CFA results are given in Figure 16. EE3, EE2, and EE1 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Emotional_BX to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.71, 0.84 and 0.77. Error values are 0.36, 0.24, and 0.31 for the respective e6, e5 and e4.

Figure 16. Private Label Emotional Brand Experience CFA



Table 19. PL Emotional Brand Experience Fitness Indexes

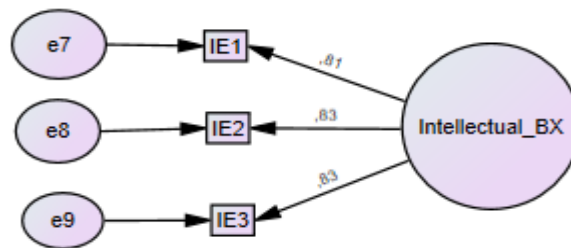
PL Emotional BX Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

Table 19. shows the fitness indexes for emotional brand experience dimension. There are no CMIN/df, AGFI, TLI, and RMSEA values in the above table. It is because there are only three observed variables, which makes the df value zero. GFI and CFI values are equal to one.

4.1.2.1.3. Private label intellectual brand experience CFA

Private label intellectual brand experience CFA results are given in Figure 17. IE1, IE2 and IE3 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Intellectual_BX to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.81, 0.83 and 0.83. Error values are 0.24, 0.28, and 0.29 for the respective e7, e8 and e9.

Figure 17. Private Label Intellectual Brand Experience CFA**Table 20.** PL Intellectual Brand Experience Fitness Indexes

PL Intellectual BX Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

Table 20. shows the fitness indexes for private label intellectual brand experience dimension. There are no CMIN/df, AGFI, TLI and RMSEA values in the table. It is because there are only three observed variables, which makes the df value zero. GFI and CFI values are equal to one.

4.1.2.1.4. Private label behavioral brand experience CFA

Private label behavioral brand experience CFA results are given in Figure 18. BE1, BE2 and BE3 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each

variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Behavioral_BX to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.90, 0.87 and 0.86. Error values are 0.20, 0.20, and 0.15 for the respective e10, e11 and e12.

Figure 18. Private Label Behavioral Brand Experience CFA

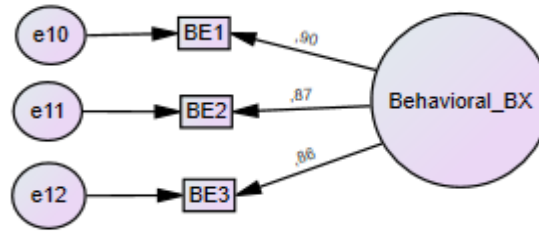


Table 21. PL Behavioral Brand Experience Fitness Indexes

PL Behavioral BX Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

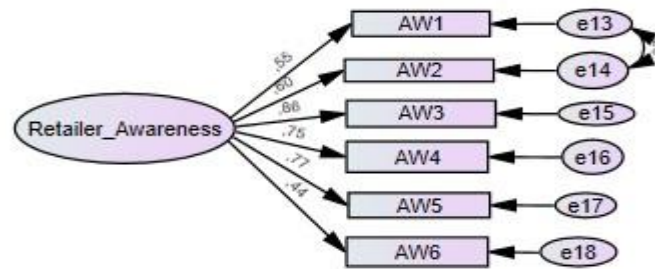
Table 21. shows the fitness indexes for private label intellectual brand experience dimension. There are no CMIN/df, AGFI, TLI and RMSEA values in the table. It is because there are only three observed variables, which makes the df value zero. GFI and CFI values are equal to one.

4.1.2.1.5. Retailer brand awareness CFA

The first dimension of Retailer Brand Equity (RBE) is retailer awareness and its CFA results are given in Figure 19. AW1, AW2, AW3, AW4, AW5, AND AW6 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Retailer_Awareness to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.55, 0.60, 0.86, 0.75, 0.77, and 0.44. Error values are 0.15, 0.37, 0.39, 0.17, 0.33, 0.20, and 0.77 for the respective e13, e14, e15, e16, e17, e18.

Figure 19. Retailer Awareness CFA



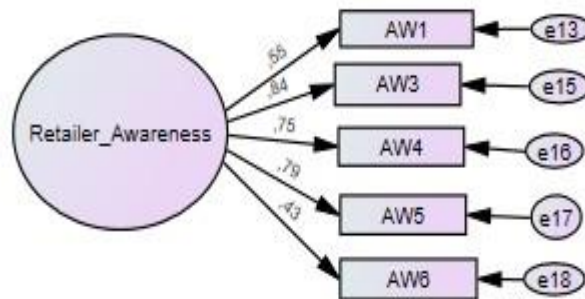
Errors of e13 and e14 are connected with a double headed arrow to make a covariance because modification indices (MI) showed a covariance of 49,346 between e13 and e14. They were correlated in an attempt to get a better fit. Modification indices are provided in Appendix 2.

Table 22. Retailer Awareness Fitness Indexes

Retailer Brand Awareness Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	1,85	0,99	0,97	0,99	0,99	0,04

Table 22. shows the fitness indexes for retailer brand awareness. In order to get a better CMIN/df value this model was modified as in Figure 20.

Figure 20. Retailer Awareness CFA (First Modification)



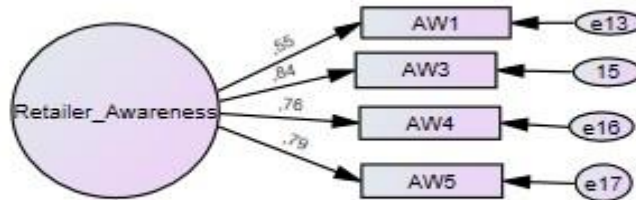
After the modification, there are five observed variables; AW1, AW3, AW4, AW5, and AW6. Their respective error codes are e13, e15, e16, e17 and e 18. The factor loadings after the modification are: 0.55, 0.84, 0.75, 0.79 and 0.43. Error loading are 0.37, 0.18, 0.34, 0.19 and 0.77.

Table 23. Retailer Awareness Fitness Indexes (After First Modification)

Retailer Brand Awareness Dimension	Fitness Indexes (After First Modification)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0,73	0,99	0,99	1,00	1,00	0,00

Another modification is made on the model because factor loading of AW6 is so low, even though the fitness indexes shown in Table 23. are good. According to the existing literature, factor loadings are expected to be above 0.60 to make a solid affect. Figure 21. shows the model after second modification.

Figure 21. Retailer Awareness Model (Modified)



Now, after the final modification factor loadings are between 0.55 – 0.84. First factor is still lower than expected but all other values as shown in Table 24. seem to be in good fit. Therefore, the study carries on with the next dimension. And error loadings in order are; 0.36, 0.19, 0.33 and 0.19

Table 24. Retailer Awareness Fitness Indexes (Modified)

Retailer Brand Awareness Dimension	Fitness Indexes (Modified)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0,23	0,99	0,99	1,00	1,00	0,00

4.1.2.1.6. Retailer perceived quality CFA

Second dimension of RBE is retailer perceived quality. Its CFA results are given in Figure 22. PQ1, PQ2, PQ3, PQ4, PQ5, PQ6 and PQ7 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Retailer_PerceivedQuality to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.54, 0.62, 0.59, 0.77, 0.76, 0.78, and 0.44. and the error loadings for respective error codes are: 0.21, 0.54, 0.40, 0.40, 0.33, 0.26, 0.22 and 0.73.

Figure 22. Retailer Perceived Quality

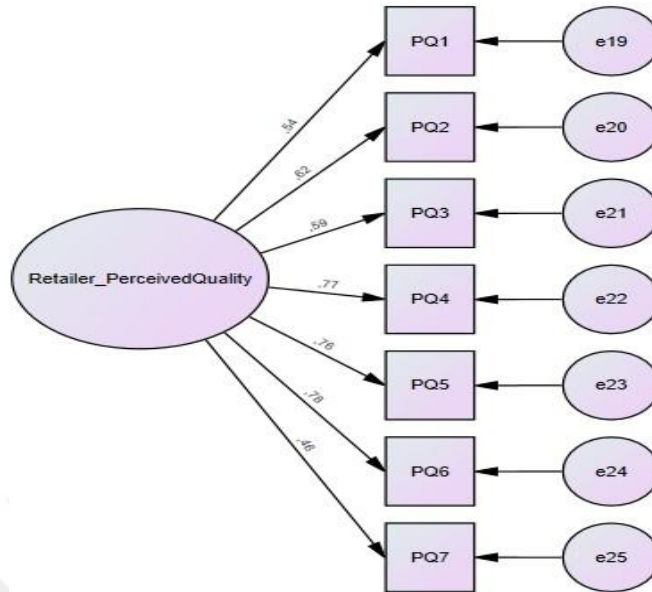
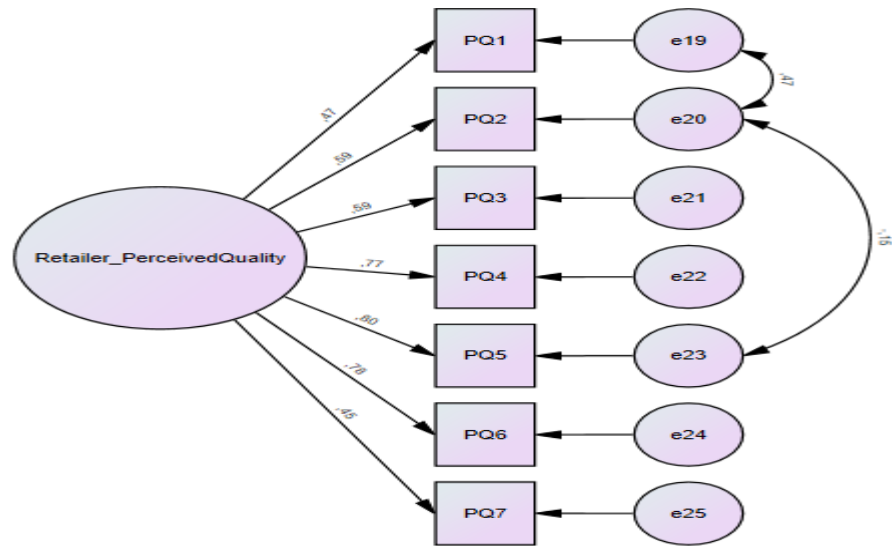


Table 25. Retailer Perceived Quality Fitness Indexes

Retailer Perceived Quality Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	11,06	0,90	0,81	0,80	0,87	0,15

CMIN/df and RMSEA values are unacceptable that is why the model needs to be modified. Modification indices were checked in order to fix the model. Then, modification indices showed very high covariance between e19 – e20 and e-20 – e23. The covariance between e19 and e20 were 94,724 and the covariance between e20 and e23 was 20,761. That is why they are two headed covariance arrows on them in the Figure 23.

Figure 23. Retailer Perceived Quality (After First Modification)



After modification, new factor loadings are 0.47, 0.59, 0.59, 0.77, 0.80, 0.78, and 0.45 and their error codes has the loadings of 0.59, 0.41, 0.40, 0.33, 0.23, 0.22, and 0.74.

Table 26. Retailer Perceived Quality Fitness Indexes (First Modification)

Retailer Perceived Quality Dimension	Fitness Indexes (First Modification)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	3,60	0,97	0,93	0,94	0,97	0,07

Fitness indexes are acceptable after the first modification; however, some factor loadings are very low. The model has to be remodified as shown in Figure 24.

Figure 24. Retailer Perceived Quality (Second modification)

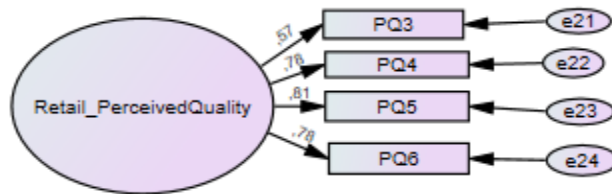


Table 27. Retailer Perceived Quality Fitness Indexes (Second Modification)

Retailer Perceived Quality Dimension	Fitness Indexes (Second Modification)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	1,77	0,99	0,98	0,99	0,99	0,04

After the final modification, the model is acceptable. Factor loadings range from 0.57 – 0.81 and all of the fitness indexes show good fit as in Table 27.

4.1.2.1.7. Retailer brand loyalty CFA

Third dimension of RBE is retailer loyalty. Its CFA results are given in Figure 25. LOY1, LOY2, LOY3, LOY4 AND LOY6 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Retailer_Loyalty to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.74, 0.89, 0.70, 0.82, and 0.51; and the error loadings for respective error codes are: 0.43, 0.20, 0.57, 0.32, and 0.82.

Figure 25. Retailer Loyalty CFA

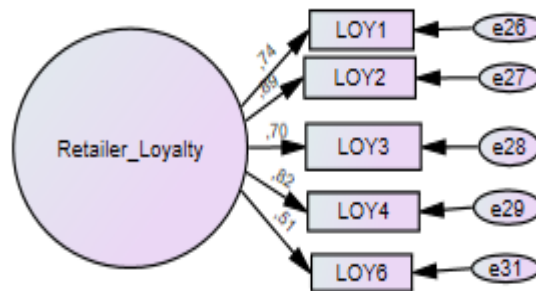
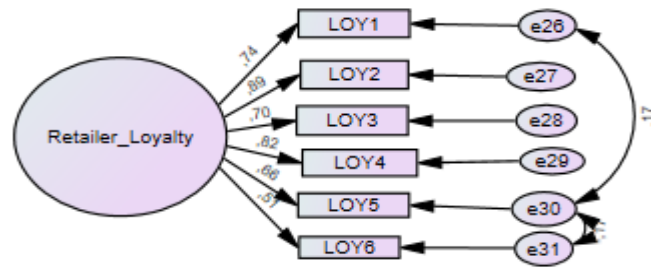


Table 28. Retailer Loyalty Fitness Indexes

Retailer Brand Loyalty Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	3,94	0,98	0,95	0,97	0,99	0,08

Fitness indexes are acceptable after the first modification; however, CMIN/df value in Table 28. could be better. That is why the model had to be remodified as shown in Figure 26.

Figure 26. Retailer Loyalty CFA (Modified)



Following the modification, all the values are acceptable. The model is a good fit. Factor loadings range from 0.51 – .89. Error values of e26 – e30 and e30 – e31 are connected with double headed arrows because MI showed a very high covariance between them. Table 29. shows the fitness indexes after modification. All the values are within acceptable ranges.

Table 29. Retailer Loyalty Fitness Indexes (Modified)

Retailer Brand Loyalty Dimension	Fitness Indexes (Modified)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	2,87	0,99	0,96	0,98	0,99	0,06

4.1.2.1.8. Retailer brand associations CFA

The last dimension of RBE is retailer associations. Its CFA results are given in Figure 27. ASSO1, ASSO2, ASSO3, ASSO4 AND ASSO5 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Retailer_Associations to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.70, 0.72, 0.82, 0.29, and 0.50; and the error loadings for respective error codes are: 0.32, 0.29, 0.21, 0.82 and 0.50. Two of the factor loadings are unacceptable. Besides, MI shows a very high covariance between error loadings of e35 – e36 and e34 – e35.

Figure 27. Retailer Associations CFA

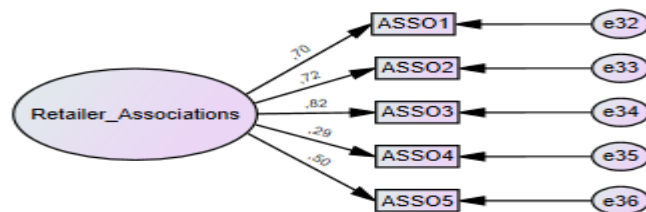
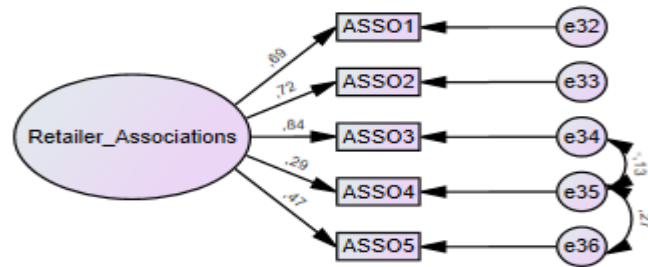


Table 30. Retailer Associations Fitness Indexes

Retailer Brand Associations Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	9,99	0,95	0,86	0,83	0,91	0,15

Table 30. shows the fitness indexes for retailer brand associations. CMIN/df and RMSEA values are unacceptable. This model is modified due to high covariance and low fitness values as shown in Figure 28.

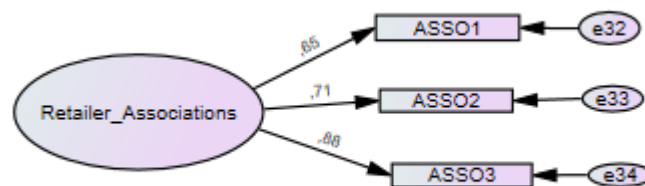
Figure 28. Retailer Associations CFA (After first modification)

After the first modification as shown in Figure 28. new factor loadings are 0.69, 0.72, 0.84, 0.29 and 0.47. Two of the factor loadings are still unacceptably low.

Table 31. Retailer Associations (after first modification)

Retailer Brand Associations Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	3,73	0,99	0,86	0,95	0,99	0,08

Table 31. shows the fitness values after first modification. CMIN/df and all the other fitness indexes show a good fit, however, two of the factor loadings are far away from being effective. In order to get better fit this model is modified as shown in Figure 29.

Figure 29. Retailer Associations CFA (After Second Modification)

Following the final modification, there is only three items left. However, the factor loadings from Retailer_Associations to observed variables are quite high. Factor loadings are 0.65, 0.71 and 0.88. Fitness indexes are given below in Table 32. There are not CMIN/df, AGFI, TLI and RMSEA values since there are only three items left. This model is acceptable.

Table 32. Retailer Associations Fitness Indexes (After Second Modification)

Retailer Brand Associations Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

4.1.2.2. Reliability and validity tests

After completing the first order confirmatory factor analyses, next step is to check reliability for both private label brand experience and retailer brand equity dimensions to check the consistency of the items in the measurement model (Kurtuluş, 2010).

4.1.2.2.1. Reliability tests for PLBX dimensions

The table below shows the reliability test results for private label brand experience dimensions for BIM data set.

Table 33. Reliability Tests for Private Label Brand Experience Dimensions

Dimensions	Number of Statements	Composite Reliability (C.R.)	Average Extracted Variance (A.V.E)	Cronbach Alpha (α)
Sensory_BX	3	0,85	0,59	0,81
Emotional_BX	3	0,94	0,60	0,82
Intellectual_BX	3	0,96	0,67	0,86
Behavioral_BX	3	0,97	0,77	0,90

All the results are within the acceptable value ranges. It is safe to say that the dimensions have reliability. Sensory_BX composite reliability is slightly lower than the other items. However, it is also greater than 0.7, which means it is reliable (Hair Jr et al., 2016).

4.1.2.2.2. Reliability tests for RBE dimensions

The below table shows the reliability test results for retailer brand equity dimensions for BIM data.

Table 34. Reliability Tests for Retailer Brand Equity Dimensions

Dimensions	Number of Statements	Composite Reliability (C.R.)	Average Extracted Variance (A.V.E)	Cronbach Alpha (α)
Retailer Brand Awareness	4	0,96	0,55	0,82
Retailer Perceived Quality	4	0,95	0,55	0,82
Retailer Loyalty	6	0,98	0,54	0,87
Retailer Brand Associations	3	0,93	0,57	0,79

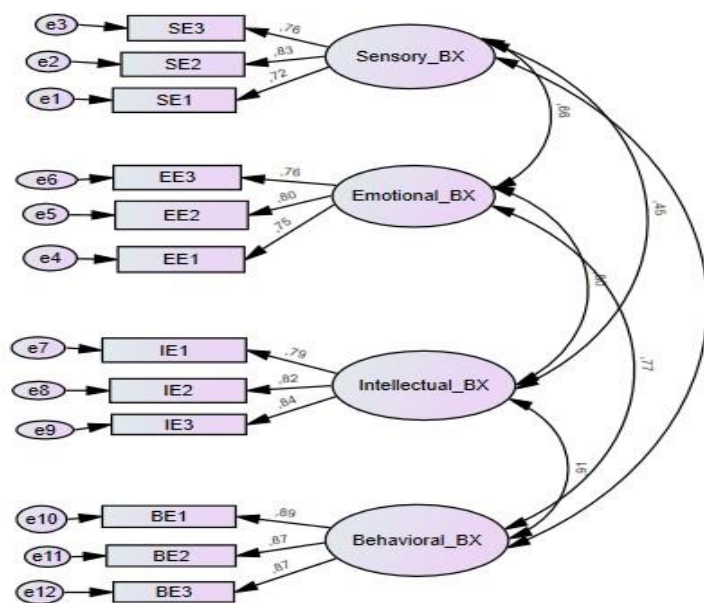
In addition to traditional Cronbach Alpha reliability test on IBS SPSS statistics 25, Composite Reliability and Average Variance Extracted values are also calculated. In order to calculate CR and AVE, estimates, i.e. loadings and error values for each variable are collected from the Amos output. An excel sheet is opened and the values are pasted. The

formula used for the calculation of $CR = (\sum(\text{loadings}))^2 / (\sum(\text{loadings}))^2 + \sum \text{Error Values}$. AVE values equal to the average of squared loadings. (Cronbach, 1951; Fornell and Larcker, 1981) All the values shown in Table 34. and Table 35. indicate that CFA analyses are reliable.

4.1.2.2.3. Convergent and discriminant validity tests for PLBX

Initially, a first order CFA was applied in order to understand the relationship among the unobserved variables of private label brand experience dimension. Within this analysis there is not a constraint to each factor of private label brand experience. First order CFA analysis results can be seen in Figure 30. below.

Figure 30. PL Brand Experience CFA Analysis (Unconstrained Model)



The fitness indexes for the first level confirmatory factor analysis for the private label brand experience dimension are shown in Table 35.

Table 35. Fitness Indexes for Private Label Brand Experience Factor

Private Label Brand Experience	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	3,86	0,93	0,89	0,94	0,96	0,08

When the above table is observed, it is seen that the private label brand experience fitness index values are of acceptable fit. Item factor loadings are seen to be above 70%. In this context, since both fit indexes and item factor weights are at desired levels, it can be said that convergent validity related to brand experience dimensions is provided.

To test whether the dimensions of the brand experience are really separate structures, it is necessary to look at the discriminant validity.

For this, firstly, the constrained model (where each dimension is the same) in which all the correlations between dimensions are fixed to one and the unconstrained model (assumption that each dimension may not be the same) in which the correlations between the dimensions are free are tested. For this test, hypothesis is $H_0: \phi=1$. The main purpose here is to reject the null hypothesis, which claims that all structures are the same (Geçti, 2012; Sütütemiz, 2005).

The differences of chi square and degrees of freedom for both models are given in Table 36.

Table 36. Discriminant Validity Analysis for PL Brand Experience Dimensions

Models	Chi -square	Degrees of Freedom
Constrained Model	413,615	54
Unconstrained Model	185,391	48
Δ Chi -square (CMIN)	228,224	
Δ Degrees of Freedom (df)		6

To evaluate the results, it is necessary to look at the chi-square distribution table. In Table 36., the critical value with 6 degrees of freedom and 5% significance level is 12.59. Considering this value, the H_0 hypothesis is rejected because $228,224 > 12,59$. In this context, it turns out that the dimensions that make up the brand experience are separate structures from each other and therefore it can be stated that the discrimination validity is provided.

Table 37. Covariance Values Among Private Label Brand Experience Dimensions

Covariances Among PL_BX Dimensions						
			Estimate	S.E.	C.R.	P
Sensory_BX	<-->	Emotional_BX	0,284	0,033	8,512	***
Sensory_BX	<-->	Intellectual_BX	0,224	0,033	6,857	***
Sensory_BX	<-->	Behavioral_BX	0,25	0,034	7,323	***
Emotional_BX	<-->	Intellectual_BX	0,39	0,038	10,151	***
Emotional_BX	<-->	Behavioral_BX	0,392	0,039	10,115	***
Intellectual_BX	<-->	Behavioral_BX	0,533	0,045	11,731	***

When Table 37. is observed all the variables seem to have a meaningful relationship. It is safe to say that all variables that have a significant relationship between them also have a positive relationship with each other (Geçti, 2012: 148).

Table 38. Standardized Regression Weights Among PL_BX Dimensions

Standardized Regression Weights			Estimate
SE3	<---	Sensory_BX	0,76
SE2	<---	Sensory_BX	0,83
SE1	<---	Sensory_BX	0,72
EE3	<---	Emotional_BX	0,76
EE2	<---	Emotional_BX	0,80
EE1	<---	Emotional_BX	0,75
IE3	<---	Intellectual_BX	0,85
IE2	<---	Intellectual_BX	0,82
IE1	<---	Intellectual_BX	0,79
BE3	<---	Behavioral_BX	0,87
BE2	<---	Behavioral_BX	0,87
BE1	<---	Behavioral_BX	0,89

Table 38. shows the standardized regression weights of private label brand experience dimensions. All 12 of them indicate a significant effect since all are greater than 0.60.

4.1.2.2.4. Convergent and Discriminant Validity Tests for RBE

In this part, convergent and discriminant validity is sought among the variables of the retailer brand equity

Figure 31. Retailer Brand Equity Model for BIM

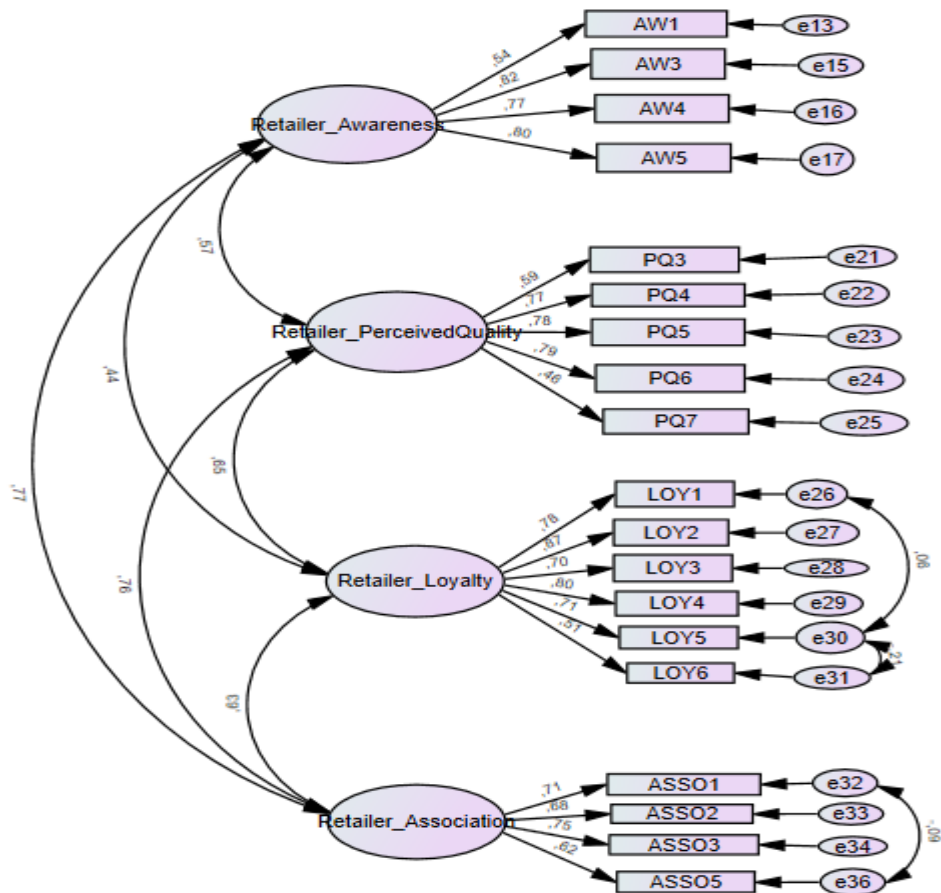


Table 39. Fitness Indexes of BIM – RBE Model

BIM RBE	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	4,04	0,87	0,83	0,86	0,87	0,08

The above table shows the CFA fitness indexes for the RBE dimensions. When the table is examined, it is seen that the fitness indexes of RBE dimensions are not within desirable limits. It is concluded that the item factor loadings are also not within acceptable ranges. Some modifications are made in order to get acceptable fitness indexes and item factor loadings, which will provide convergent validity for the model. The new model after the modifications and the fitness indexes are shown in Figure 32 and Table 40.

Figure 32. Retailer Brand Equity Model for BIM (Modified)

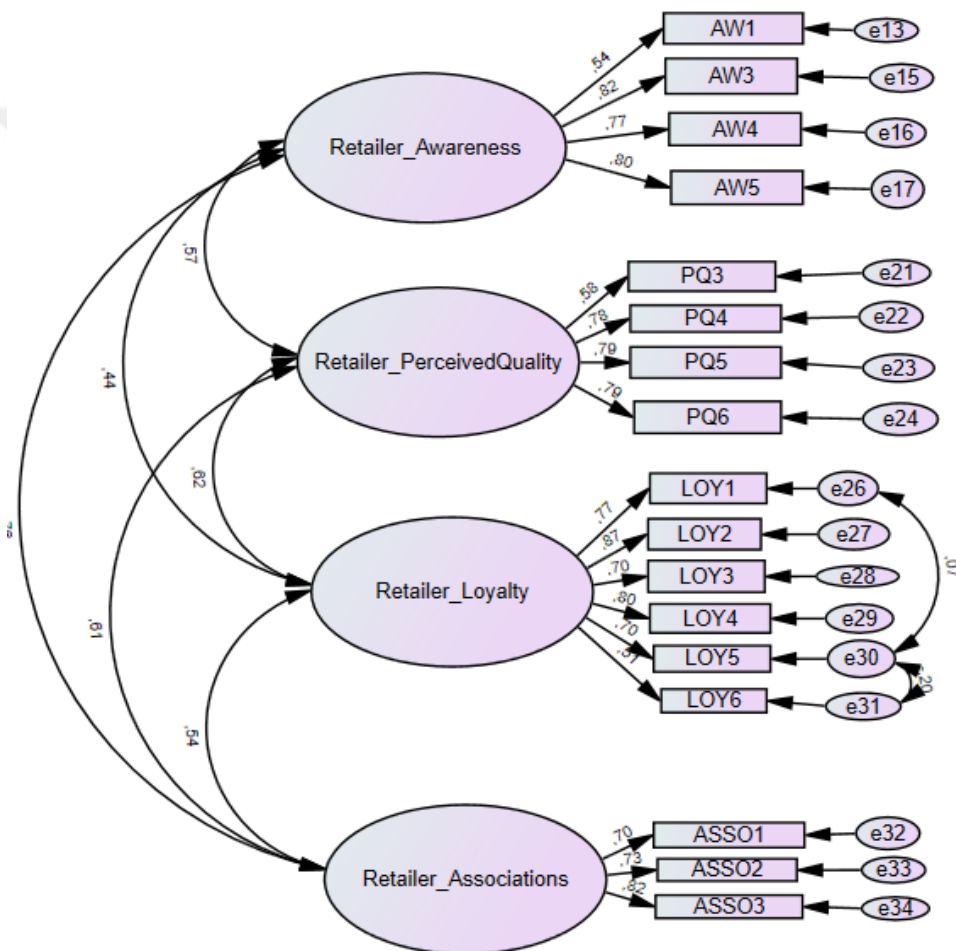


Table 40. Fitness Indexes of BIM – RBE Model (Modified)

BIM – RBE	Fitness Indexes (Modified)					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	2,9	0,91	0,88	0,92	0,93	0,06

The above table indicates good fitness indexes for BIM Retailer Brand Equity model. Item factor loading are within acceptable limits except for the observed items AW1 (0,54) and PQ3 (0,58). Therefore, the RBE model has convergent validity.

In order to test whether the variables in the retailer brand equity model are really separate structures, discriminant validity analysis was performed. Firstly, the constrained model was tested by fixing the correlations between all dimensions to 1, and then the unconstrained model in which the correlations between the dimensions were set free was tested.

The CMIN/df differences for both models are given in the below table.

Table 41. Discriminant Validity Analyses for RBE Model

Models	Chi -square	Degrees of Freedom
Constrained Model	668,623	117
Unconstrained Model	326,230	111
Δ Chi -square (CMIN)	345,393	
Δ Degrees of Freedom (df)		6

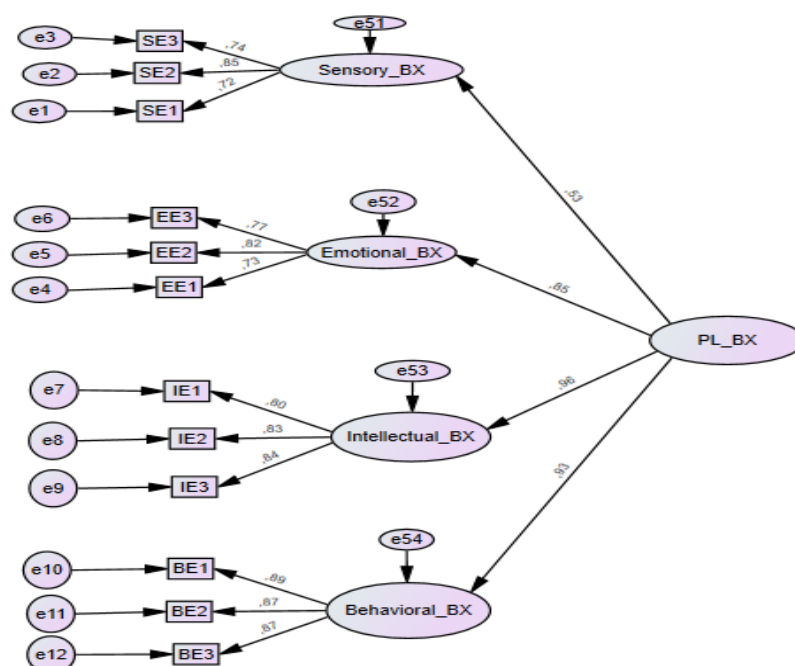
To evaluate the results, it is necessary to look at the chi-square distribution table. In the above Table 41., the critical value with 6 degrees of freedom and 5% significance level is 12.59. Considering this value, the H_0 hypothesis is rejected because $345,393 > 12.59$. In this context, it turns out that the dimensions that make up the RBE are separate structures from each other and therefore it can be stated that the discrimination validity is provided.

4.1.2.3. Second order CFA analyses

Private label brand experience has four sub-dimensions. The purpose for creating a second order CFA is to turn it into a single construct for the hypothesized model. The researcher turns sub-dimensions into a single construct because, the hypotheses were aiming at proving a meaningful relationship between overall private label brand experience and retailer brand equity dimensions. The below second order CFA in Figure 33. explains the effects of sub-dimensions on the main construct (Awang, 2012).

4.1.2.3.1. Private label brand experience 2nd order CFA

Figure 33. Private Label Brand Experience 2nd Order CFA



When the above Figure 33. is observed, it is seen that all sub-dimensions have an impact on the PL_BX construct. PL_BX factor loadings for each dimension in order are; 0.53, 0.85, 0.96 and 0.93. Their respective error codes are e51, e52, e53, and e54. Their loadings are in order as: 0.29, 0.12, 0.04 and 0.08. Thus, it is safe to say that PL_BX is made of its four sub-dimensions. However, not all dimensions are equally affecting the main-dimension. The most effective PL_BX dimension is Intellectual_BX with its 0.96 factor loading and Sensory_BX is the least effective with its 0.53 factor loading.

Fitness indexes of PL_BX are provided in Table 42.

Table 42. Fitness Indexes for Private Label Brand Experience Construct

PL_BX 2 ND ORDER CFA	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	4,63	0,91	0,87	0,93	0,95	0,09

When the table is examined, it can be stated that the fit indexes of the private label brand experience construct within acceptable limits. Even though CMIN/df and RMSEA values does not show a good fit.

4.1.2.4. Measurement model confirmatory factor analysis

After a confirmatory factor analysis is made for each latent variable, the total measurement model in which all latent variables (Private Label Brand Experience, Retailer Awareness, Retailer Perceived Quality, Retailer Loyalty and Retailer Associations) are evaluated together. Table 43. contains the fitness indexes of the confirmatory factor analysis for the measurement model.

Figure 34. PL Brand Experience and Retailer Brand Equity Measurement Model



Table 43. Measurement Model CFA Fitness Indexes

Measurement Model	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	2,69	0,86	0,835	0,90	0,92	0,06

When Table 43. is observed, it is seen that all fitness indexes other than GFI/AGFI values are within acceptable limits even if they are not at perfect levels. As a result of the modifications made, it was determined that the most suitable measurement model for the data available was this model and the model was used.

4.1.2.4.1. Discriminant validity of the measurement model

In order to test whether the variables in the measurement model are really separate structures, discriminant validity analysis was performed. Firstly, the constrained model was tested by fixing the correlations between all dimensions to 1, and then the unconstrained model in which the correlations between the dimensions were set free was tested.

The CMIN/df differences for both models are given in Table 44.

Table 44. Measurement Model Discriminant Validity Analyses

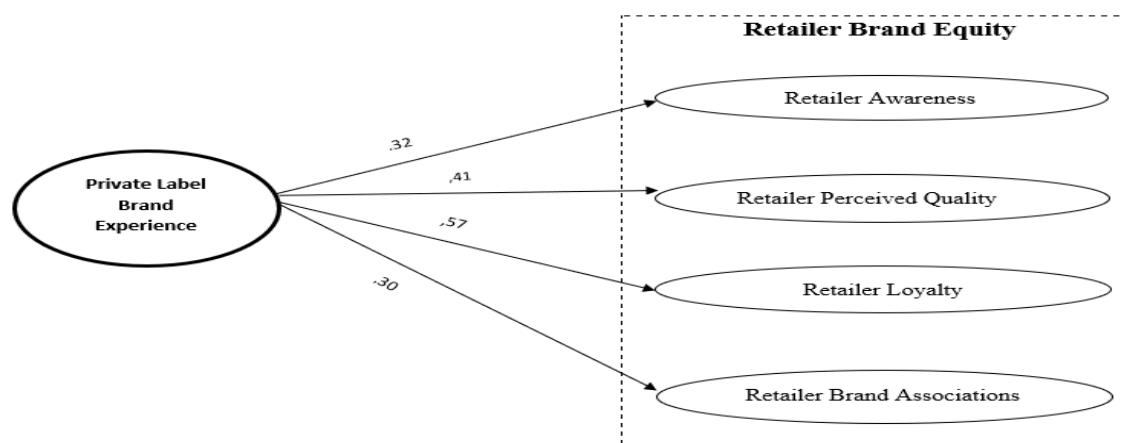
Models	Chi-square	Degrees of Freedom
Constrained Model	1500,995	371
Unconstrained Model	971,441	361
Δ Chi-square (CMIN)	586,554	
Δ Degrees of Freedom (df)		10

To evaluate the results, it is necessary to look at the chi-square distribution table. In Table 44., the critical value with 10 degrees of freedom and 5% significance level is 18.30. Considering this value, the H_0 hypothesis is rejected because $586,554 > 18,30$. In this context, it turns out that the dimensions that make up the brand experience are separate structures from each other and therefore it can be stated that the discrimination validity is provided (Bagozzi et al., 1991; Sütütemiz, 2005).

4.1.2.5. Structural equation model for BIM

After completing CFA analyses for all variables in the model, reliability and validity tests, and the measurement model, the structural equation model was adopted. So far, all the values are indicating a good fit. In the structural equation model, the relationships between the latent variables confirmed in the measurement model were investigated and the proposed hypotheses were tested. In this context, the relationships between the structural model and the structures in the model are as seen in Figure 35.

Figure 35. Structural Equation Model for BIM



Proposed structural equation model has successfully been applied to BIM data as shown in Figure 35. The numbers on the arrows show the standardized regression weights..

Table 45. Structural Equation Model Fitness Indexes

SEM	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	3,83	0,79	0,76	0,84	0,86	0,08

The above Table 45. shows the structural equation model fitness indexes. All five of them are within acceptable ranges.

Table 46. Regression Weights and Significance Levels

Standardized Regression Weights							
			S.R.W.	S.E.	C.R.	P	Status
Retailer_Awareness	<---	PL_BX	0,32	0,07	4,83	***	H ₁ Accepted
Retailer_PerceivedQuality	<---	PL_BX	0,41	0,08	5,64	***	H ₂ Accepted
Retailer_Loyalty	<---	PL_BX	0,57	0,15	7,47	***	H ₃ Accepted
Retailer_Associations	<---	PL_BX	0,30	0,09	4,63	***	H ₄ Accepted

According to the findings provided in Table 45. and Table 46., the model has been created successfully. CMIN/df value and RMSEA values show an acceptable fit (MacCallum et al., 1996; Tabachnick and Fidell, 2007; Wheaton et al., 1977) even though other indexes indicate a poor fit. GFI/AGFI and TLI values should have been greater than 0.9, therefore they are indicating poor fit. However, these values are sensitive to the sample size (Bollen, 1990; Sharma et al., 2005; Shevlin and Miles, 1998). All in all, with the CMIN/df, RMSEA values in acceptable ranges and standardized regression weights and significance levels are proving that the hypotheses are true. All four hypotheses are accepted at the end of BIM analyses. Standardized regression weights indicate that private label brand experience has the most effect on retailer brand loyalty dimension of retailer brand equity and it has the lowest impact on retailer awareness as far as BIM analyses indicate.

4.2. Migros Analyses

Same steps are bound to be followed as in the previous part for Migros analyses. Descriptive analyses include demographic qualities of the sample, shopping frequency of the participant Migros customers, their most favorite private label category and the share of private label products in their grocery shopping cart.

4.2.1. Descriptive analyses

Table 47. Demographic Qualities of Migros Participants

Demographic Qualities		N	%	Demographic Qualities		N	%
Gender	Female	242	63,5	Marital Status	Married	205	53,8
	Male	139	36,5		Single	176	46,2
Age	25 & below	54	14,2	Monthly Net Income	2500 TL & Below	33	8,7
	26-35	161	42,3		2501 -4000	74	19,4
	36-45	96	25,2		4001-6000	103	27,0
	46-55	45	11,8		6001-8000	98	25,7
	56+	25	6,6		8001 & above	73	19,2
Education	H.S. & below	34	8,9	Occupation	Worker	9	2,4
	Associate	34	8,9		Retired	31	8,1
	Bachelors	206	54,1		Govt. Employee	140	36,7
	Graduate	107	28,1		Housewife	18	4,7
Number of people living at home	Living Alone	49	12,9		Student	28	7,3
	2	142	37,3		Self-employed	17	4,5
	3	92	24,1		Private Sector	111	29,1
	4	74	19,4		Artisan	4	1,0
	5 and more	24	6,3		Unemployed	18	4,7
					Other	8	1,3

As shown in the above Table 47., there are total of 381 participants in Migros analyses. The participants for the Migros survey were 242 females, and 139 males. 53,8 % of the participants were married and 12,9 % stated that they were living alone. The difference in the household eye-catching. The number of people who stated to be living alone were only 5.9% in BIM analyses. Besides, the number of participants who stated to be living with 4 or more people is 45,3% in BIM analyses. That number drops to approximately 25,7% for Migros customers. Income levels also vary among two retailers. Only 8,7% of the Migros customers stated to have a net income of lower than 2500 TL, while that number increases to 17,8 in BIM customers. Occupation percentages are similar. 36,7 percent of the participants are government employees and 54,1% of the participants are bachelor's degree holder. Demographic qualities of the survey indicate that our participants are young and educated people, that have a family and average income.

Table 48. Shopping Frequency of Migros Customers

Shopping Frequency of the Participants		
	N	%
Everyday	14	3,7
Once a week	102	26,8
Several times a week	158	41,5
Once in two weeks	65	17,1
Once a month	42	11,0
Total	381	100

Shopping frequency of the customers indicate that the participants had a good knowledge of the Migros supermarket. 41,5 % of the participants stated that they shop several times a week at Migros.

Table 49. Most Favorite Private Label Category of Migros Customers

Most Favorite PL Category		
	N	%
Dairy products	125	32,8
Dry food	60	15,7
Cleaning products	74	19,4
Snacks	25	6,6
Fats	21	5,5
Drinks	9	2,4
Paper products	51	13,4
Other	16	4,2
Total	381	100

Dairy products with its share of 32,8 % is the most preferred category within the given private label categories and it is followed by cleaning products. The second most favorite category was paper products in BIM analyses, here it is the fourth favorite category following dry food.

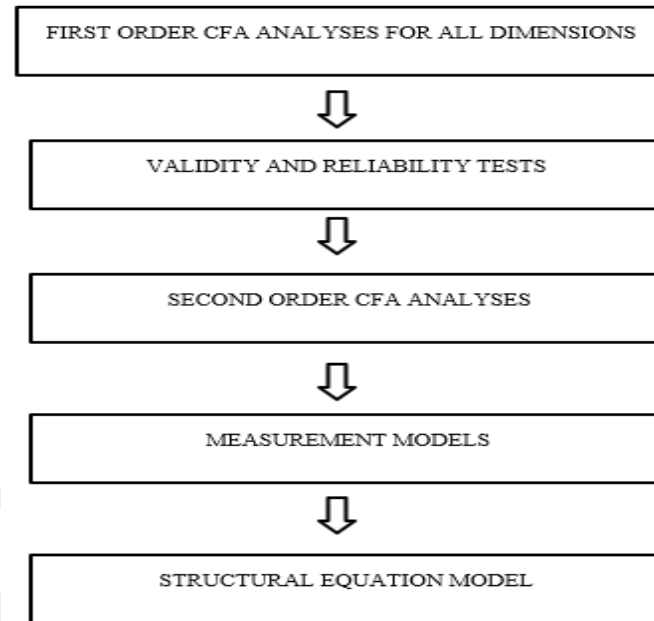
Table 50. Private Label Share in Grocery Shopping of Migros Customers

PL Share in Grocery Shopping		
	N	%
20% & lower	135	35,4
21%-40%	119	31,2
41%-60%	58	15,2
61%-80%	41	10,8
81%&higher	28	7,3
Total	381	100

As shown in the above Table 50., approximately 65 % of the participants stated that private label products make up more than 20% of their grocery cart. Therefore, it is safe to say that participants were well aware of private label products.

4.2.2. Structural equation modeling procedure for Migros data

Table 51. SEM Evaluation Process for Migros analyses



As shown in Table 51., same steps are to be followed as in BIM analyses in the SEM procedure. There are first factor CFA analyses for all dimensions, validity and reliability tests, second order CFA analyses, measurement model, discriminant validity test for the measurement model and then SEM and finally research hypotheses tests for Migros data.

4.2.2.1. CFA analyses for all dimensions

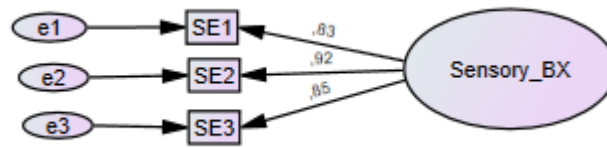
Structural equation model evaluation process begins with private label brand experience dimensions' Confirmatory Factor Analyses (CFA). All the private label brand experience dimensions are studied and then carried on with retailer brand equity dimensions: "retailer brand awareness, retailer perceived quality, retailer loyalty and retailer associations".

4.2.2.1.1. Private label sensory brand experience CFA

Private label sensory brand experience CFA results are given in Figure 36. SE1, SE2, and SE3 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Sensory_BX to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.83, 0.92 and 0.83. Error values are 0.25, 0.11, and 0.19 for the respective e1, e2 and e3.

Figure 36. Private Label Sensory Brand Experience CFA



Fitness indexes for Sensory_BX are given in Table 52.

Table 52. Sensory Brand Experience Fitness Indexes

PL Sensory BX Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

There are no CMIN/df, AGFI, TLI and RMSEA values. It is because there are only three observed variables, which makes the df value zero. GFI and CFI values are equal to one.

4.2.2.1.2. Private label emotional brand experience CFA

Private label emotional brand experience CFA results are given in Figure 37. EE1, EE2, and EE3 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Emotional_BX to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.80, 0.89 and 0.87. Error values are 0.23, 0.19, and 0.29 for the respective e6, e5 and e4.

Figure 37. Private Label Emotional Brand Experience CFA

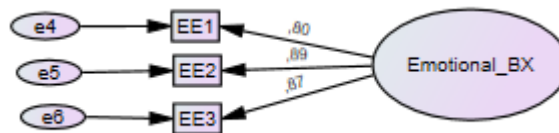


Table 53. PL Emotional Brand Experience Fitness Indexes

PL Emotional BX Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

The above Table 53. Shows the fitness indexes for private label emotional brand experience. There are no CMIN/df, AGFI, TLI, and RMSEA values in the above table. It is because there are only three observed variables, which makes the df value zero. GFI and CFI values are equal to one.

4.2.2.1.3. Private label intellectual brand experience CFA

Private label intellectual brand experience CFA results are given in Figure 38. IE1, IE2 and IE3 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience.

There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Intellectual_BX to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.80, 0.87 and 0.79. Error values are 0.34, 0.21, and 0.33 for the respective e7, e8 and e9.

Figure 38. Private Label Intellectual Brand Experience CFA

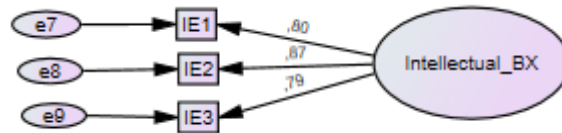


Table 54. PL Intellectual Brand Experience Fitness Indexes

PL Intellectual BX Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,000	-	-	1,000	-

Table 54. shows the fitness indexes for private label intellectual brand experience dimension. There are no CMIN/df, AGFI, TLI and RMSEA values in the table. It is because there are only three observed variables, which makes the df value zero. GFI and CFI values are equal to one.

4.2.2.1.4. Private label behavioral brand experience CFA

Private label behavioral brand experience CFA results are given in Figure 39. BE1, BE2 and BE3 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Behavioral_BX to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.86, 0.89 and 0.93. Error values are 0.24, 0.19, and 0.12 for the respective e10, e11 and e12.

Figure 39. Private Label Behavioral Brand Experience CFA

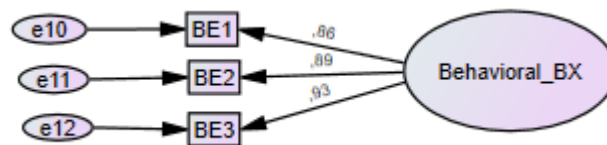


Table 55. PL Behavioral Brand Experience Fitness Indexes

PL Behavioral BX Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

Table 55. shows the fitness indexes for private label intellectual brand experience dimension. There are no CMIN/df, AGFI, TLI and RMSEA values in the table. It is because there are only three observed variables, which makes the df value zero. GFI and CFI values are equal to one.

4.2.2.1.5. Retailer brand awareness CFA

The first dimension of Retailer Brand Equity (RBE) is retailer awareness and its CFA results are given in Figure 40. AW1, AW2, AW3, AW4, AW5, AND AW6 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Retailer_Awareness to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.76, 0.86, 0.86, 0.77, 0.74, and 0.58. Error values are 0.25, 0.16, 0.17, 0.27, 0.29, and 0.65 for the respective e13, e14, e15, e16, e17, e18.

Figure 40. Retailer Awareness CFA

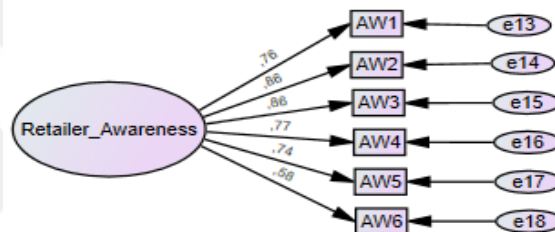
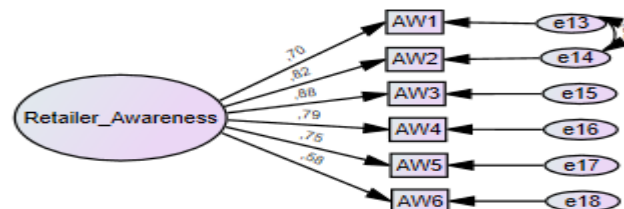


Table 56. Retailer Awareness Fitness Indexes

Retailer Brand Awareness Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	8,37	0,99	0,86	0,91	0,95	0,14

Table 56. shows the fitness indexes for retailer brand awareness. These fitness index values are not within the acceptable ranges. Thus, this model was modified as in Figure 41.

Figure 41. Retailer Awareness CFA (First Modification)



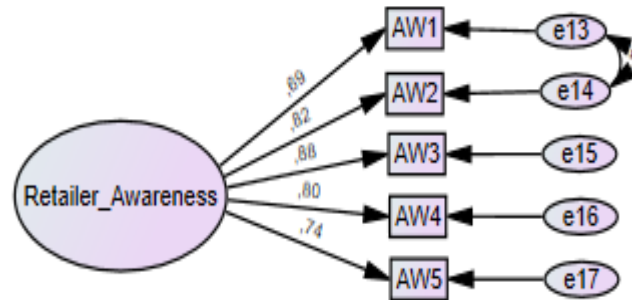
There is a double headed arrow from e13 to e14 in Figure 41, it is because Modification Indices showed a covariance of 33,133 in the first model. After the modification factor loading range from 0.58 to 0.88. Modification indices are provided in Appendix – 2.

Table 57. Retailer Awareness Fitness Indexes (After First Modification)

Retailer Brand Awareness Dimension	Fitness Indexes (After First Modification)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	4,17	0,98	0,93	0,96	0,98	0,91

Even though the fitness indexes are not unacceptable, another modification is made on the model because factor loading of AW6 is so low. According to the existing literature, factor loadings are expected to be above 0.60 to make a solid affect. Figure 42. shows the model after second modification.

Figure 42. Retailer Awareness Model (Modified)



Now, after the final modification factor loadings are between 0.69 – 0.88. First factor is still lower than expected but all other values as shown in Table 58. seem to be in good fit. Therefore, the study carries on with the next dimension. And error loadings in order are; 0.31, 0.20, 0.15, 0.24 and 0.29.

Table 58. Retailer Awareness Fitness Indexes (Modified)

Retailer Brand Awareness Dimension	Fitness Indexes (Modified)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	3,58	0,99	0,94	0,98	1,00	0,08

Table 58. indicates that all the fitness values are within the acceptable range for retailer brand awareness.

4.2.2.1.6. Retailer perceived quality CFA

Second dimension of RBE is retailer perceived quality. Its CFA results are given in Figure 43. PQ1, PQ2, PQ3, PQ4, PQ5, PQ6 and PQ7 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Retailer_PerceivedQuality to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.61, 0.70, 0.71, 0.72, 0.83, 0.84, and 0.74. and the error loadings for respective error codes are: 0.35, 0.23, 0.29, 0.30, 0.21, 0.18, and 0.27.

Figure 43. Retailer Perceived Quality

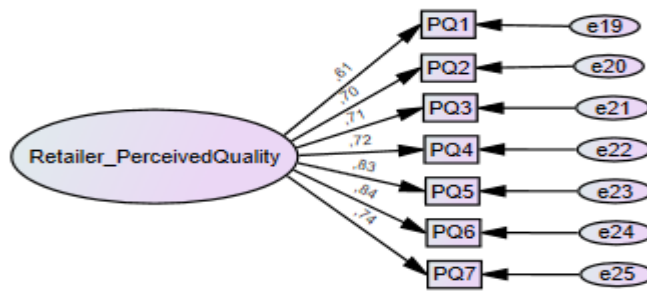


Table 59. Retailer Perceived Quality Fitness Indexes

Retailer Perceived Quality Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	9,05	0,90	0,82	0,88	0,92	0,14

CMIN/df and RMSEA values, which are shown in Table 59., are unacceptable that is why the model needs to be modified. PQ2 is removed in order to get a better fitness for the model. Figure 44. shows the change.

Figure 44. Retailer Perceived Quality (After first modification)

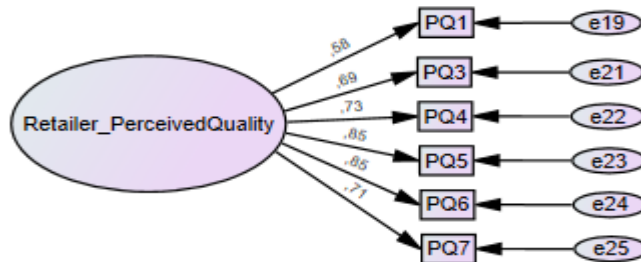


Table 60. Retailer Perceived Quality Fitness Indexes (First Modification)

Retailer Perceived Quality Dimension	Fitness Indexes (First Modification)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	5,83	0,96	0,90	0,94	0,96	0,11

Table 60. shows the fitness indexes of retailer perceived quality after first modification. CMIN/df and RMSEA values are still not within acceptable range. The model is remodified as shown in Figure 45.

Figure 45. Retailer Perceived Quality (After second modification)

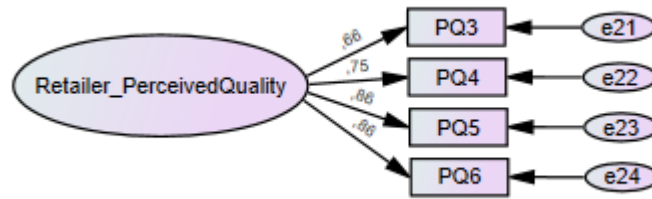


Table 61. Retailer Perceived Quality Fitness Indexes (Second Modification)

Retailer Perceived Quality Dimension	Fitness Indexes (Second Modification)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	1,33	0,99	0,98	0,99	0,99	0,03

After the final modification, there are four items left; PQ3, PQ4, PQ5 and PQ6 and their factor loadings are 0.66 (e21= 0.33), 0.75(e22=0.28), 0.86 (e23=0.17) and 0.86(e24= 0.16). The final shape of the retailer perceived quality dimension provided good values and it has an acceptable fitness indexes as shown in Table 61.

4.2.2.1.7. Retailer loyalty CFA

Third dimension of RBE is retailer loyalty. Its CFA results are given in Figure 46. LOY1, LOY2, LOY3, LOY4, LOY5 AND LOY6 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Retailer_Loyalty to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.79, 0.86, 0.67, 0.83, 0.66 and 0.50; and the error loadings for respective error codes are: 0.53, 0.26, 0.65, 0.27, 0.34 and 0.87.

Figure 46. Retailer Loyalty CFA

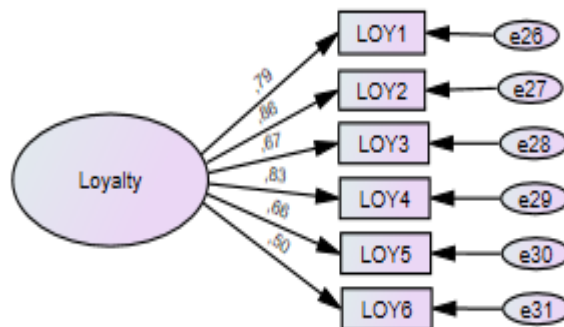
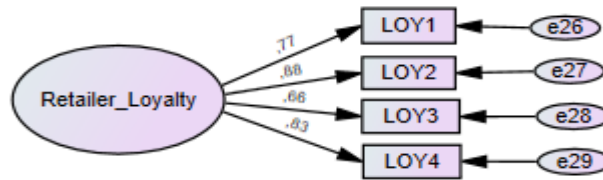


Table 62. Retailer Loyalty Fitness Indexes

Retailer Brand Loyalty Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	9,18	0,93	0,84	0,88	0,93	0,14

Table 62. shows the fitness indexes of retailer loyalty before any modifications was made. CMIN/df and RMSEA values are not acceptable. That's why the model was modified as shown in Figure 47.

Figure 47. Retailer Loyalty CFA (Modified)



After the modifications factor and error loadings are 0.77(e26=0.50), 0.88 (e27=0.23), 0.66(e28=0.68) and 0.83 (e29=0.27).

Table 63. Retailer Loyalty Fitness Indexes (Modified)

Retailer Brand Loyalty Dimension	Fitness Indexes (Modified)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0,61	0,99	0,99	1,00	1,00	0,00

After the final modification, all the fitness indexes indicate a good fit as shown in Table 63.

4.2.2.1.8. Retailer brand associations CFA

The last dimension of RBE is retailer associations. Its CFA results are given in Figure 48. ASSO1, ASSO2, ASSO3, ASSO4 AND ASSO5 are the observed variables of the dimension, which are adapted from the existing literature to measure private label brand experience. There is one error code for each variable in the figure. Analyzed statements are provided in the Appendix-1 with their respective codes.

The values on the arrows going from Retailer_Associations to observed variables are showing the standardized regression weights, i.e. factor loadings, which are explaining the latent variable. The values are 0.74, 0.64, 0.77, 0.44, and 0.58; and the error loadings for respective error codes are: 0.23, 0.35, 0.25, 0.81 and 0.44. Two of the factor loadings are unacceptable. Besides, MI shows a very high covariance between error loadings of e35 – e36, e33 – e35 and e33 – e34.

Figure 48. Retailer Associations CFA

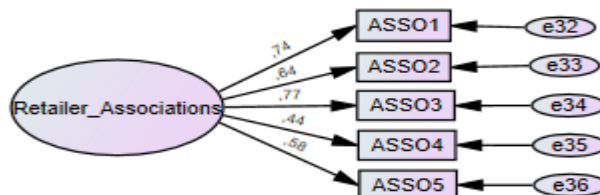


Table 64. Retailer Associations Fitness Indexes

Retailer Brand Associations Dimension	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	14,62	0,92	0,77	0,74	0,87	0,18

Table 64. shows the fitness indexes for retailer brand associations. CMIN/df and RMSEA values are unacceptable. This model is modified as shown in Figure 49. due to high covariance and low fitness values.

Figure 49. Retailer Associations (After the first modification)

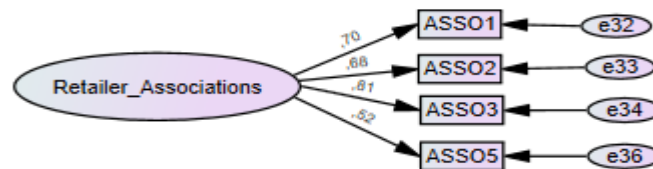
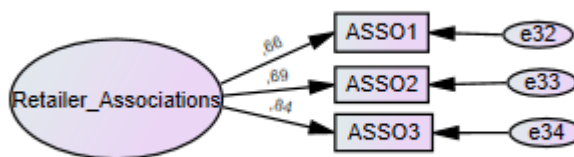


Table 65. Retailer Associations Fitness Indexes (After the first modification)

Retailer Brand Associations Dimension	Fitness Indexes (first modification)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	6,15	0,98	0,91	0,92	0,97	0,11

After the first modification, factor loading for ASSO5 is still low, and both CMIN/df and RMSEA values are not acceptable. That's why this model is remodified as shown in Figure 50.

Figure 50. Retailer Associations CFA (Modified)



After the second modification, factor loadings and error values are within acceptable range. Factor loadings and error values are 0.66(e32=0,29), 0,69 (e33=0,31) and 0.84 (e34=0,18)

Following the final modification, there are only three items left. However, the factor loadings from Retailer_Associations to observed variables are quite high. Fitness indexes are given below in Table 66. There are not CMIN/df, AGFI, TLI and RMSEA values since there are only three items left. This model is acceptable.

Table 66. Retailer Associations Fitness Indexes (Modified)

Retailer Brand Associations Dimension	Fitness Indexes (Modified)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	0/0	1,00	-	-	1,00	-

4.2.2.2. Reliability and validity tests

Upon completing first order confirmatory factor analyses, next step is to check reliability of all the variable dimensions in order to validate the consistency of the measurement model.

4.2.2.2.1. Reliability tests for PLBX dimensions

In order to create a successful structural equation model, it is a must to have reliability and validity. Cronbach Alpha values are calculated using IBM SPSS statistics. As for composite reliability and average variance extracted, previously explained method is used.

Table 67. Reliability Tests for Private Label Brand Experience Dimensions

Dimensions	Number of Statements	Composite Reliability (C.R.)	Average Extracted Variance (A.V.E)	Cronbach Alpha (α)
Sensory_BX	3	0,92	0,75	0,89
Emotional_BX	3	0,97	0,73	0,89
Intellectual_BX	3	0,95	0,67	0,86
Behavioral_BX	3	0,98	0,80	0,92

Table 67. shows the reliability test results. Cronbach Alpha values higher than 0.70 are considered good, and higher the value is better (Cortina, 1993). All of the AVE values are higher than 0.5, and CR values are greater than 0.90, which means the proposed model has a reliable.

4.2.2.2.2. Reliability tests for RBE dimensions

The below table shows the results of the reliability tests of retailer brand equity dimensions for Migros data.

Table 68. Reliability Tests for Retailer Brand Equity Dimensions

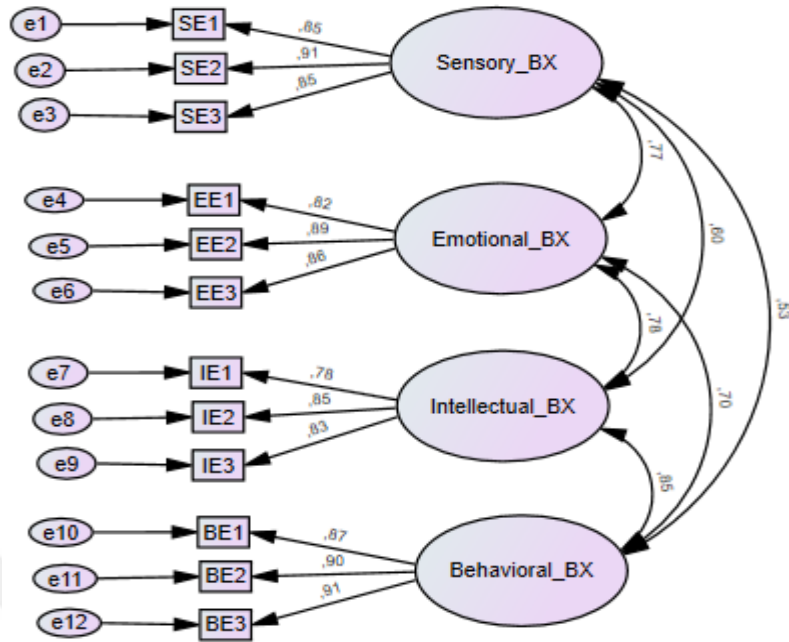
Dimensions	Number of Statements	Composite Reliability (C.R.)	Average Extracted Variance (A.V.E)	Cronbach Alpha (α)
Retailer Brand Awareness	5	0,98	0,62	0,89
Retailer Perceived Quality	4	0,97	0,62	0,86
Retailer Loyalty	4	0,97	0,62	0,86
Retailer Brand Associations	3	0,94	0,54	0,77

Table 68. shows the reliability test results for retailer brand equity dimensions. All the dimensions got good reliability results from all three tests. All in all, this model is reliable.

4.2.2.2.3. Convergent and discriminant validity tests for PLBX

Initially, a first order CFA was applied in order to understand the relationship among the unobserved variables of private label brand experience dimension. Within this analysis there is not a constraint to each factor of private label brand experience. First order CFA analysis results can be seen in Figure 51. below.

Figure 51. PL Brand Experience CFA Analysis (Unconstrained Model)



The fitness indexes for the first level confirmatory factor analysis for the private label brand experience dimensions are shown in Table 69.

Table 69. Fitness Indexes for Private Label Brand Experience Factor

Private Label Brand Experience	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	3,55	0,93	0,89	0,96	0,97	0,08

When the above Table 69. is observed, all the fitness indexes and factor loadings are looking good. However, when the modification indices were examined, it is seen that e4 error item has a covariance of 29,342 with Sensory_BX. That is why, EE1 is removed from the model as shown in Figure 52.

Figure 52. PL Brand Experience CFA Analysis (Unconstrained Model)

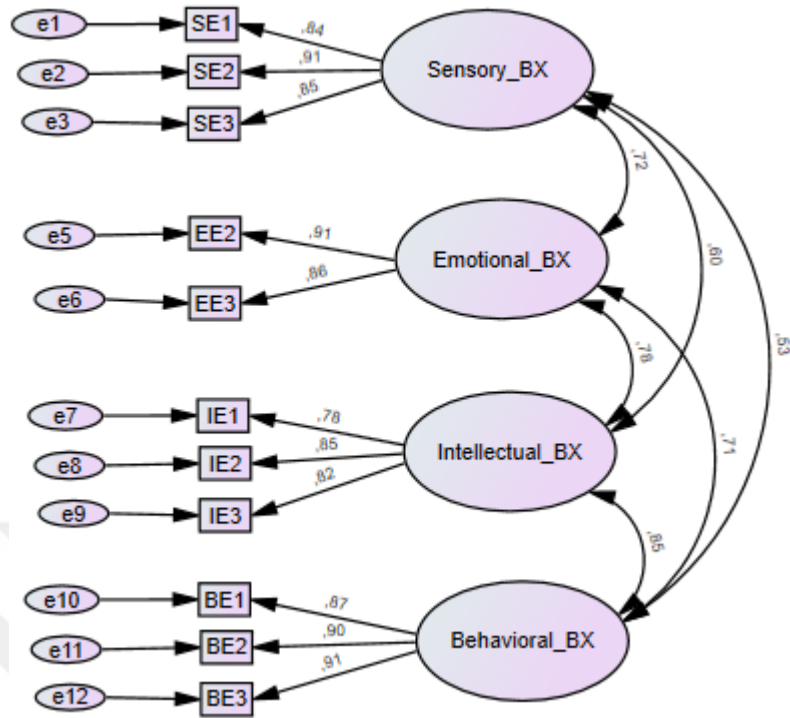


Table 70. Fitness Indexes for Private Label Brand Experience Factor (Modified)

Private Label Brand Experience	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	3,24	0,94	0,90	0,96	0,97	0,07

Table 70. shows us that the private label brand experience fitness index values are of good fit. Item factor loadings are seen to be above 70%. In this context, since both fit indexes and item factor weights are at desired levels, it can be said that convergent validity related to brand experience dimensions is provided.

To test whether the dimensions of the brand experience are really separate structures, it is necessary to look at the discriminant validity.

For this, firstly, the constrained model (where each dimension is the same) in which all the correlations between dimensions are fixed to one and the unconstrained model (assumption that each dimension may not be the same) in which the correlations between the dimensions are free are tested. For this test, hypothesis is $H_0: \phi=1$. The main purpose here is to reject the null hypothesis, which claims that all structures are the same (Geçti, 2012; Sütütemiz, 2005).

The differences of Chi square and degrees of freedom for both models are given in Table 71.

Table 71. Discriminant Validity Analysis for PL Brand Experience Dimensions

Models	Chi -square	Degrees of Freedom
Constrained Model	272,313	44
Unconstrained Model	123,202	38
Δ Chi -square (CMIN)	149,111	
Δ Degrees of Freedom (df)		6

To evaluate the results, it is necessary to look at the chi-square distribution table. In Table 71., the critical value with 6 degrees of freedom and 5% significance level is 12.59. Considering this value, the H_0 hypothesis is rejected because $149,111 > 12,59$. In this context, it turns out that the dimensions that make up the brand experience are separate structures from each other and therefore it can be stated that the discrimination validity is provided.

Table 72. Covariance Values Among Private Label Brand Experience Dimensions

Covariances Among PL_BX Dimensions						
			Estimate	S.E.	C.R.	P
Sensory_BX	↔	Emotional_BX	,434	,045	9,617	***
Sensory_BX	↔	Intellectual_BX	,326	,039	8,446	***
Sensory_BX	↔	Behavioral_BX	,351	,043	8,192	***
Emotional_BX	↔	Intellectual_BX	,506	,051	9,885	***
Emotional_BX	↔	Behavioral_BX	,552	,056	9,835	***
Intellectual_BX	↔	Behavioral_BX	,598	,056	10,776	***

When Table 72. is observed all the variables seem to have a meaningful relationship. It is safe to say that all variables that have a significant relationship between them also have a positive relationship with each other (Geçti, 2012 : 148).

Table 73. Standardized Regression Weights for PL_BX Dimensions

Standardized Regression Weights			Estimate
SE3	↔-	Sensory_BX	,848
SE2	↔-	Sensory_BX	,910
SE1	↔-	Sensory_BX	,845
EE3	↔-	Emotional_BX	,858
EE2	↔-	Emotional_BX	,908
IE3	↔-	Intellectual_BX	,824
IE2	↔-	Intellectual_BX	,849
IE1	↔-	Intellectual_BX	,781
BE3	↔-	Behavioral_BX	,913
BE2	↔-	Behavioral_BX	,903
BE1	↔-	Behavioral_BX	,871

Table 73. shows the standardized regression weights of private label brand experience dimensions, and all of them are above, 0.70. It can be interpreted as all them have a significant effect on private label brand experience.

4.2.2.2.4. Convergent and discriminant validity tests for RBE

Figure 53. Retailer Brand Equity Model for Migros

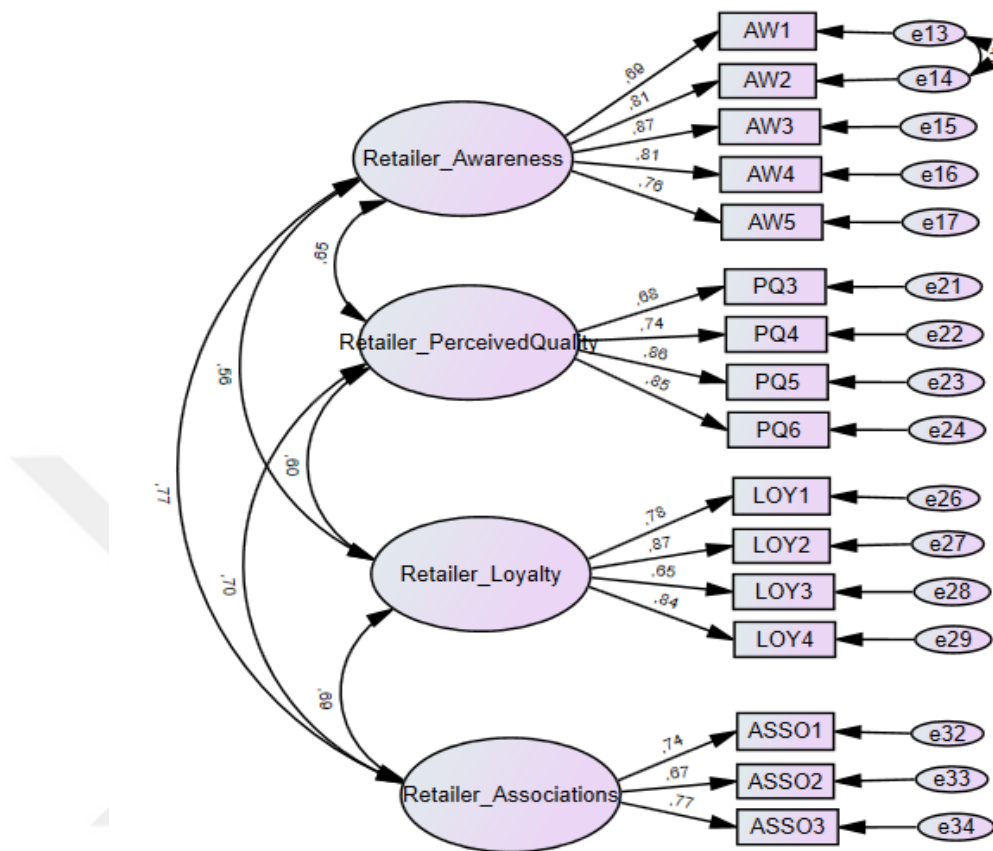


Table 74. Migros – RBE Model Fitness Indexes

Migros- RBE	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	3,03	0,90	0,87	0,93	0,94	0,07

The above table shows the CFA fitness indexes for the retailer brand equity dimensions. When the Table 74. is examined, fitness indexes seem to be within acceptable ranges. However, when the above Figure 53. is examined there are some low item factor loading. In order to get better item factor loading and even better fitness indexes, the model was modified as in below Figure 54.

Figure 54. Retailer Brand Equity Model of Migros (Modified)

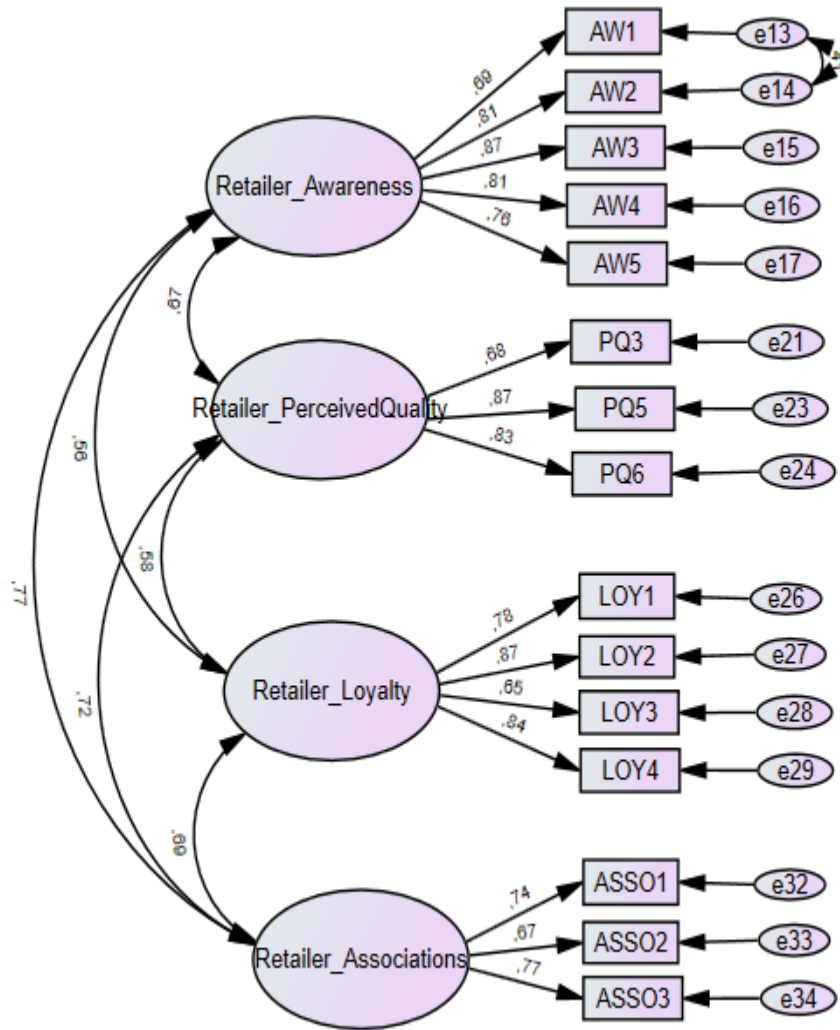


Table 75. Migros – RBE Model Fitness Indexes (Modified)

Migros- RBE	Fitness Indexes (Modified)					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	2,92	0,91	0,88	0,94	0,95	0,07

After the modification, all the item factor loadings and fitness indexes are within desirable limits. The model indicates a good fit. Therefore, it can be said that the model has a convergent validity.

In order to test whether the variables in the retailer brand equity model are really separate structures, discriminant validity analysis was performed. Firstly, the constrained model was tested by fixing the correlations between all dimensions to 1, and then the unconstrained model in which the correlations between the dimensions were set free was tested.

The CMIN/df differences for both models are given in the below Table 76.

Table 76. Migros – RBE Discriminant Validity Analyses

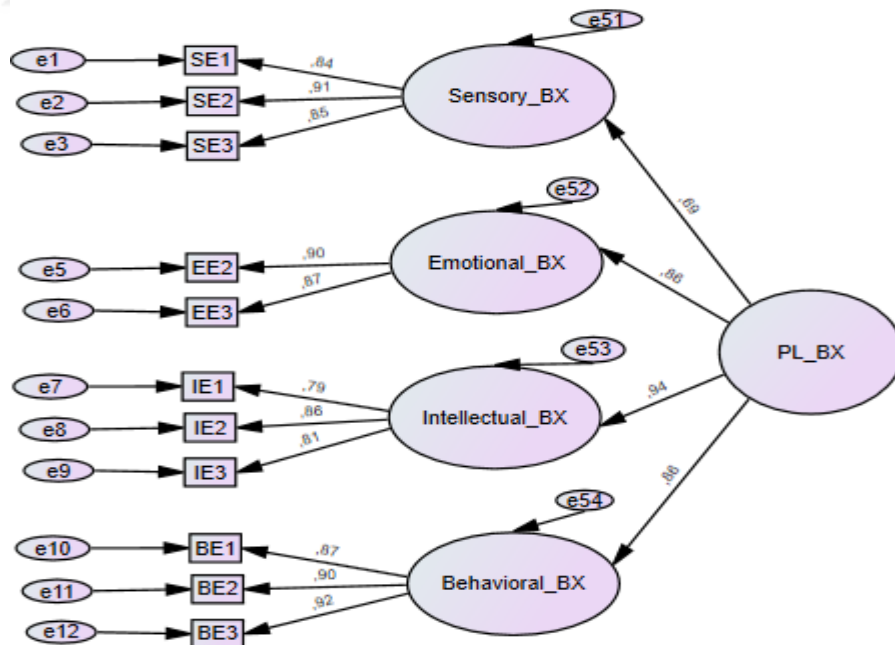
Models	Chi -square	Degrees of Freedom
Constrained Model	462,055	89
Unconstrained Model	242,454	83
Δ Chi -square (CMIN)	219,601	
Δ Degrees of Freedom (df)		6

To evaluate the results, it is necessary to look at the chi-square distribution table. In the above Table 76., the critical value with 6 degrees of freedom and 5% significance level is 12.59. Considering this value, the H_0 hypothesis is rejected because $219,601 > 12.59$. In this context, it turns out that the dimensions that make up the retailer brand equity are separate structures from each other and therefore it can be stated that the discrimination validity is provided.

4.2.2.3. Second order CFA analyses

Private label brand experience has for sub-dimensions. The purpose for creating a second order CFA is to turn it into a single construct for the hypothesized model. The researcher turns sub-dimensions into a single construct because, the hypotheses were aiming at proving a meaningful relationship between overall private label brand experience and retailer brand equity dimensions. The below second order CFA in Figure 55. explains the effects of sub-dimensions on the main construct (Awang, 2012).

4.2.2.3.1. Private label brand experience second order CFA

Figure 55. Private Label Brand Experience 2nd Order CFA

When the above figure observed, it is seen that all sub-dimensions have an impact on the private label brand experience construct. Factor loadings for each dimension in order are; 0.69, 0.86, 0.94 and 0.86. Their respective error codes are e51, e52, e53, and e54. Their loadings are in order as: 0.27, 0.19, 0.07 and 0.22. EE1 was removed from the model in the previous part, because of its extreme covariance with Sensory_BX.

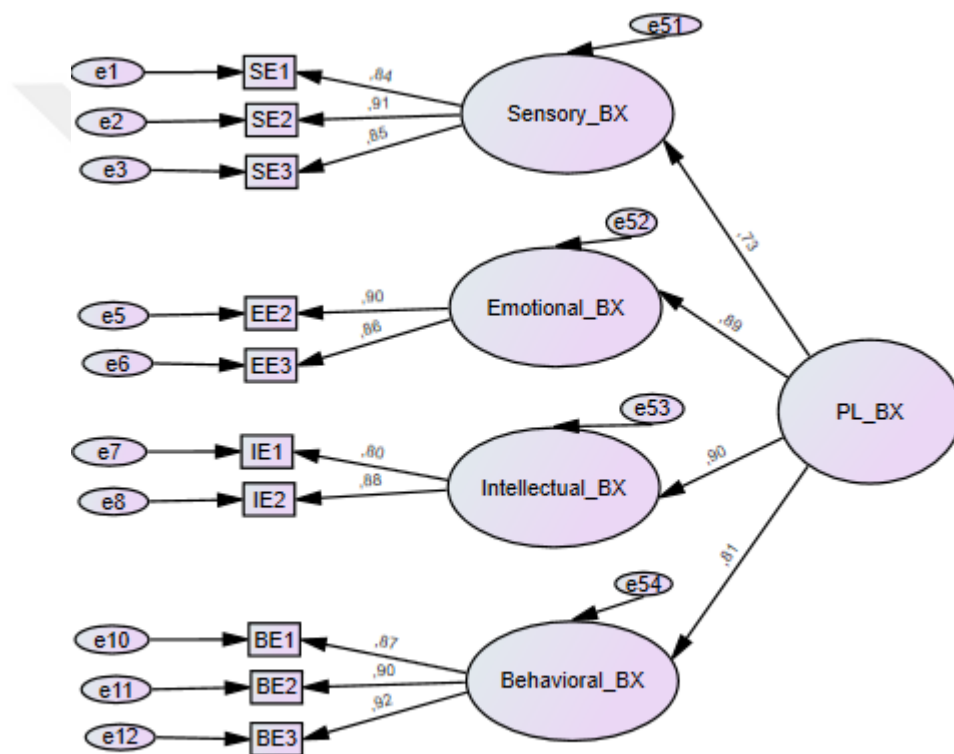
Fitness indexes of private label brand experience second order confirmatory factor analyses are provided in Table 77.

Table 77. Fitness Indexes for Private Label Brand Experience Construct

PL_BX 2 ND ORDER CFA	Fitness Indexes					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	4,13	0,92	0,87	0,94	0,96	0,09

CMIN/df, RMSEA and AGFI values in Table 77 are not sufficient enough. That's why the second order CFA of the PL_BX has been modified as shown in Figure 56.

Figure 56. Private Label Brand Experience 2nd Order CFA (Modified)



Here, IE3 is removed from the model because of e9 error value. It had very high covariances. When the modification indices were checked it is seen that e9 had a covariance value of 49,248 with e54, and another covariance value of 20,488 with e51 and so on. Now after the modification the model shows a good fit.

All the factor loadings are good and the fitness index values are better than the previous model. All the values in Table 78. shows a good fit.

Table 78. Fitness Indexes for Private Label Brand Experience Construct (Modified)

PL_BX 2 ND ORDER CFA	Fitness Indexes (Modified)					
	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA
	2,92	0,95	0,92	0,97	0,98	0,07

4.2.2.4. Measurement model CFA

After a confirmatory factor analysis is made for each latent variable, the total measurement model in which all latent variables (Private Label Brand Experience, Retailer Awareness, Retailer Perceived Quality, Retailer Loyalty and Retailer Associations) are evaluated together. Table 79. contains the fitness indexes of the confirmatory factor analysis for the measurement model. Figure 57. shows the measurement model.

Figure 57. Measurement Model for Migros Analyses

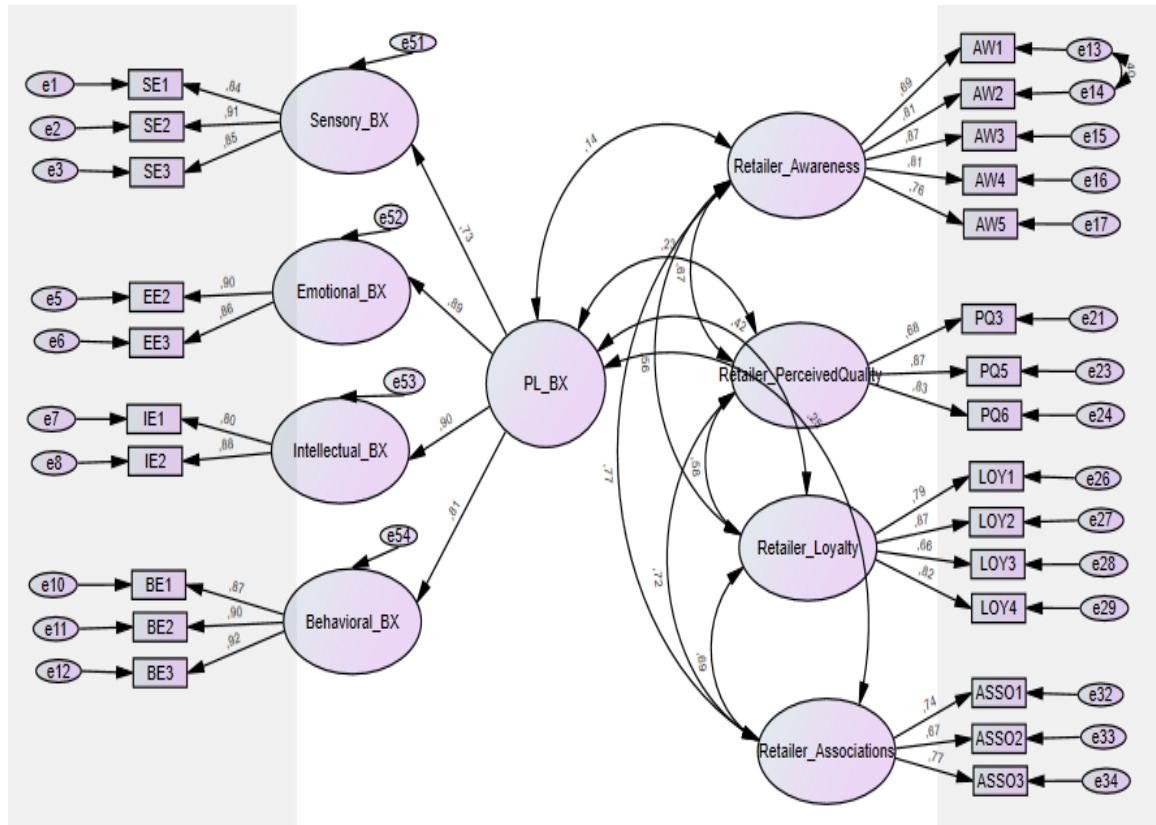


Table 79. Measurement Model CFA Fitness Indexes

Measurement Model	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	2,26	0,89	0,86	0,94	0,95	0,05

When the above table is observed, it is seen that all fitness indexes other than GFI/AGFI values are within acceptable limits even if they are not at perfect levels. As a result of the modifications made, it was determined that the most suitable measurement model for the data available was this model and the model was used.

4.2.2.4.1. Discriminant validity of the measurement model

In order to test whether the variables in the measurement model are really separate structures, discriminant validity analysis was performed. Firstly, the constrained model was tested by fixing the correlations between all dimensions to 1, and then the unconstrained model in which the correlations between the dimensions were set free was tested.

The CMIN/df differences for both models are given in Table 80.

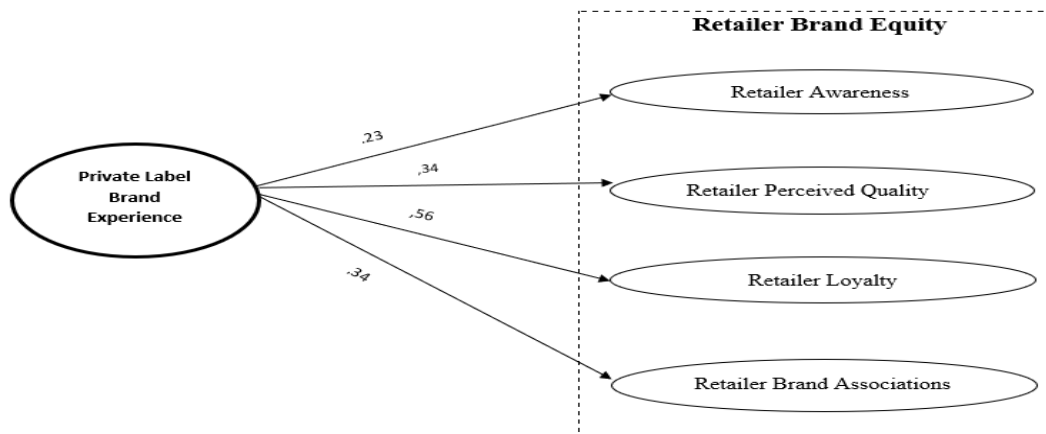
Table 80. Measurement Model Discriminant Validity Analysis

Models	Chi-square	Degrees of Freedom
Constrained Model	945,875	270
Unconstrained Model	587,960	260
Δ Chi-square (CMIN)	357,915	
Δ Degrees of Freedom (df)		10

To evaluate the results, it is necessary to look at the chi-square distribution table. In Table 80., the critical value with 10 degrees of freedom and 5% significance level is 18.30. Considering this value, the H_0 hypothesis is rejected because $357,915 > 18,30$. In this context, it turns out that the dimensions that make up the brand experience are separate structures from each other and therefore it can be stated that the discrimination validity is provided.

4.2.2.5. Structural equation model for Migros

After completing CFA analyses for all variables in the model, reliability and validity tests, and the measurement model, the structural equation model was adopted. So far, all the values are indicating a good fit. In the structural equation model, the relationships between the latent variables confirmed in the measurement model were investigated and the proposed hypotheses were tested. In this context, the relationships between the structural model and the structures in the model are as seen in Figure 58.

Figure 58. Structural Equation Model for Migros**Table 81.** Structural Equation Model Fitness Indexes

SEM	Fitness Indexes					
	CMIN/df	GFI	AGFI	TLI	CFI	RMSEA
	4,29	0,80	0,75	0,86	0,88	0,09

The above Table 81 shows the fitness indexes of the structural equation model, which was created using Migros data set.

Table 82. Standardized Regression Weights and Significance Levels

Standardized Regression Weights							
			S.R.W	S.E.	C.R.	P	Status
Retailer_Awareness	<---	PL_BX	,23	,059	3,76	***	H ₁ Accepted
Retailer_PerceivedQuality	<---	PL_BX	,34	,060	5,27	***	H ₂ Accepted
Retailer_Loyalty	<---	PL_BX	,56	,094	8,32	***	H ₃ Accepted
Retailer_Associations	<---	PL_BX	,34	,062	5,07	***	H ₄ Accepted

The values in Table 81. and Table 82. are showing that the proposed structural equation model is acceptable for Migros analyses. CMIN/df value is below 4,29, and it is acceptable. The values between 2 and 5 for CMIN/df are considered acceptable in the literature (Tabachnick and Fidell, 2007; Wheaton et al., 1977). As previously stated some researchers stated that RMSEA values up to 0,1 is acceptable (MacCallum et al., 1996). GFI/AGFI and TLI values should have been greater than 0.9, therefore they are indicating poor fit. However, these values are sensitive to the sample size (Bollen, 1990; Sharma et al., 2005; Shevlin and Miles, 1998). Besides, the measurement model proved good fit, which means that construct validity has been achieved. Similar situations occurred in a previous study, in which CMIN/df value was acceptable, but GFI, AGFI and TLI values indicated poor fit. This could be a consequence of the online survey. The participants may not have been paying full attention while doing the survey (Maulana and Rufaidah, 2014). All in all, with the CMIN/df, RMSEA values in acceptable ranges and the p-values are showing significance, all hypotheses are accepted for Migros analyses. Private label brand experience has the most effect on retailer loyalty, and it has the least effect on retailer awareness with 0.23 standardized regression weight in Migros analyses.

CONCLUSION AND RECOMMENDATIONS

In the light of the previous research in the literature, the present thesis attempted to examine the role of private label brand experience on retailer brand equity using structural equation modeling.

Former studies were showing the importance of brand equity and brand experience for firms. However, there are a very limited number of studies, which analyzed the role of brand experience on brand equity. As indicated in the last part of the second chapter (2.4) separate studies engaged with the context of the present thesis, but they were not treated together in many studies.

Babin et al. (1994) found out that customers aim at hedonic values besides utilitarian values while shopping, Esbjerg et al. (2012) suggested that retailers are ought to design their retailers in a way, which will provide a positive shopping experience for customers. Zarantonello and Schmitt (2013) conceptualized a model in which they pointed out that event marketing has a role on brand equity, brand experience and brand attitude. Şahin et al. (2011) found out that “brand experiences, satisfaction, trust have positively affected brand loyalty. Brand experience generates and develops a trust-based platform of relationships between the brand and the customer”.

Brakus et al. (2009) found out a meaningful relationship among brand experience, consumer satisfaction and loyalty and also stated that marketing practitioners gave value to experience since it was an important element in determining which marketing strategies to use for their goods and services. Their model has been adapted to many previous studies in the pertinent literature for national brands, but it was not applied to private label products up to now.

There are many previous researches, which focused on the relationship between brand experience and brand loyalty (Francisco-Maffezzolli et al., 2014; Huang, 2017; Iglesias et al., 2011; Kim and Ah Yu, 2016; Ramaseshan and Stein, 2014), however there are few examples to the whole brand experience and brand equity concept. For example, Cleff et al. (2014) studied the effect of brand experience on brand equity for Starbucks in Taiwan. They carried out an empirical study and found out that brand experience has an impact on brand image and brand awareness. The effect on brand image was greater than the effect on brand awareness in their study. They also found out that sensory and emotional experience has larger impact than intellectual and behavioral experience in their study. They used Brakus et al.'s (2009) experience model and Keller's (1993) model of brand equity in their study, which is made up of recognition, attribution, benefits and attitudes.

Sands et al. (2008) investigated the effect of in-store experiential events about DIY products on perceived shopping value and shopping behavior and found out a positive relationship. Their hypothesizes based on the idea that store environments have a positive impact on consumer behavior. This study is important because it is one of the limited earlier studies which focused on experience in a retailer.

Shopping experiences are very important in the competitive retail sector (Cachero-Martínez and Vázquez-Casielles, 2018). That's why, the researcher made an attempt to

apply brand experience model of Brakus et al. (2009) on private label products while considering retailers as brands and studying their customer-based brand equity in order to find an answer for the research problem: *Does private label brand experience have an effect on retailer brand equity? If yes, then how?*

Nowadays, almost all retailer types are manufacturing their own private label products. Since it was not convenient to study all of them within the scope of the thesis, the thesis adopted two retailers to test its hypotheses. BIM, the leading discount store in Turkey; and Migros, the forerunner of the Turkish retailing, the largest supermarket chain in Turkey are involved in the study. The reason for choosing two different retailers is explainable. Both retailers are manufacturing private label products, but they are different kinds of operations. The way they handle their private label strategy is also different. BIM is selling its private label products under different names, while Migros is selling all of its products under its own name. It was assumed that they would be affected differently from their private label products.

For the purpose of the study and within the framework of the information in the literature, a research model was developed. The relationships between the constructs in the model (private label brand experience and retailer brand equity) were examined via structural equation modeling and research hypotheses were tested.

There was a total of 807 valid responses to the questionnaire. 62.8% of the participants were females. 60.1% of the participants were married. 83.4% of the participants were aged between 26 – 55. 49.7% of the sample were Bachelor's degree holders, while 21.1% of them were holding graduate degrees. Only 5.1% of the participants stated to be unemployed and 9% of the participants stated to be living alone. The average monthly net income of the sample was 4001- 6000 TL. All in all, descriptive analyses of the whole sample group show that the respondents were young, educated, working, middle-income people. There were 426 BIM and 381 Migros participants. Extant literature indicates that the sample size of the research is acceptable with 5% margin of error.

Descriptive analyses showed some differences between BIM and Migros customers. The number of people living alone was higher for Migros customers. BIM customers who stated to be living with 4 or more people were 45,3%. That number dropped to 25,7% in Migros analyses. Income levels of Migros customers were also higher. Only 8,7% of the Migros customers stated to have a net income of lower than 2500 TL, while that number increased to 17,8% in BIM analyses.

In the second part of the field research, the structural model development process is included in order to test the research model. Accordingly, all the factors included in the research model were subjected to confirmatory factor analysis separately. For each of the relevant factors after confirmatory factor analysis validity and reliability analyzes were made. Same procedure was applied separately to BIM and Migros data.

As a result of the first order factor analysis of the sub-dimensions that make up the experience dimension, private label brand experience was gathered into a single dimension (PL_BX). After determining the validity of PL_BX dimension, the measurement model

was established. At the end of the process, the relationships between the latent variables in the research model were examined with structural equation modeling.

During the CFAs, modifications were made on all dimensions of the model, which deemed necessary. The purposes of the modifications, which were made in line with the modification indices in the IBM Amos Graphics 24 outputs. CMIN/df, GFI, AGFI, TLI and RMSEA goodness of fit values were inspected in entire analyses. Even the values did not always indicate a perfect fit, they were within the acceptable ranges.

Convergent and discriminant validity analyses were made on private label brand experience dimensions in order to assess whether they were measuring separate dimensions or not. Concerning the reliability, Composite Reliability (C.R.) and Average Variance Extracted (A.V.E) methods were applied in addition to traditional Cronbach Alpha Coefficient method. All the tests revealed coherent and consistent results.

After all dimensions CFAs and successful measurement model creation, the analyses processed with Structural Equation Model to test the hypotheses. The data obtained from BIM customers, which was studied in a SEM, revealed that there is a meaningful relationship between private label brand experience and in all customer-based retailer brand equity dimensions.

The same SEM procedure was followed for BIM and Migros data. Both analyses revealed that the model works with good fitness indexes and proposed hypotheses are accepted for both retailer types.

The adopted brand experience theory of Brakus et al. (2009) has four dimensions and all of them showed different factor loadings in the second order factor analyses. Both analyses revealed that private label brand experience is mostly represented by intellectual experience. The experience scale proved applicable to private label products. This is one of the important outcomes of the present thesis.

The thesis found out that private label brand experience has a positive overall impact on all retailer brand equity dimensions for both BIM and Migros. The study is significant because it found out that private label brand experience has an impact on supermarket chains as well as discount stores. The thesis also found out that private label brand experience has obviously have different effects on retailer brand equity dimensions. Both analyses revealed that private label brand experience has the most effect on retailer brand loyalty. It is understandable since the research deals with two of the most prominent retailers in Turkey. Their awareness and associations are less affected by private label brand experience. Second most affected dimension of retailer brand equity was perceived quality at both analyses.

To sum up, even though BIM and Migros are examples of different retailer formats and their private label strategies are also different, private label brand experience is showing a clear significance for both retailers' brand equity.

Limitations

The present thesis is only a general approach to PLBX and RBE relationship. Future research could focus on single product categories and the experience could be more specific. It is a common wisdom that people do not have the same experience levels in all product categories.

If the data was gathered via face-to-face surveys or interviews instead of online surveys, it would have been more reliable. The sample was also limited with the respondents who were willing to join the questionnaire. In addition, psychological conditions of the participants at the time of completing the questionnaire are not known. The participants might not be paying the best of their attention while filling in the survey. For this reason, online questionnaires generally considered as a limitation since the reliability of the answers is questionable.

Only one supermarket and one discount store chain's customers were included in the questionnaire. It would be much more worthwhile if all modern retailer types and their private label product categories could be included in the study.

A multigroup analysis was not done due to the differences in the observed variables of each data set. If it had been done, it could have provided some additional insight into the discount store – supermarket differences.

Another limitation is some of the respondents' lack of knowledge regarding private label products. In order to avoid misconceptions about the subject matter of the field research, PL concept was introduced to the participants with examples at the beginning of the questionnaire. However, it was an online survey, thus some of the participants might have had difficulty understanding what private label is.

Recommendations

After this research, there might be different research avenues for the researchers with regard to the thesis. Future research might consider focusing on various retailer types instead of two and the data could be collected through face to face interviews since online questionnaires come with certain limitations.

The data obtained within the field research indicates that for both retailer types dairy products, paper products and cleaning products are the top three product categories in private label products. If these categories could be studied separately interesting outcomes might reveal.

Structural equation modeling procedure is followed twice for BIM and Migros analyses. Future research might consider doing a multigroup analysis in order to observe the differences in a clearer picture.

The sample group of the thesis was consolidated by young and educated people. It represents a certain culture group. Consumers' perceptions of private label experience and retailer brand equity can be influenced by their culture. A similar study can be done on two different culture groups and store types. Finally, future research might also focus on intercultural differences regarding private label brand experience and retailer brand equity.

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APPENDIXES

Appendix 1 – Statements for observed variables and their codes

Appendix 2 – Modification indices

Appendix 3 – Survey form (Turkish)

Appendix 4 – Survey form



Appendix 1: Statements for observed variables and their codes

CODE	LIKERT TYPE STATEMENT
SE1	BIM/Migros – PLB makes a strong impression on my visual sense and other senses.
SE2	I find BIM/Migros – PLB interesting in a sensory way.
SE3	BIM/Migros – PLB does not appeal to my senses.
EE1	BIM/Migros – PLB includes feelings and sentiments.
EE2	I do not have strong emotions for BIM/Migros – PLB.
EE3	BIM/Migros – PLB is an emotional brand.
IE1	I engage in a lot of thinking when I use BIM/Migros – PLB
IE2	BIM/Migros – PLB does not make me think.
IE3	BIM/Migros – PLB stimulates my curiosity and problem solving.
BE1	I engage in physical actions and behaviors when I use BIM/Migros – PLB.
BE2	BIM/Migros – PLB results in bodily experiences.
BE3	BIM/Migros – PLB is not action-oriented.
AW1	I am aware of BIM/Migros stores.
AW2	I can recognize BIM/Migros stores among other competing stores.
AW3	Some characteristics of BIM/Migros stores come to mind quickly.
AW4	I have difficulty in imagining BIM/Migros stores in my mind.
AW5	I recall products I buy at BIM/Migros stores.
AW6	When I think of shopping BIM/Migros stores comes to mind.
PQ1	The likely quality of BIM/Migros store products are extremely high.
PQ2	The likelihood that BIM/Migros store products would be functional is very high.
PQ3	The shelves allow easy shopping at BIM/Migros store.
PQ4	Staff is customer centric at BIM/Migros store.
PQ5	Staff is neat at BIM/Migros store.
PQ6	BIM/Migros store service is swift.
PQ7	BIM/Migros store has a variety of products.
LOY1	I consider myself to be loyal to BIM/Migros stores.
LOY2	BIM/Migros stores are my first choice.
LOY3	I will not buy from other retailers if I can buy the same item at BIM/Migros
LOY4	I buy most of my groceries from BIM/Migros store
LOY5	I would recommend BIM/Migros to my friends and family.
LOY6	I would not switch to another store next time.
ASSO1	I know the features of the BIM/Migros store.
ASSO2	I immediately remember the symbol and logo of the BIM/Migros store.
ASSO3	I have no trouble imagining BIM/Migros store in my mind.
ASSO4	If BIM/Migros store was a car it would be a Mercedes Benz.
ASSO5	BIM/Migros store is customer focused.

Appendix 2: Modification Indices

Appendix 2.1. BIM - Retailer Brand Awareness Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e14	<-->	e17	13,545	-0,057
e13	<-->	e15	7,099	-0,041
e13	<-->	e14	49,346	0,131

Appendix 2.2. BIM – Retailer Perceived Quality Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e24	<-->	e25	4,136	-0,046
e23	<-->	e24	9,174	0,044
e22	<-->	e23	5,731	0,042
e20	<-->	e25	9,722	0,088
e20	<-->	e23	20,761	-0,084
e19	<-->	e23	18,778	-0,091
e19	<-->	e21	6,726	-0,063
e19	<-->	e20	94,724	0,238

Appendix 2.2a. BIM – Retailer Perceived Quality Covariance Table (Modified)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e20	<-->	e25	6,417	0,063
e20	<-->	e21	4,479	0,039
e19	<-->	e24	7,802	0,049
e19	<-->	e23	6,771	-0,048
e19	<-->	e21	4,59	-0,046

Appendix 2.3. BIM – Retailer Brand Loyalty Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e30	<-->	e31	12,251	-0,094
e28	<-->	e31	8,782	0,107
e27	<-->	e28	5,898	-0,053
e26	<-->	e30	10,319	0,063
e26	<-->	e29	7,099	-0,056

Appendix 2.3a. BIM – Retailer Brand Loyalty Covariance Table (Modified)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e28	<-->	e31	6,968	0,095
e27	<-->	e28	6,837	-0,058
e26	<-->	e29	4,086	-0,044

Appendix 2.4. BIM – Retailer Brand Associations Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e35	<-->	e36	33,651	0,188
e34	<-->	e36	5,082	-0,046
e34	<-->	e35	10,621	-0,085
e33	<-->	e34	4,197	0,033

Appendix 2.4a. BIM – Retailer Brand Associations Covariance Table (Modified)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e32	<-->	e36	4,413	0,045

Appendix 2.5. BIM - PL_BX 2nd Order CFA Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e51	<-->	e53	10,754	-0,046
e51	<-->	e52	38,205	0,094
e7	<-->	e11	4,462	-0,032
e8	<-->	e52	6,133	0,035
e8	<-->	e10	4,483	-0,029
e9	<-->	e54	14,912	0,047
e9	<-->	e52	10,302	-0,042
e9	<-->	e51	7,937	-0,047
e9	<-->	e10	4,762	0,028
e4	<-->	e53	11,525	-0,049
e4	<-->	e52	4,903	0,033
e4	<-->	e51	51,017	0,143
e4	<-->	e10	5,268	-0,035
e4	<-->	e7	6,454	-0,049
e4	<-->	e9	10,708	-0,057
e5	<-->	e10	4,761	0,032
e5	<-->	e11	4,89	-0,034
e5	<-->	e8	5,067	0,04
e5	<-->	e9	5,965	-0,04

e5	<-->	e4	10,52	0,062
e6	<-->	e53	16,416	0,055
e6	<-->	e52	7,106	-0,037
e6	<-->	e11	6,886	0,04
e6	<-->	e12	5,822	-0,036
e6	<-->	e7	19,392	0,08
e6	<-->	e5	4,934	-0,039
e1	<-->	e8	8,86	0,061
e1	<-->	e9	6,173	-0,046
e2	<-->	e12	5,204	0,033
e2	<-->	e8	8,663	-0,05
e3	<-->	e54	5,654	-0,036
e3	<-->	e52	28,422	0,085
e3	<-->	e10	6,743	-0,04
e3	<-->	e9	4,656	-0,038
e3	<-->	e4	18,497	0,09

Appendix 2.6. BIM - PL_BX Measurement Model Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e7	<-->	e11	5,265	-0,035
e8	<-->	Emotional_BX	6,246	0,034
e8	<-->	e10	5,366	-0,032
e9	<-->	Behavioral_BX	7,868	0,033
e9	<-->	Emotional_BX	6,412	-0,031
e4	<-->	Intellectual_BX	7,338	-0,038
e4	<-->	Sensory_BX	16,029	0,076
e4	<-->	e7	5,733	-0,045
e4	<-->	e9	8,438	-0,048
e5	<-->	Sensory_BX	8,512	-0,054
e5	<-->	e10	6,747	0,038
e5	<-->	e8	4,319	0,038
e5	<-->	e9	4,864	-0,036
e5	<-->	e4	8,019	0,053
e6	<-->	Intellectual_BX	16,761	0,055
e6	<-->	Emotional_BX	5,056	-0,029
e6	<-->	e11	7,165	0,04
e6	<-->	e12	6,283	-0,037
e6	<-->	e7	18,467	0,078
e1	<-->	e8	8,981	0,061
e2	<-->	Emotional_BX	8,588	-0,04
e2	<-->	e12	6,084	0,036
e2	<-->	e8	6,165	-0,043
e2	<-->	e9	4,61	0,034

e2	<-->	e5	6,745	-0,048
e3	<-->	Emotional_BX	11,231	0,049
e3	<-->	e10	5,972	-0,037
e3	<-->	e4	12,438	0,07

Appendix 2.7. BIM - RBE Measurement Model Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e34	<-->	Retailer_Loyalty	4,508	-0,038
e32	<-->	Retailer_Loyalty	6,4	0,049
e32	<-->	e33	5,177	-0,04
e31	<-->	Retailer_Associations	4,074	-0,042
e31	<-->	Retailer_Awareness	10,771	-0,048
e30	<-->	Retailer_Associations	5,574	0,03
e30	<-->	Retailer_Loyalty	19,504	-0,08
e30	<-->	Retailer_PerceivedQuality	7,573	0,03
e30	<-->	Retailer_Awareness	8,628	0,026
e30	<-->	e31	15,075	-0,102
e29	<-->	Retailer_Loyalty	5,383	0,048
e29	<-->	Retailer_PerceivedQuality	7,363	-0,033
e29	<-->	e34	7,436	-0,049
e29	<-->	e33	6,432	0,048
e28	<-->	e31	10,436	0,117
e27	<-->	Retailer_Loyalty	4,714	0,039
e27	<-->	Retailer_PerceivedQuality	9,097	-0,033
e27	<-->	e29	18,234	0,077
e26	<-->	Retailer_Loyalty	10,375	-0,067
e26	<-->	Retailer_PerceivedQuality	16,504	0,05
e26	<-->	e33	9,768	-0,06
e26	<-->	e32	7,787	0,055
e26	<-->	e29	10,135	-0,066
e24	<-->	e30	8,588	0,043
e24	<-->	e28	6,902	-0,053
e24	<-->	e26	7,766	0,047
e23	<-->	e33	6,012	0,039
e23	<-->	e27	4,335	-0,033
e22	<-->	e31	5,983	0,072
e22	<-->	e26	5,095	0,047
e21	<-->	Retailer_Awareness	4,908	0,023
e21	<-->	e33	4,009	-0,038
e21	<-->	e32	5,5	0,046
e21	<-->	e30	5,459	0,043
e21	<-->	e27	4,031	-0,038
e17	<-->	e30	5,955	0,033
e17	<-->	e28	5,459	-0,044
e17	<-->	e21	8,554	0,046

e16	<-->	Retailer_Associations	6,48	0,034
e16	<-->	e32	4,039	0,037
e15	<-->	Retailer_Associations	4,43	-0,025
e15	<-->	e34	4,555	-0,031
e13	<-->	e31	4,333	-0,06

Appendix 2.8. BIM – PL_BX – RBE Measurement Model

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e38	<-->	Retailer_Loyalty	4,463	-0,03
e37	<-->	e38	4,147	0,019
e35	<-->	Retailer_Awareness	7,494	0,027
e35	<-->	e37	14,535	-0,052
e35	<-->	e36	35,832	0,089
e32	<-->	e33	5,089	-0,039
e31	<-->	PL_BX	14,664	0,054
e31	<-->	Retailer_Awareness	9,373	-0,043
e31	<-->	e35	12,993	-0,1
e30	<-->	Retailer_Loyalty	9,964	-0,051
e30	<-->	Retailer_PerceivedQuality	7,518	0,029
e30	<-->	Retailer_Awareness	5,423	0,02
e30	<-->	e35	6,81	0,045
e29	<-->	PL_BX	25,965	-0,053
e29	<-->	Retailer_Loyalty	17,4	0,081
e29	<-->	Retailer_PerceivedQuality	5,892	-0,03
e29	<-->	e34	7,802	-0,052
e29	<-->	e33	6,394	0,049
e28	<-->	e38	5,649	-0,044
e28	<-->	e31	5,128	0,079
e28	<-->	e29	4,197	0,053
e27	<-->	Retailer_Loyalty	4,198	0,034
e27	<-->	Retailer_PerceivedQuality	9,629	-0,034
e27	<-->	e29	32,019	0,107
e26	<-->	PL_BX	17,134	0,041
e26	<-->	Retailer_Loyalty	21,022	-0,086
e26	<-->	Retailer_PerceivedQuality	13,069	0,043
e26	<-->	e36	6,822	0,04
e26	<-->	e33	7,985	-0,053
e26	<-->	e32	6,886	0,05
e26	<-->	e29	6,941	-0,055
e24	<-->	e30	6,824	0,037
e24	<-->	e28	7,089	-0,054
e24	<-->	e26	7,063	0,044
e23	<-->	e33	6,067	0,04
e22	<-->	PL_BX	4,224	0,02
e22	<-->	e36	4,904	0,034
e22	<-->	e31	4,198	0,058
e21	<-->	Retailer_Awareness	5,071	0,023
e21	<-->	e35	11,942	0,07
e21	<-->	e33	4,09	-0,039

e21	<-->	e32	5,27	0,045
e21	<-->	e30	6,863	0,047
e21	<-->	e27	4,096	-0,038
e17	<-->	PL_BX	4,602	-0,016
e17	<-->	e37	4,021	-0,021
e17	<-->	e30	5,793	0,032
e17	<-->	e28	4,826	-0,041
e17	<-->	e21	8,755	0,046
e16	<-->	Retailer_Associations	7,054	0,036
e16	<-->	e32	4,106	0,037
e15	<-->	Retailer_Associations	4,226	-0,024
e15	<-->	e34	4,471	-0,031
e10	<-->	Retailer_Awareness	4,192	-0,015
e10	<-->	e34	9,38	0,041
e10	<-->	e32	4,978	-0,032
e10	<-->	e17	7,866	-0,032
e10	<-->	e13	7,638	-0,041
e11	<-->	Retailer_Awareness	5,432	0,019
e11	<-->	e32	5,064	0,034
e11	<-->	e28	5,332	-0,046
e11	<-->	e22	4,642	-0,034
e11	<-->	e21	8,996	0,049
e11	<-->	e17	16,204	0,049
e7	<-->	e32	9,088	-0,055
e8	<-->	Retailer_Loyalty	5,967	0,042
e8	<-->	Retailer_Awareness	4,151	0,018
e8	<-->	e10	4,518	-0,029
e9	<-->	e38	19,585	0,055
e9	<-->	e36	11,915	-0,045
e9	<-->	e35	8,608	-0,049
e9	<-->	e34	5,501	-0,035
e9	<-->	e32	9,161	0,049
e9	<-->	e31	10,904	0,08
e9	<-->	e27	4,929	0,035
e9	<-->	e10	6,079	0,032
e4	<-->	e37	14,345	-0,054
e4	<-->	e36	4,883	0,033
e4	<-->	e35	50,415	0,142
e4	<-->	e27	4,333	-0,039
e4	<-->	e26	14,167	0,077
e4	<-->	e10	5,002	-0,034
e4	<-->	e7	7,16	-0,052
e4	<-->	e9	11,718	-0,059
e5	<-->	Retailer_Loyalty	4,33	0,038
e5	<-->	e37	4,409	-0,028
e5	<-->	e10	4,59	0,031
e5	<-->	e11	5,216	-0,035
e5	<-->	e9	7,291	-0,044
e5	<-->	e4	10,094	0,06
e6	<-->	e37	15,79	0,053
e6	<-->	e36	6,766	-0,035
e6	<-->	e11	7,834	0,042
e6	<-->	e12	5,232	-0,034

e6	<-->	e7	19,973	0,081
e6	<-->	e5	5,011	-0,039
e1	<-->	e33	4,237	-0,042
e1	<-->	e28	4,001	0,054
e1	<-->	e15	4,511	-0,039
e1	<-->	e13	4,373	-0,045
e1	<-->	e8	8,215	0,057
e1	<-->	e9	6,449	-0,048
e2	<-->	e34	4,533	-0,035
e2	<-->	e15	4,469	0,033
e2	<-->	e12	5,288	0,033
e2	<-->	e8	9,627	-0,052
e3	<-->	e38	5,315	-0,035
e3	<-->	e37	4,225	-0,03
e3	<-->	e36	27,792	0,083
e3	<-->	e34	5,299	0,042
e3	<-->	e31	4,782	-0,064
e3	<-->	e13	11,752	0,069
e3	<-->	e10	6,495	-0,04
e3	<-->	e9	5,048	-0,039
e3	<-->	e4	18,544	0,09

Appendix 2.8. Migros – Retailer Brand Awareness Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e17	<-->	e18	8,075	0,069
e16	<-->	e18	4,515	-0,051
e16	<-->	e17	11,242	0,056
e15	<-->	e16	8,414	0,04
e14	<-->	e17	9,427	-0,042
e14	<-->	e16	4,765	-0,029
e13	<-->	e16	8,016	-0,044
e13	<-->	e15	11,654	-0,045
e13	<-->	e14	33,133	0,073

Appendix 2.8a. Migros – Retailer Brand Awareness Covariance Table (Modified)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e16	<-->	e17	12,539	0,059
e15	<-->	e16	7,392	0,037
e14	<-->	e17	7,943	-0,039
e14	<-->	e16	8,373	-0,038
e13	<-->	e16	8,955	-0,046
e13	<-->	e15	10,34	-0,043
e13	<-->	e14	33,018	0,073

Appendix 2.9. Migros – Retailer Perceived Quality Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e23	<-->	e24	10,659	0,04
e22	<-->	e25	23,149	-0,08
e22	<-->	e24	9,177	0,043
e21	<-->	e25	14,803	0,062
e21	<-->	e24	7,236	-0,037
e20	<-->	e25	14,611	0,056
e20	<-->	e24	7,448	-0,034
e20	<-->	e23	11,757	-0,046
e20	<-->	e22	4,422	-0,032
e19	<-->	e24	4,858	-0,033
e19	<-->	e23	5,682	-0,039
e19	<-->	e20	42,82	0,106

Appendix 2.9a. Migros – Retailer Perceived Quality Covariance Table (First Modification)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e22	<-->	e25	18,266	-0,073
e21	<-->	e25	23,475	0,083
e21	<-->	e24	7,441	-0,038
e19	<-->	e22	4,579	0,04

Appendix 2.9b. Migros – Retailer Perceived Quality Covariance Table (Second Modification)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e22	<-->	e25	14,416	-0,066
e22	<-->	e24	4,419	0,029
e21	<-->	e25	25,277	0,087
e21	<-->	e24	7,766	-0,039

Appendix 2.10. Migros – Retailer Brand Loyalty Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e30	<-->	e31	5,831	-0,073
e29	<-->	e31	9,679	-0,091
e29	<-->	e30	4,518	0,04
e28	<-->	e31	56,21	0,31
e28	<-->	e30	7,259	-0,072
e26	<-->	e30	5,949	0,048

Appendix 2.10a. Migros – Retailer Brand Loyalty Covariance Table (Modified)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e28	<-->	e30	4,982	-0,061
e26	<-->	e30	5,207	0,045

Appendix 2.11. Migros – Retailer Brand Associations Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e35	<-->	e36	35,061	0,197
e34	<-->	e36	4,457	-0,045
e34	<-->	e35	5,732	-0,067
e33	<-->	e35	24,499	-0,149
e33	<-->	e34	19,603	0,084
e32	<-->	e35	5,542	0,061

Appendix 2.11a. Migros – Retailer Brand Associations Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e32	<-->	e36	9,501	0,065

Appendix 2.12. Migros – PL_BX 2nd Order CFA Covariance Table

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e53	<-->	e54	19,061	0,067
e52	<-->	e54	6,038	-0,045
e51	<-->	e54	11,69	-0,063
e51	<-->	e53	10,701	-0,047
e51	<-->	e52	45,982	0,115
e4	<-->	e54	5,046	-0,042
e4	<-->	e51	53,305	0,125
e10	<-->	e53	13,187	0,05
e10	<-->	e51	5,594	-0,037
e11	<-->	e53	8,065	0,036
e11	<-->	e4	7,202	-0,04
e12	<-->	e53	4,397	-0,026
e8	<-->	e12	5,441	-0,033
e9	<-->	e54	56,387	0,15
e9	<-->	e52	6,762	-0,048
e9	<-->	e51	22,972	-0,087
e9	<-->	e10	10,225	0,054

e9	<-->	e11	4,675	0,034
e5	<-->	e10	4,176	-0,03
e6	<-->	e10	4,104	0,032
e6	<-->	e12	4,106	-0,029
e1	<-->	e54	5,937	-0,044
e1	<-->	e52	11,553	0,056
e2	<-->	e53	10,623	-0,039
e2	<-->	e52	5,648	0,033
e2	<-->	e4	16,094	0,056
e2	<-->	e7	4,824	-0,035
e3	<-->	e10	5,66	-0,033
e3	<-->	e8	4,683	0,031
e3	<-->	e9	7,881	-0,044
e3	<-->	e6	8,536	-0,043

Appendix 2.12a. Migros – PL_BX 2nd Order CFA Covariance Table (Modified)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e53	<-->	e54	8,865	0,045
e51	<-->	e54	7,23	-0,05
e51	<-->	e53	6,04	-0,037
e51	<-->	e52	33,396	0,106
e9	<-->	e54	49,248	0,136
e9	<-->	e52	6,956	-0,05
e9	<-->	e51	20,488	-0,084
e10	<-->	e53	11,684	0,048
e10	<-->	e51	4,608	-0,035
e10	<-->	e9	10,12	0,053
e11	<-->	e53	5,012	0,029
e11	<-->	e9	4,032	0,031
e11	<-->	e10	4,173	-0,027
e12	<-->	e54	4,175	0,031
e12	<-->	e53	5,965	-0,032
e7	<-->	e54	5,35	-0,048
e8	<-->	e12	6,393	-0,036
e5	<-->	e53	5,005	-0,033
e5	<-->	e51	20,879	0,079
e5	<-->	e10	5,095	-0,035
e6	<-->	e10	4,234	0,033
e1	<-->	e54	5,904	-0,043
e1	<-->	e52	11,719	0,059
e1	<-->	e6	4,452	0,035
e2	<-->	e53	8,164	-0,035

e2	<-->	e7	4,274	-0,033
e3	<-->	e9	7,533	-0,043
e3	<-->	e10	5,426	-0,032
e3	<-->	e8	4,951	0,032
e3	<-->	e5	4,905	0,032
e3	<-->	e6	7,046	-0,04

Appendix 2.13. Migros – PL_BX Measurement Model

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e10	<-->	Intellectual_BX	6,646	0,034
e11	<-->	e10	5,823	-0,031
e12	<-->	Behavioral_BX	5,794	0,035
e12	<-->	Intellectual_BX	13,233	-0,045
e7	<-->	Behavioral_BX	11,45	-0,069
e8	<-->	Sensory_BX	6,467	0,04
e8	<-->	e12	8,624	-0,043
e8	<-->	e7	6,433	0,048
e9	<-->	Behavioral_BX	24,001	0,088
e9	<-->	Sensory_BX	8,508	-0,047
e9	<-->	e10	7,686	0,044
e4	<-->	Emotional_BX	5,16	-0,034
e4	<-->	Sensory_BX	29,342	0,083
e4	<-->	e11	6,059	-0,035
e6	<-->	Sensory_BX	12,948	-0,057
e6	<-->	e10	4,624	0,034
e1	<-->	Emotional_BX	4,833	0,033
e2	<-->	Intellectual_BX	4,159	-0,024
e2	<-->	e7	4,305	-0,033
e2	<-->	e4	11,752	0,046
e2	<-->	e5	4,288	-0,027
e3	<-->	e10	5,017	-0,031
e3	<-->	e8	6,396	0,037
e3	<-->	e9	5,934	-0,037
e3	<-->	e6	11,711	-0,051

Appendix 2.13a. Migros – PL_BX Measurement Model (Modified)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e10	<-->	Intellectual_BX	7,265	0,036
e11	<-->	e10	5,993	-0,032
e12	<-->	Behavioral_BX	5,984	0,036
e12	<-->	Intellectual_BX	12,426	-0,044
e7	<-->	Behavioral_BX	11,433	-0,069
e8	<-->	Sensory_BX	6,031	0,04
e8	<-->	e12	8,542	-0,042
e8	<-->	e7	5,917	0,046

e9	<-->	Behavioral_BX	25,435	0,09
e9	<-->	Sensory_BX	8,824	-0,051
e9	<-->	e10	8,119	0,046
e6	<-->	e10	5,484	0,038
e1	<-->	Behavioral_BX	4,237	-0,035
e1	<-->	Emotional_BX	6,03	0,04
e3	<-->	e10	4,867	-0,03
e3	<-->	e8	6,011	0,036
e3	<-->	e9	6,033	-0,038
e3	<-->	e6	9,477	-0,047

Appendix 2.14. Migros – RBE Measurement Model

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e33	<-->	Retailer_Loyalty	17,134	-0,077
e33	<-->	Retailer_Awareness	6,273	0,032
e33	<-->	e34	9,529	0,054
e32	<-->	Retailer_Associations	4,16	-0,021
e32	<-->	Retailer_Loyalty	6,66	0,042
e28	<-->	e33	5,419	-0,064
e27	<-->	e34	7,026	0,047
e27	<-->	e33	9,719	-0,06
e26	<-->	e32	6,981	0,046
e24	<-->	Retailer_Loyalty	4,956	0,033
e24	<-->	Retailer_Awareness	7,303	-0,027
e24	<-->	e32	8,055	0,038
e23	<-->	Retailer_Loyalty	17,958	-0,065
e23	<-->	Retailer_Awareness	12,968	0,037
e23	<-->	e33	4,285	0,033
e23	<-->	e27	4,087	-0,032
e22	<-->	Retailer_Associations	8,336	-0,035
e22	<-->	Retailer_Loyalty	14,054	0,066
e22	<-->	e33	13,155	-0,065
e22	<-->	e29	8,942	-0,052
e22	<-->	e27	22,068	0,084
e21	<-->	Retailer_Associations	19,829	0,056
e21	<-->	Retailer_PerceivedQuality	5,261	-0,028
e21	<-->	e34	13,172	0,062
e21	<-->	e33	8,154	0,053
e17	<-->	Retailer_Loyalty	12,83	0,062
e17	<-->	Retailer_Awareness	4,148	-0,024
e16	<-->	Retailer_Loyalty	9,111	-0,05
e16	<-->	e27	4,655	-0,036
e16	<-->	e23	6,303	0,035
e15	<-->	e17	4,598	-0,029
e14	<-->	e34	5,161	-0,03
e14	<-->	e24	6,549	-0,028
e14	<-->	e23	6,817	0,03
e14	<-->	e15	10,382	0,035

e13	<-->	Retailer_Associations	6,436	0,028
e13	<-->	e34	11,782	0,052
e13	<-->	e29	7,314	-0,043

Appendix 2.14a. Migros – RBE Measurement Model (Modified)

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e33	<-->	Retailer_Loyalty	18,516	-0,081
e33	<-->	Retailer_Awareness	5,596	0,03
e33	<-->	e34	8,974	0,052
e32	<-->	Retailer_Loyalty	8,036	0,047
e32	<-->	e33	4,002	-0,033
e28	<-->	e33	5,52	-0,064
e27	<-->	e34	7,271	0,048
e27	<-->	e33	9,661	-0,059
e26	<-->	Retailer_Awareness	4,137	0,027
e26	<-->	e32	7,335	0,047
e24	<-->	Retailer_Loyalty	14,208	0,059
e24	<-->	Retailer_Awareness	8,213	-0,03
e24	<-->	e34	4,847	-0,033
e24	<-->	e33	6,972	-0,042
e24	<-->	e32	10,471	0,045
e23	<-->	Retailer_Loyalty	9,772	-0,05
e23	<-->	Retailer_Awareness	8,979	0,032
e21	<-->	Retailer_Associations	16,498	0,051
e21	<-->	Retailer_PerceivedQuality	5,205	-0,028
e21	<-->	e34	11,46	0,058
e21	<-->	e33	5,282	0,042
e17	<-->	Retailer_Loyalty	13,836	0,065
e17	<-->	Retailer_PerceivedQuality	4,238	0,025
e17	<-->	Retailer_Awareness	4,318	-0,024
e17	<-->	e24	4,134	0,03
e16	<-->	Retailer_Loyalty	9,21	-0,051
e16	<-->	e27	4,469	-0,036
e16	<-->	e23	4,325	0,029
e15	<-->	e17	4,43	-0,029
e14	<-->	e34	5,394	-0,03
e14	<-->	e24	7,729	-0,032
e14	<-->	e23	5,566	0,028
e14	<-->	e17	4,187	-0,026
e14	<-->	e15	10,482	0,035
e13	<-->	Retailer_Associations	6,692	0,028
e13	<-->	e34	11,912	0,052
e13	<-->	e29	7,501	-0,043

Appendix 2.15. Migros – PL_BX - RBE Measurement Model

Covariances: (Group number 1 - Default model)				
			M.I.	Par Change
e53	<-->	e54	9,336	0,057
e51	<-->	Retailer_Associations	5,632	0,029
e51	<-->	e54	7,246	-0,052
e51	<-->	e52	12,445	0,06
e10	<-->	e53	8,025	0,044
e10	<-->	e51	4,495	-0,033
e11	<-->	e53	5,565	0,034
e12	<-->	Retailer_Awareness	4,437	0,022
e12	<-->	e53	4,868	-0,031
e8	<-->	e54	7,892	0,055
e8	<-->	e52	4,149	-0,035
e8	<-->	e10	4,061	0,032
e8	<-->	e11	5,929	0,037
e5	<-->	e53	4,736	-0,035
e5	<-->	e51	11,728	0,056
e5	<-->	e10	4,247	-0,032
e5	<-->	e8	5,852	-0,04
e6	<-->	e10	5,324	0,038
e1	<-->	e54	5,192	-0,043
e1	<-->	e52	8,88	0,05
e2	<-->	Retailer_Associations	6,172	0,025
e2	<-->	e53	9,78	-0,042
e2	<-->	e7	4,369	-0,034
e3	<-->	Retailer_PerceivedQuality	6,028	0,026
e3	<-->	e10	5,65	-0,033
e3	<-->	e6	8,758	-0,045
e34	<-->	e52	4,93	-0,038
e34	<-->	e7	7,62	0,054
e33	<-->	Retailer_Loyalty	13,496	-0,067
e33	<-->	Retailer_Awareness	5,024	0,028
e33	<-->	e11	4,4	-0,033
e33	<-->	e34	9,283	0,053
e32	<-->	Retailer_Associations	4,032	-0,021
e32	<-->	Retailer_Loyalty	4,752	0,035
e32	<-->	e52	5,095	0,037
e29	<-->	PL_BX	27,975	-0,086
e29	<-->	e54	8,739	-0,062
e29	<-->	e11	9,043	-0,047
e29	<-->	e2	6,543	-0,037
e28	<-->	PL_BX	23,942	0,112
e28	<-->	e54	7,066	0,079
e28	<-->	e11	6,442	0,056
e28	<-->	e2	6,303	-0,052

e28	<-->	e33	5,258	-0,062
e27	<-->	e2	5,755	0,035
e27	<-->	e34	7,478	0,049
e27	<-->	e33	8,301	-0,055
e26	<-->	PL_BX	4,394	0,035
e26	<-->	Retailer_Loyalty	4,149	-0,037
e26	<-->	Retailer_Awareness	4,927	0,029
e26	<-->	e32	6,404	0,044
e24	<-->	PL_BX	7,109	0,036
e24	<-->	Retailer_Loyalty	7,656	0,042
e24	<-->	Retailer_Awareness	7,002	-0,027
e24	<-->	e34	5,05	-0,033
e24	<-->	e33	6,984	-0,042
e24	<-->	e32	10,05	0,044
e23	<-->	Retailer_Loyalty	6,36	-0,039
e23	<-->	Retailer_Awareness	8,336	0,03
e23	<-->	e12	6,175	0,032
e21	<-->	Retailer_Associations	16,696	0,051
e21	<-->	Retailer_PerceivedQuality	4,785	-0,027
e21	<-->	e53	10,792	-0,056
e21	<-->	e51	6,798	0,045
e21	<-->	e8	4,027	-0,035
e21	<-->	e2	6,772	0,037
e21	<-->	e34	11,617	0,059
e21	<-->	e33	5,466	0,043
e17	<-->	Retailer_Loyalty	10,627	0,055
e17	<-->	Retailer_PerceivedQuality	4,082	0,024
e17	<-->	e24	4,249	0,03
e16	<-->	Retailer_Loyalty	9,161	-0,049
e16	<-->	e27	4,495	-0,036
e16	<-->	e23	4,158	0,029
e15	<-->	e3	5,678	-0,029
e15	<-->	e17	4,09	-0,028
e14	<-->	PL_BX	4,179	-0,024
e14	<-->	e54	4,922	-0,034
e14	<-->	e34	5,286	-0,03
e14	<-->	e24	7,366	-0,032
e14	<-->	e23	5,734	0,028
e14	<-->	e17	4,355	-0,027
e14	<-->	e15	10,017	0,034
e13	<-->	Retailer_Associations	6,537	0,028
e13	<-->	e54	4,139	0,036
e13	<-->	e11	4,76	0,029
e13	<-->	e34	11,814	0,052
e13	<-->	e29	7,202	-0,043

Appendix 3: Survey Form (Turkish)

ÖZEL MARKALI ÜRÜN DENEYİMİ VE PERAKENDECI DENKLİĞİ SAHA ARAŞTIRMASI

Değerli Katılımcı,

Bu anket formu Yalova Üniversitesi S.B.E. İşletme Anabilim Dalında yürütülen bir yüksek lisans tez çalışması kapsamında hazırlanmıştır. Bu araştırmanın amacı BİM/Migros perakende mağazalarından (marketlerinden) özel markalı ürün satın alan veya kullanan tüketicilerin edindiği marka deneyimleri ile BİM/Migros perakende mağazalarının marka değerleri (denkliliği) arasındaki ilişkilerin incelenmesidir. Araştırma sadece akademik amaçlı olduğu için elde edilen veriler yalnızca bilimsel çalışmamız için kullanılacaktır. Bu nedenle samimi ve doğru yanıtlarınız çalışmamızın sağlam temellere dayanması için önem arz etmektedir. Katılımınız için şimdiden çok teşekkür ederiz.

Ali YILMAZ

Yalova Üniversitesi, İşletme Bölümü, Yüksek Lisans Öğrencisi

Doç. Dr. Fatih GEÇTİ

Yalova Üniversitesi, İşletme Bölümü

Özel markalı ürün nedir?

Özel markalı ürünler BİM ve Migros gibi perakende mağazalarının (marketlerin) kendilerine özel ürettikleri ya da ürettirdikleri, sadece kendi mağazalarında satılan ürünlerdir. Özel markalı ürünler perakendecinin isminden farklı bir marka ismi ile satılabilecekleri gibi, mağazaların (marketlerin) kendi isimleriyle de satılabilirler. Birçok farklı kategoride özel markalı ürünler bulunmaktadır.

Örneğin; Bim'de yer alan özel markalı ürünlerin bazılarına şunlar örnek olarak gösterilebilir: Dost Süt, Aknaz Peynir, Saban Fasulye, LeKola, Sole Yağ, Quenn kâğıt havlu, Güldal Çamaşır Suyu, Patito Cips, Shela Deodorant gibi. Migros'ta yer alan özel markalı ürünlerden bazıları ise: Migros Süt, Migros Yoğurt, Migros Pirinç, Migros Sucuk, Migros Meyve Suyu vb.

Alışverişlerinizde en çok hangi perakendeciye tercih edersiniz?

() BİM () Migros

BİM/Migros mağazalarından (marketlerinden) ne sıklıkta alışveriş yapıyorsunuz?

() Her gün () Haftada bir kez () Haftada birkaç kez () İki haftada bir kez () Ayda bir kez

BİM/Migros mağazalarından (marketlerinden) alışverişinizin yaklaşık olarak ne kadarını özel markalı ürünler oluşturuyor?

() %20 ve aşağısı () %21-%40 () %41-%60 () %61-%80 () %80'in üstü

BİM/Migros mağazalarından (marketlerinden) en çok hangi ürün grubu için özel markalı ürünlerden satın alırsınız?

- () Süt ve süt ürünleri (Süt, yoğurt, peynir, vb.)
() Kuru gıda (Bakliyat, Kuru fasulye, nohut, pirinç, makarna vb.)
() Temizlik Ürünleri (Çamaşır suyu, sıvı sabun, vb.)
() Atıştırmalıklar (Cips, dondurma, kurabiyeler, bisküvi, çikolata, vb.)
() Yağlar (Margarin, ay çiçek yağı, zeytin yağı, vb.)
() İçecekler (Kola, meyve suyu, gazoz, vb.)
() Kağıt Ürünleri (Kağıt havlu, tuvalet kağıdı, ıslak mendil, vb.)
() Kişisel Bakım Ürünleri (Hijyenik ürünler, parfüm, deodorant vb.)
() Diğer (Belirtiniz):

NO	BİM/Migros mağazalarından (marketlerinden) satın aldığınız/kullandığınız/deneyim elde ettiğiniz özel markalı ürünleri düşünerek aşağıdaki ifadelere ne ölçüde katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz.	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne De Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	BİM/Migros'un özel markalı ürünleri görsel duyum ve diğer duyularım (işitme, tatma, dokunma ve koklama) üzerinde güçlü bir izlenim (etki) bırakır.					
2	BİM/Migros'un özel markalı ürünlerini duyularım (görme, işitme, tatma, dokunma ve koklama) açısından ilgi çekici buluyorum.					
3	BİM/Migros'un özel markalı ürünleri duyularıma (görme, işitme, tatma, dokunma ve dokunma) açısından ilgi çekici buluyorum.					
4	BİM/Migros'un özel markalı ürünleri duyularımı harekete geçirir.					
5	BİM/Migros'un özel markalı ürünleri için güçlü duygular beslerim.					
6	BİM/Migros'un özel markalı ürünleri duygusal markalardır.					
7	BİM/Migros'un özel markalı ürünlerini görünce aklıma birçok fikir gelir.					
8	BİM/Migros'un özel markalı ürünleri bana pek çok şeyi anımsatır.					
9	BİM/Migros'un özel markalı ürünleri bende merak ve problem çözme isteği uyandırır.					
10	BİM/Migros'un özel markalı ürünlerini kullandığımda fiziksel olarak harekete					
11	BİM/Migros'un özel markalı ürünlerini kullanmak bedensel bir deneyim yaşamaya yol					
12	BİM/Migros'un özel markalı ürünleri kişiyi harekete geçiren niteliktedir.					

	BİM/Migros mağazalarını (marketlerini) düşünerek aşağıdaki ifadelere ne ölçüde katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz.	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne De Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
13	BİM/Migros mağazalarının (marketlerinin) farkındayım.					
14	BİM/Migros mağazalarını (marketlerini) diğer rakip mağazalardan (marketlerden) ayırt edebiliyorum.					
15	BİM/Migros mağazalarının (marketlerinin) bazı özellikleri hızla aklıma gelir.					
16	BİM/Migros mağazalarını (marketlerini) aklımda hayal etmekte zorlanmam.					
17	BİM/Migros mağazalarından (marketlerinden) satın aldığım ürünleri hatırlıyorum.					
18	Market alışverişi yapmayı düşündüğümde aklıma ilk BİM/Migros mağazaları (marketleri) gelir.					
19	BİM/Migros mağazalarında (marketlerinde) satılan ürünlerin kalitesi son derece yüksektir.					
20	BİM/Migros mağazalarında (marketlerinde) satılan ürünlerin beklentilerimi karşılama ihtimali oldukça yüksektir.					
21	BİM/Migros mağazalarının (marketlerinin) raf düzenleri kolay bir alışveriş imkanı sağlar.					
22	BİM/Migros mağazalarının (marketlerinin) çalışanları müşteri odaklı olarak hizmet verir.					
23	BİM/Migros mağazalarının (marketlerinin) çalışanları temiz ve düzenlidir.					
24	BİM/Migros mağazaları (marketleri) tüketicilere hızlı hizmet sunar.					
25	BİM/Migros mağazaları geniş bir ürün çeşitliliğine sahiptir.					
26	Kendimi BİM/Migros mağazalarına (marketlerine) sadık buluyorum.					
27	BİM mağazaları (marketleri) market alışverişimdeki ilk tercihimdir.					
28	Bir ürünün aynısı BİM/Migros mağazalarında (marketlerinde) satılıyorsa, o ürünü başka bir perakende mağazasından satın almam.					
29	BİM/Migros mağazaları (marketleri) market alışverişlerimin çoğunu yaptığım yerlerdir.					
30	BİM/Migros mağazalarını (marketlerini) arkadaşlarıma ve aileme tavsiye ederim.					
31	BİM/Migros mağazaları (marketleri) haricinde başka herhangi bir perakende mağazasından market alışverişi yapmam.					
32	BİM/Migros mağazalarının (marketlerinin) özelliklerini bilirim.					
33	BİM/Migros mağazalarının (marketlerinin) sembol ve logosunu hemen hatırlarım.					
34	BİM/Migros mağazalarının (marketlerinin) fiziksel özelliklerini (raf düzeni, mağaza düzeni vs.) aklımda hayal etmekte zorlanmam.					
35	Eğer BİM/Migros mağazaları bir araba olsaydı, bu en kaliteli bir araba olurdu.					
36	BİM/Migros mağazaları (marketleri) müşteri odaklı olarak hizmet vermektedir.					

Cinsiyetiniz () Erkek () Kadın
Yaşınız () 25 ve altı () 26-35 () 36-45 () 46-55 () 56 ve üstü
Mesleğiniziz () İşçi () Kamu Personeli () Emekli () Ev Hanımı () Öğrenci
 () Serbest Meslek Mensubu () Özel Sektör Çalışanı () Esnaf () Çalışmıyor () Diğer
Eğitim Durumunuz () Lise ve altı () Ön Lisans () Lisans () Lisansüstü
Ortalama Aylık Geliriniz () 2500 TL ve altı () 2501 TL-4000 TL () 4001 TL- 6000 TL () 6001 TL- 8000 TL () 8000 TL'nin üstü
Medeni Durumunuz () Bekar () Evli
Birlikte Yaşadığınız Kişi Sayısı (Hanehalkı) () Tek yaşıyorum () 2 kişi () 3 kişi () 4 kişi () 5 ve daha fazla kişi

Ankete katıldığınız için çok teşekkürler!

Appendix 4: Survey Form

PRIVATE LABEL BRAND EXPERIENCE AND RETAILER BRAND EQUITY FIELD RESEARCH

Dear Participant,

This questionnaire was prepared within the scope of a master's thesis study carried out in the Department of Management at the Institute of Social Sciences of Yalova University. The purpose of this research is to examine the relationships between private label brand experiences, which are obtained by consumers who purchase or use private label products from BIM / Migros retail stores (markets) and the respective stores' retailer brand equities. Since the research is for academic purposes only, the data obtained will be used only for our scientific study. Therefore, your sincere and correct answers are important for our study to be based on solid foundations. Thank you very much for your participation.

Ali YILMAZ

Yalova University, Department of Management, Graduate Student

Assoc. Prof. Dr. Fatih GEÇTİ

Yalova University, Management Department

What is a private label product?

Private label products are products that are produced by retailers (stores) such as BIM and Migros themselves, or they have the products produced by third companies and they are sold only in their stores. Private label products can be sold with a different brand name than the name of the retailer, or they can be sold under the names of the retailer. There are private label products in many different categories.

For example; Some examples to BIM's private label products could be: Dost Milk, Aknaz Cheese, Saban Beans, Lekola, Sole Oil, Queen paper towel, Güldal Bleach, Patito Crisps, Shela Deodorant. Some examples to Migros' private label products could be: Migros Milk, Migros Yoghurt, Migros Rice, Migros Sujuk, Migros Fruit Juice, etc.

Which retailer (store) do you prefer the most for your shopping?

☐ BIM ☐ Migros

How often do you shop from BIM/Migros retail stores?

☐ Every day ☐ Once a Week ☐ Several Times a Week ☐ Once in Two Weeks ☐ Once a Month

Approximately how much of your shopping from BIM / Migros stores (markets) make up private label products?

☐ %20 & lower ☐ %21-%40 ☐ %41-%60 ☐ %61-%80 ☐ %81 & above

For which product group do you buy most private label products from BIM/Migros stores?

- ☐ Dairy Products (Milk, yoghurt, cheese, etc.)
☐ Dry Food (Beans, chick peas, rice, pasta etc.)
☐ Cleaning Products (Bleach, liquid soap, etc.)
☐ Snacks (Crisps, ice-cream, cookies, biscuits, chocolate, etc.)
☐ Oils (Margarine, sunflower oil, olive oil, etc.)
☐ Beverages (Coke, fruit juice, soda, etc.)
☐ Paper Products (Paper towel, toilet paper, wet tissue, etc.)
☐ Personal Hygiene Products (Hygienic products, perfume, deodorant etc.)
☐ Other (Please specify): _____

NO	Please indicate the extent to which you agree with the following statements by considering the <u>private label products</u> you bought / used / gained experience from BIM / Migros stores by ticking the relevant box	Absolutely Disagree	Disagree	Neither Agree Nor Disagree	Agree	Absolutely Agree
1	BIM/Migros – PLB makes a strong impression on my visual sense and other senses.					
2	I find BIM/Migros – PLB interesting in a sensory way.					
3	BIM/Migros – PLB does not appeal to my senses.					
4	BIM/Migros – PLB includes feelings and sentiments.					
5	I do not have strong emotions for BIM/Migros – PLB.					
6	BIM/Migros – PLB is an emotional brand.					
7	I engage in a lot of thinking when I use BIM/Migros – PLB					
8	BIM/Migros – PLB does not make me think.					
9	BIM/Migros – PLB stimulates my curiosity and problem solving.					
10	I engage in physical actions and behaviors when I use BIM/Migros –					
11	BIM/Migros – PLB results in bodily experiences.					
12	BIM/Migros – PLB is not action-oriented.					

	Consider the BIM / Migros stores and indicate to what extent you agree with the statements below, by ticking the relevant box.	Absolutely Disagree	Disagree	Neither Agree Nor Disagree	Agree	Absolutely Agree
13	I am aware of BIM/Migros stores.					
14	I can recognize BIM/Migros stores among other competing stores.					
15	Some characteristics of BIM/Migros stores come to mind quickly.					
16	I have difficulty in imagining BIM/Migros stores in my mind.					
17	I recall products I buy at BIM/Migros stores.					
18	When I think of shopping BIM/Migros stores comes to mind.					
19	The likely quality of BIM/Migros store products are extremely high.					
20	The likelihood that BIM/Migros store products would be functional is very high.					
21	The shelves allow easy shopping at BIM/Migros store.					
22	Staff is customer centric at BIM/Migros store.					
23	Staff is neat at BIM/Migros store.					
24	BIM/Migros store service is swift.					
25	BIM/Migros store has a variety of products.					
26	I consider myself to be loyal to BIM/Migros stores.					
27	BIM/Migros stores are my first choice.					
28	I will not buy from other retailers if I can buy the same item at BIM/Migros.					
29	I buy most of my groceries from BIM/Migros store					
30	I would recommend BIM/Migros to my friends and family.					
31	I would not switch to another store next time.					
32	I know the features of the BIM/Migros store.					
33	I immediately remember the symbol and logo of the BIM/Migros store.					
34	I have no trouble imagining BIM/Migros store in my mind.					
35	If BIM/Migros store was a car it would be a Mercedes Benz.					
36	BIM/Migros store is customer focused.					

Gender () Male () Female
Age () 25 & younger () 26-35 () 36-45 () 46-55 () 56 & older
Occupation () Worker () Govt Employee () Retired () Housewife () Student
 () Self-employed () Private Sector () Artisan () Unemployed () Other
Education () H.S. & lower () Associate Degree () Undergraduate () Postgraduate
Average Monthly Income () 2500 TL & lower () 2501 TL-4000 TL () 4001 TL- 6000 TL () 6001 TL- 8000 TL () 8001 TL& above
Marital Status () Single () Married
Number of Household () Single () 2 people () 3 people () 4 people () 5 & more people

Thank you for your participation!

RESUME

Ali YILMAZ was born in 1989 in Sivas. He graduated from the English and American Studies Department of University of Shkoder “Luigj Gurakuqi” in Albania. He has been working as an English teacher since September, 2012.

He has been pursuing his master of arts degree in the Department of Management at Yalova University, Institute of Social Sciences since 2018.

He co-authored a book chapter titled “Marketing Strategies with Private Labels During Economic Recession” in 2020.

