International Journal of Research in Human Resource Management

Abdul Sattar
Doctor of Business Administration, School of Business, University of the West of Scotland, Paisley, United Kingdom

Ellis Osabutey
Professor of International Business Strategy & Technology Management, Faculty of Business & Law, Newcastle Business School, Northumbria University, Newcastle Upon Tyne, United Kingdom

Corresponding Author:
Ellis Osabutey
Professor of International Business Strategy & Technology Management, Faculty of Business & Law, Newcastle Business School, Northumbria University, Newcastle Upon Tyne, United Kingdom

Framework for brand stretching strategy (A case study of Nippon paint Pakistan)

Abdul Sattar and Ellis Osabutey

DOI: https://doi.org/10.33545/26633213.2025.v7.i2g.396

Abstract
Brand stretching—the extension of an established brand into new product categories—is a key strategy for firms pursuing growth in saturated markets. Yet existing research focuses largely on developed economies, leaving limited insight into developing contexts. This study proposes a framework for brand stretching in Pakistan's paint manufacturing sector, using Nippon Paint Pakistan as a case study. It investigates how brand equity, credibility, and overall fit influence consumer attitudes toward brand stretching. A quantitative design was used, collecting data from 750 consumers across Lahore, Karachi, and Islamabad through structured questionnaires. Analyses conducted in SPSS (correlation, regression, and ANOVA) showed that brand equity, credibility, and overall fit significantly shape consumer responses. Context-specific factors such as market saturation, cultural perceptions, and consumer trust also mediate these effects. The study offers a tailored framework for emerging markets, suggesting that culturally aligned strategies leveraging strong brand equity can enhance brand stretching success and long-term competitiveness.

Keywords: Brand stretching, brand equity, brand credibility, perceived fit, strategic framework, consumer perception, consumer attitude

1. Introduction

In today's intensely competitive and innovation-driven business environment, organisations are constantly challenged to sustain growth and profitability (Ahn *et al*., 2016; Stankeviciute and Hoffmann, 2020) [1, 56]. Global market saturation, rapid technological advancement, and the proliferation of rival brands have compelled firms to search for new strategies that ensure both resilience and market longevity (Prajapati and Bhatt, 2019) [46]. Among these strategies, brand stretching—the extension of a well-established brand into new and sometimes unrelated product categories—has emerged as a prominent and cost-effective tool for growth and diversification (Aaker and Keller, 1990; Keller, 2016) [4, 30]. By leveraging an existing brand's image, reputation, and equity, companies can introduce new products with reduced marketing costs and enhanced consumer acceptance (Byron, 1993; Sood and Keller, 2012) [11, 52].

However, while brand stretching has achieved considerable success in developed markets, its effectiveness within developing economies remains underexplored (Monga and John, 2006; Padmanabhan and Chandrasekaran, 2016) [40, 44]. Developing markets such as Pakistan present distinct cultural, economic, and consumer behaviour contexts that may influence how brand stretching strategies are perceived and executed (Henseler *et al*., 2010) [24]. Within the Pakistani paint manufacturing sector, the situation is particularly challenging. The market is divided between a small, organised segment dominated by multinationals such as Nippon Paint, AkzoNobel, and Jotun, and a large, unorganised segment comprising over 350 local firms (Pakistan Economic Survey, 2016). In this saturated and price-sensitive market, multinational paint brands like Nippon Paint Pakistan struggle to achieve growth despite strong brand equity and quality products (Mehmood *et al*., 2018; Khalid *et al*., 2017) [39].

Given these conditions, brand stretching presents a promising strategic avenue for achieving growth beyond the limits of traditional marketing and product differentiation. It allows companies like Nippon Paint to leverage existing brand equity, reputation, and consumer trust to enter new market segments and product categories, reducing risk while promoting long-term brand vitality (Childs, 2017; Keller, 2003) [13, 29]. Thus, the exploration of a brand stretching framework for Nippon Paint Pakistan is not only timely but also significant for

understanding how global branding theories can be effectively contextualised within developing economies.

This research investigates how brand equity, brand credibility, and overall fit (perceived fit) between a parent and an extended brand influence consumer attitudes toward brand stretching in Pakistan's paint sector. The primary aim is to develop a framework for brand stretching strategy that can enhance brand equity and foster long-term growth for Nippon Paint Pakistan. Brand equity—encompassing awareness, loyalty, association, and perceived quality—plays a pivotal role in determining consumer responses to brand extensions (Aaker, 1991; Keller, 2003) [3, 29]. Similarly, brand credibility influences perceived authenticity, trustworthiness, and the consumer's willingness to accept new product offerings (Erdem and Swait, 1998; Spry *et al*., 2011) [5] [18]. The third construct, overall fit (perceived fit), denotes the degree of similarity or congruence between the parent and extended brand categories (Volkner and Sattler, 2006) [59].

Previous studies in developed contexts have highlighted the importance of these variables in driving successful brand stretching outcomes (Keller *et al*., 2014; Buil *et al*., 2009) [32, 9]. Yet, the generalisability of such findings to developing economies remains uncertain due to differing cultural norms, consumer cognition, and market structures (Monga and John, 2008; Henseler *et al*., 2010) [41, 24]. For instance, Pakistani consumers often evaluate brands through collectivist and trust-based lenses, which may alter how they perceive extensions of multinational brands (Afzal, 2013; Soomro *et al*., 2012) [5, 53].

The focus and scope of this study are therefore limited to the paint manufacturing sector in Pakistan, specifically examining Nippon Paint Pakistan Private Limited as a representative case. The research seeks to bridge the gap between Western branding models and local market realities by formulating a contextually grounded framework that accounts for socio-economic and cultural factors influencing consumer perception. This study contributes to both academic discourse and managerial practice by demonstrating how multinational firms can strategically implement brand stretching in competitive, developing markets.

Despite extensive scholarly work on brand stretching, there remains a paucity of research focusing on developing countries, where market conditions, consumer psychology, and brand relationships differ markedly from those in advanced economies (Soomro *et al*., 2012; Dens and De Pelsmacker, 2010) [53, 17]. The majority of empirical evidence originates from Western contexts such as the United States, the UK, and Europe (Aaker and Keller, 1990; Keller, 2003) [4, 29], leaving a significant contextual gap concerning how these strategies function within developing economies.

In Pakistan, multinational paint firms face unique challenges including market fragmentation, low consumer purchasing power, high competition from unorganised local producers, and fluctuating economic conditions (Pakistan Economic Survey, 2016). Although Nippon Paint has strong global brand recognition and technological superiority, its growth in Pakistan has stagnated due to intense local competition and limited market expansion opportunities (Mehmood *et al*., 2018) [39]. Therefore, developing an effective brand stretching framework becomes not only a theoretical necessity but a practical imperative for firms seeking sustainable competitiveness.

From a theoretical perspective, this study addresses a key gap in applying the brand extension and equity theories (Aaker, 1991; Keller, 2016) [29, 32] within a developing-country context. It examines how constructs such as brand awareness, perceived quality, and brand association interact under cultural and market constraints, thereby extending the applicability of established branding models. From a managerial standpoint, the study provides actionable insights for marketing professionals, helping them design brand stretching strategies that align with consumer expectations, cultural dynamics, and competitive pressures.

While brand stretching has been widely studied, little empirical attention has been given to its applicability in developing economies and industrial sectors such as paints. Prior studies tend to emphasis consumer goods, luxury products, or Western market scenarios (Monga and John, 2006; Padmanabhan and Chandrasekaran, 2016) [40, 44]. The Pakistani paint industry, characterised by dual market segmentation—organised versus unorganised sectors—remains underexplored **in** this regard. Moreover, inconsistencies in existing literature concerning how brand equity and credibility influence brand stretching success highlight the need for a unified model that integrates these variables within a specific market context (Buil *et al*., 2009; Keller, 2016) [9, 30].

Based on these identified gaps, the research is guided by the following key questions:

1. What impact does the brand equity of the parent brand have on the brand stretching strategy of Nippon Paint Pakistan?
2. How does brand credibility influence consumer attitudes towards Nippon Paint's brand stretching initiatives?
3. To what extent does the overall fit between the parent and extended brand affect the success of brand stretching?
4. What type of strategic framework can best enhance brand equity and long-term growth for Nippon Paint Pakistan through brand stretching?

These questions not only guide the empirical investigation but also anchor the study's contribution to the broader field of strategic brand management and marketing in emerging economies.

Theoretically, this study contributes to the extension of Aaker's (1991) Brand Equity Model and Keller's (2003, 2016) [29, 30] Brand Knowledge Framework by contextualising them within a developing-market paradigm. It empirically validates the relationships between brand equity, credibility, overall fit, and consumer attitudes, thereby enriching the understanding of how these constructs interact in non-Western contexts. The research also draws upon consumer-based brand equity (CBBE) theory to explain how psychological and perceptual variables mediate brand stretching acceptance in culturally specific environments.

Practically, the study provides a strategic framework for brand stretching designed for the paint manufacturing sector in Pakistan, which can be adapted by other industries facing similar market constraints. This framework emphasises three main strategic imperatives:

1. Leveraging Parent Brand Equity to reduce consumer risk and increase acceptance of new products.
2. Strengthening Brand Credibility to reinforce trust,

authenticity, and brand loyalty during extension.
3. Ensuring Overall Fit between the parent and extended products to sustain brand consistency and consumer satisfaction.

Ultimately, the study aims to support Nippon Paint Pakistan's organisational growth by offering empirically grounded insights that combine academic theory with managerial relevance. In doing so, it enhances the understanding of brand stretching dynamics in developing markets and contributes to both global and local marketing scholarship.

2. Literature Review
2.1 The Concept of Brand Stretching
Brand stretching refers to the strategic use of an established parent brand name to introduce new products in either related or unrelated categories. It enables firms to enter new markets, reduce risk, and accelerate product adoption by leveraging the equity, credibility, and recognition of a well-known brand. The dissertation highlights that firms such as Virgin, Ralph Lauren, Arm & Hammer, Dunhill, Caterpillar, and global luxury brands (Louis Vuitton, Versace, Prada, Chanel) have extensively used brand stretching as a core business strategy.
Brand stretching increases the likelihood of consumer acceptance because customers rely on the familiarity and trust associated with the parent brand (Keller 2012; Sood & Keller 2012) [52]. It also reduces marketing expenditure since companies avoid building a new brand from scratch; marketing costs for a new brand can exceed $100 million, whereas stretching leverages pre-existing brand recognition and loyalty.
Furthermore, brand stretching enhances brand awareness, widens customer reach, and strengthens customer loyalty if the extended product meets expectations. However, the strategy requires careful evaluation of perceived fit, brand credibility, and parent brand strength to prevent negative spillover effects.

2.2 Drivers of Brand Stretching
Brand stretching refers to the strategic extension of an established brand into new product categories to capture emerging market opportunities, strengthen brand equity, and leverage existing consumer perceptions (Keller 2012; Keller et al. 2014) [32]. It is widely recognised as a critical growth strategy that enables firms to utilise the strength of their parent brands to facilitate acceptance of new offerings (Sood & Keller 2012) [52]. Successful brand stretching is grounded in brand equity, perceived fit, credibility, and the ability of the parent brand to transfer favourable associations to extended categories. The following review synthesises key academic literature on the major drivers, theoretical bases, and conditions that shape the success of brand stretching initiatives.

2.2.1 Saturation of Domestic Markets
One of the most frequently cited drivers of brand stretching is the saturation of mature domestic markets. As markets reach saturation, firms experience slowed growth and diminishing opportunities for expansion within their core categories (Shonhiwa & Shonhiwa 2018) [51]. Brand stretching becomes an attractive strategy because it enables diversification into new product categories and access to less saturated markets. Batra et al. (2010) [7] reinforce that

saturation pressures encourage firms to extend successful brands horizontally into adjacent categories to sustain competitiveness and maintain consumer engagement. This approach also ensures continued utilisation of brand assets that have accumulated equity over time.

2.2.1 Risk Reduction in New Product Development
The risk associated with developing entirely new brands is another major driver of stretching. Hiscock (2002) found that six out of seven new FMCG products fail, emphasising the uncertainty and cost involved in launching unfamiliar brands. Stretching reduces this risk by leveraging consumer familiarity and trust in existing brands. Using a recognised parent brand enhances trial, accelerates adoption, and significantly improves success rates. Sheau-Ting et al. (2013) [50] noted that marketing expenditures for extensions are considerably lower than for entirely new brand introductions, highlighting the efficiency advantages of this strategy. Thus, risk mitigation—financial, perceptual, and competitive—remains central to the decision to stretch.

2.2.2 Sustainability and Environmental Expectations
Sustainability has become a defining feature of contemporary branding. Consumers increasingly evaluate brands on environmental and social performance, often rewarding those that exhibit responsible practices (Gerlach & Witt 2012) [20]. Hill and Lee (2015) [25] argue that sustainability-driven brand extensions help companies reposition themselves and recover their image, especially in environmentally sensitive markets. Brand stretching enables firms to introduce new sustainable product lines that align with evolving consumer values without abandoning established brand equity. This driver is particularly relevant for brands responding to shifts toward eco-friendly or ethically sourced products.

2.2.3 Threat of New Entrants
New entrants increase competitive intensity, challenge incumbent positions, and potentially erode market share. Yang and Lai (2012) [60] note that rising competition compels firms to adopt diversification strategies to protect their market presence. Brand stretching enables firms to introduce additional product categories, thereby reducing reliance on a single market and mitigating competitive threats (Shonhiwa & Shonhiwa 2018) [51]. By expanding into new categories, firms can capture unmet needs, enhance differentiation, and constrain rivals' opportunities. This makes competitive pressure a consistent driver of brand stretching adoption.

2.2.4 Financial Independence
Another critical motivator is the desire to enhance organisational financial independence. He (2015) [21] suggests that stretching increases brand awareness and equity, which directly contributes to improved financial returns. Similarly, Batra et al. (2010) [7] argue that successful extensions can boost long-term financial performance by expanding revenue streams and broadening customer reach. Financial independence is thus both a consequence and a driver of brand stretching, reinforcing the cycle of growth and reinvestment.

2.3 Factors Affecting Brand Stretching
2.3.1 Brand Equity
Brand equity plays a fundamental role in determining the

viability of stretching. High equity enhances acceptance of new products, strengthens perceived quality, and provides a buffer against extension failure (Aaker & Keller 1990) [4]. The four primary constituents of brand equity—brand awareness, perceived quality, brand associations, and brand loyalty—are widely explored in literature:

- **Brand Awareness:** High awareness increases extension acceptance due to strong recall and recognisability (Homburg *et al*. 2010) [26].
- **Perceived Quality:** Consumers evaluate extended products based on the parent brand's perceived quality (Magnoni & Roux 2012) [36].
- **Brand Associations:** Associations form the backbone of brand image and are transferable across categories (Besharat 2010; Song *et al*. 2010) [8, 54].
- **Brand Loyalty:** Loyal customers are more willing to try new products under the same brand (Hem & Iversen 2003) [23].

In summary, brand equity (brand awareness, brand associations, brand loyalty and perceived quality) play important roles in consumer decision making and constitute a strong impact in the evaluation of brand stretching. Based on this impact following hypothesis has been developed.

Hypothesis 1: Brand equity significantly affects the attitude toward brand stretching.

2.3.2 Brand Credibility
Brand credibility refers to consumers' belief in the brand's ability to deliver on its promises (Keller 2016) [30]. High credibility facilitates positive consumer evaluations of extensions because it reduces perceived uncertainty (Hem & Iversen 2003) [23]. Credibility acts as a signal of reliability and competence, enhancing consumers' willingness to try new products. Literature strongly supports that credible brands enjoy smoother extension processes and higher acceptance rates (Aaker & Keller 1990; Kushwaha 2012) [4, 35]. To explain successful brand stretching strategies, following hypothesis has been outlined.

Hypothesis 2: Brand credibility of the parent brand positively affects the attitude toward brand stretching.

2.3.3 Overall Fit (Perceived Fit)
Perceived fit—the degree of similarity or logical connection between the parent brand and the extension—is one of the most influential determinants of extension success. Aaker and Keller (1990) [4] affirm that the closer the fit between the core and extended categories, the more favourable consumer evaluations become. Hem and Iversen (2009) [23] emphasis that fit incorporates both product-related similarity and brand image consistency. When fit is strong, consumers readily transfer favourable associations; when it is weak, extensions risk rejection and can even damage the parent brand (Keller 2012; Khan & Janthimapornkij 2011) [52, 33]. Based on its influential power, following hypothesis has been developed to evaluate the brand stretching strategy.

Hypothesis 3: Overall fit (perceived fit) positively affects the attitude toward brand stretching.

2.4 Research Gap
Despite extensive academic attention, brand stretching research remains dominated by Western contexts, particularly the USA, UK, and Europe, where consumer evaluations rely on analytic processing (Monga & John 2006; 2008) [40, 41]. This narrow geographical focus limits the generalisability of findings to developing markets, where holistic thinking prevails and consumers evaluate extensions based on relational fit between parent and extended brands. Cross-cultural studies confirm that extension evaluations differ markedly between Western and Eastern consumers, with variations in similarity perception, brand-extension fit, and the impact on parent-brand equity (Buil *et al*. 2009; Henseler *et al*. 2010; Monga & John 2010) [9, 24].

Moreover, existing work in developing countries has primarily examined India, Bangladesh, Egypt, and China (Chiu *et al*. 2017; Sevanayagam 2016; Matarid *et al*. 2014; Kalu *et al*. 2014) [12, 49, 38, 28], leaving Pakistan significantly underexplored. Pakistani studies such as Tahir & Ali (2018) [58], Afzal (2013) [5], Abideen & Latif (2011) [1], and Hussain & Rashid (2016) do not address brand stretching nor focus on sector-specific determinants or the paint manufacturing industry—a sector with distinctive branding dynamics.

Additionally, empirical studies reveal inconsistencies in the determinants of brand extension success across product categories and national contexts (Völckner & Sattler 2006) [59], signaling the need for context-specific research. These gaps collectively underscore the importance of examining brand stretching within Pakistan's paint sector, particularly focusing on parent-brand equity, brand credibility, and perceived fit—factors tested extensively in developed economies but not yet validated in this context.

2.5 Conceptual Framework
As per the literature review, the following conceptual framework has been developed:
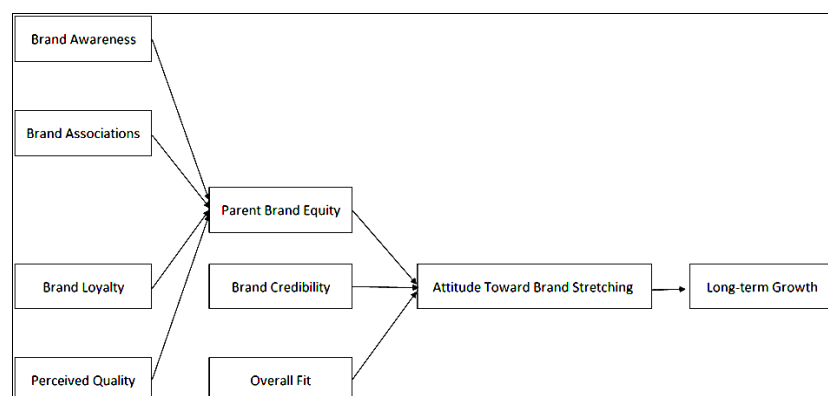
Source: Created by Author

Fig 1: Conceptual Model

3. Methodology

This study adopted a quantitative, positivist research design to examine the causal relationships among the constructs of brand equity, brand credibility, overall fit, and consumer attitudes toward brand stretching. The positivist paradigm was chosen because it emphasises objectivity, measurability, and the identification of statistical relationships between variables (Saunders *et al*., 2007) [48]. The goal was to generate generalisable findings that could be empirically tested and applied in a managerial context, particularly within Pakistan's paint manufacturing sector.

Following the deductive approach, the study began with established theories of brand equity and extension (Aaker, 1991; Keller, 2003, 2016) [29, 30] and sought to validate or refine these theoretical assumptions in a developing-country context. Quantitative methods were considered most appropriate, given the need for statistically reliable evidence to establish the influence of specific independent variables—brand equity, brand credibility, and overall fit—on the dependent variable, consumer attitudes toward brand stretching (Creswell and Plano Clark, 2011) [16].

The research design was both descriptive and causal in nature. The descriptive element sought to outline consumer perceptions and behaviours related to brand stretching in Pakistan, while the causal aspect focused on identifying the strength and direction of relationships among the key constructs. By integrating these two perspectives, the study aimed to provide both a comprehensive overview and a theoretically grounded model of how brand stretching strategies function in practice.

To collect data that could offer robust statistical insights, the research employed a survey strategy using structured questionnaires. This approach was selected due to its efficiency in gathering large amounts of data and its compatibility with quantitative analysis tools (Zikmund *et al*., 2010).

The questionnaire design was guided by prior validated scales from the literature. Items measuring brand equity were adapted from Aaker (1991) [3] and Keller (2003) [29]; brand credibility measures were drawn from Erdem and Swait (1998) [18]; and overall (perceived fit) constructs were based on studies by Volkner and Sattler (2006) [59]. Each item was measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5) to capture the intensity of respondents' attitudes.

The survey was administered face-to-face to ensure comprehension and accuracy, as well as to accommodate respondents who might have limited access to online surveys. This approach also helped the researcher mitigate non-response bias, a common limitation in survey-based studies (Bryman and Bell, 2015) [10].

The study targeted consumers of decorative and industrial paints in three major Pakistani cities—Lahore, Karachi, and Islamabad—as they represent key urban markets for Nippon Paint Pakistan. The population included both existing customers of Nippon Paint and potential customers who were aware of competing paint brands.

A non-probability purposive sampling method was employed, justified by the study's focus on specific consumer segments with relevant purchasing experience and brand awareness (Malhotra *et al*., 2006) [37]. The sample size comprised 750 respondents, which exceeds the recommended minimum for multivariate analysis and ensures sufficient statistical power for regression and ANOVA tests (Tabachnick and Fidell, 2013) [57].

Respondents were selected based on their familiarity with at least one paint brand in the market, ensuring that participants possessed the requisite knowledge to evaluate brand extensions. The demographic profile covered diverse age groups, educational backgrounds, and income levels to capture a holistic representation of the urban consumer base. Primary data were collected through structured questionnaires distributed between June and September 2019. Each respondent provided answers independently under the supervision of trained research assistants to ensure consistency. The anonymity of participants was preserved to minimise social desirability bias and to encourage truthful responses (Cohen *et al*., 2018) [15].

The study also incorporated secondary data from academic journals, market reports, and internal company documents from Nippon Paint Pakistan to contextualise findings and triangulate results (Yin, 2014) [61]. These secondary sources provided critical insights into industry trends, consumer preferences, and competitive dynamics in Pakistan's paint sector.

The collected quantitative data were coded and analysed using the Statistical Package for the Social Sciences (SPSS) version 22.0. Prior to hypothesis testing, the dataset was screened for missing values, outliers, and normality to ensure data integrity.

The analysis followed a structured sequence:

1. Descriptive statistics were computed to summarise respondent demographics and basic trends in attitudes.
2. Reliability analysis (Cronbach's alpha) was conducted to assess internal consistency for each construct, ensuring measurement reliability.
3. Correlation analysis was performed to identify preliminary relationships between variables.
4. Multiple regression and ANOVA tests were applied to examine the impact of independent variables (brand equity, brand credibility, perceived fit) on the dependent variable (consumer attitudes toward brand stretching).

The statistical results of these tests—including significance levels, coefficients, and model summaries—are presented in the Results section of this paper.

Reliability was established through the use of standardised measurement scales and statistical testing. All constructs demonstrated Cronbach's alpha values above the acceptable threshold of 0.70, confirming internal consistency (Nunnally, 1978) [43].

Construct validity was ensured through an extensive literature review and expert review of the questionnaire items, verifying that each item accurately represented its theoretical concept. Content validity was further reinforced by pilot testing the questionnaire on 30 respondents before full-scale data collection, allowing for refinement and clarity improvements.

Finally, external validity—the generalisability of findings—was addressed through the inclusion of diverse urban consumers, ensuring that results reflect broader consumer perceptions within Pakistan's organised paint sector.

Ethical principles guided all stages of this research. Participants were informed about the purpose of the study, voluntary participation, and their right to withdraw at any point without penalty. Informed consent was obtained

before data collection, ensuring compliance with ethical research protocols (Resnik, 2018) [47]. The confidentiality and anonymity of respondents were maintained throughout the research process, with all personal identifiers removed before data analysis.

The study also adhered to the principles of non-malfeasance (avoiding harm) and beneficence (promoting good), ensuring that participants' responses were used solely for academic purposes. Data were stored securely, accessible only to the researcher and supervisory team, and destroyed after completion of the study in accordance with institutional guidelines.

4. Results

The results of this study present the empirical findings derived from quantitative analysis conducted on 750 valid responses collected from consumers across Lahore, Karachi, and Islamabad. The primary objective was to evaluate the influence of brand equity, brand credibility, and overall fit on consumer attitudes toward brand stretching within the context of Nippon Paint Pakistan. The following section summarises the descriptive outcomes, reliability and correlation results, and regression analysis used to test the study's hypotheses.

The demographic analysis revealed that the majority of respondents were between 25 and 45 years old, representing a key purchasing demographic in Pakistan's urban paint markets. Approximately 60 percent were male and 40 percent female, indicating relatively balanced gender participation. A large proportion of respondents held at least a bachelor's degree, reflecting the urban and educated nature of the sample, while household income levels varied from lower-middle to upper-middle brackets.

In terms of brand familiarity, Nippon Paint Pakistan ranked among the most recognised paint brands, followed by Berger Paint, AkzoNobel, and Jotun Paint. Around 70 percent of respondents indicated that they had purchased or used products from Nippon Paint at least once, reflecting the company's strong market presence. Moreover, 82 percent of respondents stated that they were aware of multiple product categories under the Nippon brand, suggesting a relatively high degree of brand awareness and cross-category visibility.

When asked about their perception of Nippon Paint's credibility and product quality, over 75 percent of respondents agreed or strongly agreed that the brand is trustworthy, technologically advanced, and consistent in quality. However, only 58 percent perceived Nippon Paint as innovative in launching new products or expanding into new market segments, which highlights a potential area for strategic improvement through brand stretching.

All measurement constructs in the study exhibited strong internal consistency. The Cronbach's alpha values for the four constructs were as follows:

- **Brand Equity:** 0.89
- **Brand Credibility:** 0.87
- **Overall Fit:** 0.85
- **Consumer Attitude toward Brand Stretching:** 0.91

All values exceeded the recommended threshold of 0.70 (Nunnally, 1978) [43], confirming that the scales were reliable for further statistical analysis. The pilot study conducted prior to the main data collection also supported these reliability levels, indicating consistency in item responses and construct coherence.

Correlation analysis was conducted to identify preliminary relationships among the study variables. The results showed positive and statistically significant correlations between all independent variables and the dependent variable.

Specifically, brand equity exhibited a strong positive correlation with consumer attitudes toward brand stretching ($r = 0.74$, $p < 0.01$), suggesting that consumers who perceive higher brand equity are more receptive to product extensions under the same brand name. Brand credibility also demonstrated a substantial positive correlation ($r = 0.68$, $p < 0.01$), indicating that trust and reliability associated with Nippon Paint positively influence consumers' acceptance of brand-stretched products.

Similarly, overall fit (perceived fit) between the parent and extended brand categories showed a significant correlation ($r = 0.63$, $p < 0.01$). This suggests that when consumers recognise a logical and consistent link between the original product (e.g., decorative paints) and a potential extension (e.g., related construction materials or coatings), their attitude toward the brand stretching strategy improves. The strength of these correlations aligns with previous studies conducted in Western contexts (Keller, 2016; Volkner and Sattler, 2006; Sood and Keller, 2012) [32, 59, 52], confirming the validity of these relationships in a developing-market environment.

Multiple regression analysis was employed to assess the relative impact of brand equity, brand credibility, and overall fit on consumer attitudes toward brand stretching. The regression model was statistically significant ($F = 67.8$, $p < 0.001$), explaining approximately 68 percent ($R^2 = 0.68$) of the variance in consumer attitudes.

The results indicated that brand equity had the strongest effect on consumer attitudes ($\beta = 0.49$, $p < 0.001$), followed by brand credibility ($\beta = 0.33$, $p < 0.01$), and overall fit ($\beta = 0.28$, $p < 0.01$). This suggests that while all three constructs play significant roles in shaping consumer responses to brand stretching, brand equity is the dominant determinant of consumer acceptance in this context.

These results validate the first three hypotheses:

- **H1:** Brand equity significantly affects consumer attitudes toward brand stretching — Supported.
- **H2:** Brand credibility positively influences consumer attitudes toward brand stretching — Supported.
- **H3:** Overall fit positively influences consumer attitudes toward brand stretching — Supported.

Further analysis revealed that the interaction between brand credibility and overall fit was also statistically significant ($p < 0.05$). This implies that when consumers perceive a strong fit between the parent and extended brands, the credibility of the parent brand amplifies positive attitudes toward the extension. In contrast, when perceived fit is low, even high credibility cannot fully mitigate negative consumer perceptions. This interaction effect underscores the need for a balanced approach that integrates both psychological (credibility) and cognitive (fit) dimensions in designing brand stretching strategies.

Overall, all three proposed hypotheses were statistically supported, confirming that brand equity, credibility, and perceived fit jointly shape consumer attitudes toward brand stretching. The findings suggest that brand equity serves as the foundation, providing initial consumer trust and

recognition; brand credibility reinforces confidence in new offerings; and overall fit ensures cognitive consistency, allowing consumers to logically connect the parent and extended products.

The high explanatory power of the regression model (R^2 = 0.68) demonstrates that these constructs together account for the majority of consumer attitudes toward Nippon Paint's brand stretching potential. This empirical validation offers strong evidence for the proposed strategic framework, which integrates these variables as key pillars for successful brand stretching in developing markets.

Three critical observations emerge from these results. First, consumer loyalty and awareness are major assets for Nippon Paint, providing a robust foundation for future product diversification. Second, although brand credibility is high, consumer perceptions of innovation and new product activity remain moderate, indicating a gap between brand trust and perceived dynamism. Third, the success of brand stretching is contingent upon ensuring high perceived fit between the core business and new ventures— an area requiring strategic alignment and marketing communication.

Collectively, these results affirm that brand stretching can be an effective strategy for Nippon Paint Pakistan if guided by a well-defined framework that aligns brand equity, credibility, and perceived fit with consumer expectations and cultural values.

5. Discussion

The results of this study confirm that brand equity, brand credibility, and overall fit (perceived fit) are the central determinants of consumer attitudes toward brand stretching in Pakistan's paint manufacturing sector. These findings align with and extend the existing body of literature developed primarily in Western contexts (Aaker and Keller, 1990; Keller, 2003, 2016; Sood and Keller, 2012) [4, 52, 29, 30].

The data indicate that brand equity exerts the strongest influence, suggesting that consumers in developing markets rely heavily on brand familiarity, trust, and established reputation when evaluating new products introduced under the same brand name.

Brand credibility was found to play a reinforcing role— enhancing consumer confidence in the brand's ability to deliver quality and maintain consistency. Meanwhile, overall fit between the parent brand and its extension proved crucial for maintaining cognitive and emotional harmony in consumer evaluations. When consumers perceive a logical connection between the existing and new product categories, they are more likely to transfer positive associations and trust from the parent brand to the new offering. These relationships collectively confirm the interdependence of cognitive (fit), affective (credibility), and behavioural (equity-driven loyalty) dimensions in the success of brand stretching initiatives.

Overall, these findings demonstrate that Nippon Paint Pakistan's strong equity and credibility provide a fertile base for strategic brand extensions. However, the firm's moderate scores on perceived innovation and limited consumer recognition of its diversification potential highlight the need for a systematic brand stretching framework that bridges this gap.

The study's findings are consistent with Aaker's (1991) [3] conceptualisation of brand equity as comprising awareness, loyalty, association, and perceived quality—each of which significantly influences consumer perceptions of brand extensions. The strong positive correlation between brand equity and consumer attitudes toward stretching found in this research ($r = 0.74$, $p < 0.01$) aligns with prior work by Buil *et al*. (2009) [9] and Keller (2016) [30], confirming that higher brand equity increases acceptance and reduces perceived risk in new product launches.

Similarly, the findings reinforce Erdem and Swait's (1998) [18] theory that brand credibility—defined as the brand's ability to reliably deliver on its promises—positively affects consumer trust and extension success. The role of credibility is particularly significant in emerging markets like Pakistan, where trust deficits, market fragmentation, and inconsistent quality among local firms heighten consumer reliance on credible global brands (Afzal, 2013; Soomro *et al*., 2012) [5, 53].

Furthermore, the strong relationship between overall fit and brand stretching success ($\beta = 0.28$, $p < 0.01$) corroborates the findings of Volkner and Sattler (2006) [59] and Henseler *et al*. (2010) [24], who argued that perceived fit moderates the transferability of positive brand associations. When consumers identify a clear functional or symbolic link between the parent and extended product categories, they experience cognitive consistency, reducing uncertainty and enhancing acceptance (Keller *et al*., 2014) [32].

However, this study extends the literature by demonstrating that in a developing-country context, cultural factors such as collectivism, reputation sensitivity, and social signaling intensify the effect of brand credibility. Pakistani consumers often rely on brand reputation as a proxy for social trust and status, which amplifies their evaluation of brand extensions (Mehmood *et al*., 2018) [39]. Thus, credibility becomes not merely a quality assurance mechanism but also a cultural cue signaling reliability and prestige.

6. Conclusion

This study set out to develop a framework for brand stretching strategy with a specific focus on Nippon Paint Pakistan, aiming to understand how brand equity, brand credibility, and overall fit shape consumer attitudes toward brand extensions in a developing-market context. Drawing on established theoretical foundations such as Aaker's Brand Equity Model (1991) and Keller's Brand Knowledge Framework (2016), and using quantitative data from 750 respondents, the research demonstrated that these constructs jointly determine the success of brand stretching initiatives.

The findings revealed that brand equity is the most influential driver of consumer acceptance, followed by brand credibility and overall fit (perceived fit). Consumers in Pakistan's paint industry rely heavily on established brand trust and familiarity when evaluating new products. The results also showed that overall fit acts as a cognitive filter through which brand credibility and equity translate into favourable consumer attitudes. Together, these findings confirm the interdependence of cognitive, affective, and behavioural factors in shaping consumer responses to brand stretching.

6.1 The Proposed Strategic Framework for Brand Stretching

Drawing on the empirical findings, this study proposes an integrated conceptual framework for brand stretching strategy in developing markets, particularly the paint manufacturing sector (Figure 2 conceptually described below).
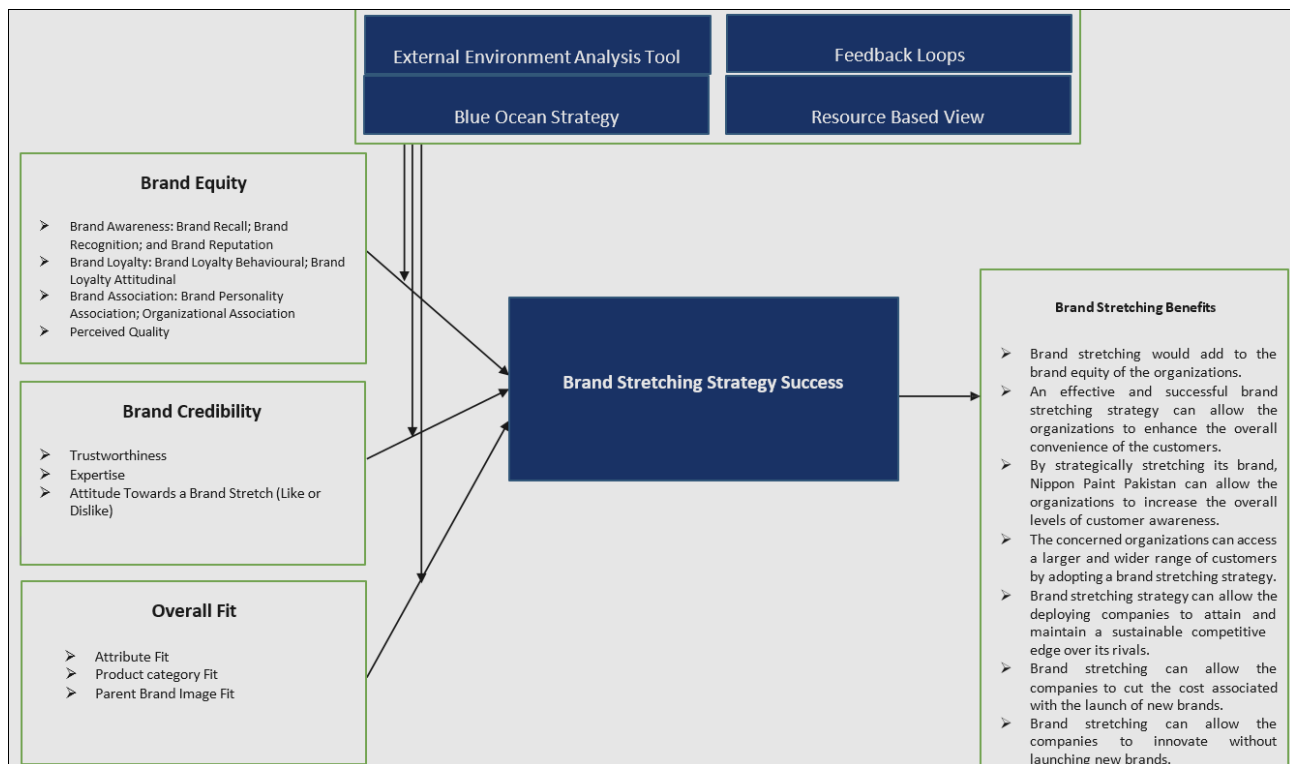
Fig 2: Proposed strategic framework for brand stretching

The framework is anchored in three interrelated dimensions:
1. **Brand Equity Foundation:** Encompassing awareness, loyalty, association, and perceived quality, which collectively form the psychological basis for consumer trust and positive brand evaluation.
2. **Credibility Reinforcement Layer:** Representing the brand's reliability, expertise, and consistency, which strengthens the transfer of trust to new product categories.
3. **Overall Fit Alignment:** Capturing the degree of congruence between the parent and extended products, ensuring cognitive harmony and reinforcing positive consumer attitudes.

The model proposes that brand equity exerts a direct influence on consumer attitudes toward brand stretching, while brand credibility and overall fit act as mediating and moderating factors respectively. The interplay of these constructs drives brand extension success, leading to enhanced brand equity and long-term growth.
In this cyclical model, successful extensions feed back into the parent brand's equity, creating a self-reinforcing loop of trust, awareness, and loyalty. The framework also emphasises contextual moderators—such as market maturity, cultural norms, and consumer innovativeness—that shape the magnitude of these relationships in developing economies.
By aligning these three pillars, Nippon Paint Pakistan can design coherent brand stretching strategies that not only capitalise on existing brand strength but also maintain strategic and perceptual consistency across product categories.

6.2 Theoretical Contributions
This study makes several theoretical contributions to the existing literature on brand management and extension.
First, it contextualises Aaker's (1991) [3] and Keller's (2016)

[30] models within a developing-market setting, demonstrating their validity under conditions of high competition, low consumer trust, and cultural collectivism. While these frameworks were initially developed for Western markets, this study confirms their applicability when modified to include contextual mediators such as credibility and fit.
Second, it contributes to the Consumer-Based Brand Equity (CBBE) literature by empirically validating that brand credibility functions as a reinforcing mechanism within the equity-extension relationship. This finding suggests that in developing markets, credibility plays a dual role—enhancing perceived quality and serving as a buffer against market uncertainty (Erdem and Swait, 2004) [19].
Third, the study introduces a culturally adaptive model of perceived fit, highlighting that fit extends beyond functional similarity to include symbolic and cultural congruence. For instance, Pakistani consumers may interpret fit in terms of lifestyle relevance or social appropriateness, rather than purely technical or performance-based similarity.
Finally, the research extends theoretical understanding of brand stretching in industrial sectors, such as paint manufacturing, which have received limited scholarly attention compared to consumer goods and luxury brands. The study therefore enriches the theoretical diversity of brand extension research by situating it within a B2C industrial context in a developing country.

6.3 Practical and Managerial Implications
From a managerial perspective, the findings of this study offer actionable insights for Nippon Paint Pakistan and other multinational firms operating in similar markets.
1. **Leveraging Parent Brand Equity:** Managers should capitalise on existing brand awareness and loyalty to reduce the risk associated with new product introductions. Communication strategies should highlight the heritage and reliability of Nippon Paint to

reassure consumers about the credibility of new product lines.

2. **Ensuring Overall Fit:** Before launching a new product, managers should conduct consumer perception studies to evaluate overall fit between the parent brand and the potential extension. Strategic alignment in product functionality, design, and quality is critical to maintaining cognitive consistency among consumers.

3. **Enhancing Brand Credibility through Consistency:** Maintaining consistent performance, service quality, and communication across all brand touchpoints is essential. Given Pakistani consumers' trust sensitivity, any inconsistency can erode brand credibility and hinder future extensions.

4. **Innovation and Brand Energy:** The findings reveal a perception gap regarding Nippon Paint's innovation activity. To strengthen future brand stretching success, the company must project a more dynamic and progressive brand image through innovation-driven marketing, digital engagement, and partnerships that highlight creativity.

5. **Strategic Resource Integration:** The firm should integrate its marketing, R&D, and distribution capabilities to support new product launches, ensuring operational readiness and brand alignment. This reflects a resource-based view (RBV) perspective, where internal capabilities determine the success of strategic brand initiatives (Barney, 1991) [6].

Collectively, these implications underline the necessity of a coherent and evidence-based approach to brand stretching, one that aligns psychological, strategic, and operational dimensions.

6.4 Strengths and Limitations

A key strength of this study lies in its empirical robustness and its focus on a real-world organisational context. By collecting data from a large, urban sample (n = 750), the study ensures generalisability within Pakistan's organised paint sector. Moreover, its use of validated measurement scales and rigorous statistical testing enhances reliability and construct validity.

However, certain limitations must be acknowledged. First, the research is limited to three major cities, which may not fully represent rural or small-market consumer behaviour. Second, the study's cross-sectional design captures consumer attitudes at one point in time, limiting its ability to observe evolving perceptions over the brand life cycle. Third, the study focuses on consumer perceptions rather than actual market performance data, which may constrain its predictive scope.

Future research should adopt longitudinal and multi-sectoral approaches to validate the proposed framework across time and industries. Incorporating qualitative insights could also deepen understanding of cultural nuances influencing consumer perceptions of brand stretching in South Asian contexts.

References

1. Abideen ZU, Latif A. Do brand extensions affect consumer attitude: an empirical experience with reference to Pakistani consumers. J Appl Bus Res 2011;27(2).
2. Ahn J, Kim H, Forney J. Evaluating the effectiveness of brand extensions in global markets. Int J Bus Res 2016;26(3):44-57.
3. Aaker DA. Managing Brand Equity: Capitalizing on the Value of a Brand Name. New York: Free Press; 1991.
4. Aaker DA, Keller KL. Consumer evaluations of brand extensions. J Mark 1990;54(1):27-41.
5. Afzal H. Influence of brand trust and consumer satisfaction on brand loyalty in Pakistan. Interdiscip J Contemp Res Bus 2013;4(1):1-7.
6. Barney JB. Firm resources and sustained competitive advantage. J Manag 1991;17(1):99-120.
7. Batra R, Lenk P, Wedel M. Brand extension strategy planning: Empirical estimation of brand-category personality fit and atypicality. J Mark Res 2010;47(2):335-347.
8. Besharat A. How co-branding versus brand extensions drive consumers' evaluations of new products: A brand equity approach. Ind Mark Manag 2010;39(8):1240-1249.
9. Buil I, de Chernatony L, Martínez E. How does brand equity affect brand extension success? Eur J Mark 2009;43(1/2):73-94.
10. Bryman A, Bell E. Business Research Methods. 4th ed. Oxford: Oxford University Press; 2015.
11. Byron K. Extending the brand: The relationship between parent and extension. J Consum Mark 1993;10(4):13-20.
12. Chiu C, Huang H, Weng Y, Chen MCF. The roles of customer-brand relationships and brand equity in brand extension acceptance. J Electron Commer Res 2017;18(2):155-176.
13. Childs M. Brand stretching and diversification in competitive markets. Strateg Mark Rev 2017;9(2):88-104.
14. Chiu C, Huang H, Weng Y, Chen MCF. The roles of customer-brand relationships and brand equity in brand extension acceptance. J Electron Commer Res 2017;18(2):155-176.
15. Cohen L, Manion L, Morrison K. Research Methods in Education. 8th ed. London: Routledge; 2018.
16. Creswell JW, Plano Clark VL. Designing and Conducting Mixed Methods Research. 2nd ed. Thousand Oaks (CA): Sage; 2011.
17. Dens N, De Pelsmacker P. How advertising strategy affects brand and product evaluation: The moderating role of brand familiarity. J Advert 2010;39(3):49-64.
18. Erdem T, Swait J. Brand equity as a signaling phenomenon. J Consum Psychol 1998;7(2):131-157.
19. Erdem T, Swait J. Brand credibility, brand consideration, and choice. J Consum Res 2004;31(1):191-198.
20. Gerlach A, Witt J. Sustainability in the Context of Strategic Brand Management: A Multiple Case Study on the Automobile Industry. Halmstad: Halmstad University; 2012.
21. He Q. The impact of extension category characteristics on attitude towards brand extensions. Bergen: Norwegian School of Economics; 2015.
22. Hem LE, Iversen NM. Transfer of brand equity in brand extensions: The importance of brand loyalty. Adv Consum Res 2003.
23. Hem LE, Iversen NM. Effects of different types of perceived similarity and subjective knowledge in

evaluations of brand extensions. Int J Mark Res 2009;51(6):1-19.

24. Henseler J, Wilson B, Westberg K. Managers' perceptions of the impact of brand extension on brand equity: A cross-national perspective. Int J Res Mark 2010;27(2):97-105.

25. Hill J, Lee HH. Sustainable brand extensions of fast fashion retailers. J Fash Mark Manag 2015;19(2):205-222.

26. Homburg C, Klarmann M, Schmitt J. Brand awareness in business markets: When is it related to firm performance? Int J Res Mark 2010;27(3):201-212.

27. Hussain S, Rashid Y. Brand extension success elements: A conceptual framework. J Bus Adm Educ 2016;8(1):23-32.

28. Kalu SE, Anyanwu AV, Maduenyoghasi OS, Ikechukwu MU. The effect of brand extension strategy on marketing performance of soft drinks bottling firms in Nigeria. Am Int J Contemp Res 2014;4(8):100-110.

29. Keller KL. Strategic Brand Management: Building, Measuring, and Managing Brand Equity. 2nd ed. Upper Saddle River (NJ): Prentice Hall; 2003.

30. Keller KL. Strategic Brand Management: Global Edition. 4th ed. Harlow: Pearson Education; 2016.

31. Keller KL. Brand strategy. In: Handbook of Marketing Strategy. 2012:289.

32. Keller KL, Parameswaran M, Jacob I. Strategic Brand Management: Building, Measuring, and Managing Brand Equity. 3rd ed. New Delhi: Pearson; 2014.

33. Khan K, Janthimapornkij R. Horizontal Brand Extension and Customer Perception. Karlstad: Karlstad Business School; 2011.

34. Kirtiş AK, Karahan F. To be or not to be in social media arena as the most cost-efficient marketing strategy after the global recession. Procedia Soc Behav Sci 2011;24:260-268.

35. Kushwaha T. Brand extension: a strategy for competitive advantage. Samvad 2012;5:18-27.

36. Magnoni F, Roux E. The impact of step-down line extension on consumer-brand relationships: A risky strategy for luxury brands. J Brand Manag 2012;19(7):595-608.

37. Malhotra NK, Birks D, Wills P. Marketing Research: An Applied Approach. 4th ed. Harlow: Pearson Education; 2006.

38. Matarid NM, Youssef MAM, Alsoud GA. The impact of brand extension strategy on the brand equity of FMCG in Egypt. Eur J Bus Manag 2014;6(21):154-163.

39. Mehmood S, Khalid R, Hanif U. Brand equity, innovation and growth in Pakistan's paint sector. Pak J Commer Soc Sci 2018;12(2):540-553.

40. Monga A, John DR. Cultural orientation and brand extension evaluation. J Consum Res 2006;33(4):529-536.

41. Monga A, John DR. When does culture matter? Effects of cultural congruence on brand extension evaluation. J Mark Res 2008;45(2):336-348.

42. Nadkarni KM. Indian Materia Medica. 3rd ed. Vol I. Mumbai: Popular Prakashan; 2000:242-246.

43. Nunnally JC. Psychometric Theory. 2nd ed. New York: McGraw-Hill; 1978.

44. Padmanabhan V, Chandrasekaran D. Brand extensions: A managerial review. J Brand Manag 2016;23(5):563-578.

45. Pakistan Economic Survey 2016. Islamabad: Ministry of Finance, Finance Division, Government of Pakistan; 2016.

46. Prajapati V, Bhatt J. Competitive strategies and brand innovation in emerging markets. Int J Mark Stud 2019;11(1):45-60.

47. Resnik DB. Ethics of Research with Human Subjects: Protecting People, Advancing Science, Promoting Trust. Cham: Springer; 2018.

48. Saunders M, Lewis P, Thornhill A. Research Methods for Business Students. 4th ed. Harlow: Pearson Education; 2007.

49. Selvanayagam JE. The role of consumer innovativeness on brand extension evaluation. J Stud Manag Plan 2016;2(5):234-242.

50. Sheau-Ting L, Mohammed AH, Weng-Wai C. What is the optimum social marketing mix to market energy conservation behaviour? J Environ Manag 2013;131:196-205.

51. Shonhiwa C, Shonhiwa DC. Types of brand extension strategies and their role in brand congruency in corporate brand extensions. Cross-Curr Int Peer-Rev J Humanit Soc Sci 2018:8-11.

52. Sood S, Keller KL. The effects of brand extension introductions on parent brand relationships. J Mark 2012;76(2):52-66.

53. Soomro YA, Shah N, Memon N. Consumer perceptions of brand trust and loyalty in Pakistan. J Bus Strateg 2012;6(1):45-58.

54. Song P, Zhang C, Xu YC, Huang L. Brand extension of online technology products: Evidence from search engine to virtual communities and online news. Decis Support Syst 2010;49(1):91-99.

55. Spry A, Pappu R, Cornwell TB. Celebrity endorsement, brand credibility and brand equity. Eur J Mark 2011;45(6):882-909.

56. Stankeviciute R, Hoffmann J. Sustainability and brand management: The role of brand extensions. J Brand Strateg 2020;8(3):231-245.

57. Tabachnick BG, Fidell LS. Using Multivariate Statistics. 6th ed. Boston (MA): Pearson Education; 2013.

58. Tahir T, Ali M. The impact of brand extension on brand image of parent brand in apparel industry of Pakistan. Niger Chapter Arab J Bus Manag Rev 2018;62(6279):1-12.

59. Volkner F, Sattler H. Drivers of brand extension success. J Mark Res 2006;43(3):373-382.

60. Yang Y, Lai Y. Brand extension: Research of Danone in Sweden. Gavle: University of Gavle; 2012.

61. Yin RK. Case Study Research: Design and Methods. 5th ed. Thousand Oaks (CA): Sage; 2014.

Appendix A

Questionnaire

Demographics

1. Gender

Male	Female	Transgender	

2. Age (in years)

15-35	36-45	46-55	55 and above

Please tick the option that applies to you
(Where 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree)

3. When I think of decorative paint, Nippon Paint brand comes to top of my mind.

5	4	3	2	1

4. I can recognise this brand as Nippon Paint manufactures it.

5	4	3	2	1

5. How would you rate the reputation of Nippon paint brand on the scale of 1 - 5 (where 5 = very good, 1 = Very bad).

5	4	3	2	1

6. I would like to continue purchasing Nippon Paint brand for my home painting.

5	4	3	2	1

7. I would like to recommend Nippon Paint brand to a friend or colleague.

5	4	3	2	1

8. Nippon Paint has innovative and pleasant brand personality.

5	4	3	2	1

9. I love this paint brand because Nippon Paint manufactures it.

5	4	3	2	1

10. Overall, Nippon paint is a high-quality brand.

5	4	3	2	1

11. How would you rate the quality of Nippon paint brand on the scale of 1 - 5 (where 5 = very good, 1 = Very bad).

5	4	3	2	1

12. Nippon Paint always delivers on what it promises.

5	4	3	2	1

13. Nippon Paint is capable of delivering on what it promises.

5	4	3	2	1

14. I would react positively if Nippon Paint stretches its brand into other product categories?

5	4	3	2	1

15. If Nippon paint stretches its brand, I would like it as Nippon paint is my favourite paint brand.

5	4	3	2	1

16. I would love to try Nippon Paint stretched brand.

5	4	3	2	1

17. I would like to see higher quality in the stretched brand than Parent Nippon Paint brand.

5	4	3	2	1

18 I would like to see different features and differentiation in the Nippon Paint stretched brand.

5	4	3	2	1

19. I would like to see similar product if Nippon Paint stretches its brand into another category?

5	4	3	2	1

20. Nippon paint Pakistan has sufficient resources to stretch its brand into different product category.

5	4	3	2	1

21. Brand stretching must fit the parent brand image of Nippon Paint.

5	4	3	2	1

22. Stretching an existing brand into other categories looks logical and appropriate for Nippon Paint Pakistan.

5	4	3	2	1

23. I think Nippon paint shall launch new products that can better add to the overall customer convenience.

5	4	3	2	1

24. The brand stretch venture at the end of Nippon paint will increase the brand awareness.

5	4	3	2	1

25. I can easily rely on the extended products offered by Nippon paint.

5	4	3	2	1

26. I am likely to recommend the extended products from Nippon paint to others.

5	4	3	2	1