Expanding Brand Personality Congruence to Brand Personality Fit: The Importance of Customer Value Proposition as aModerating Fit on Brand Performance

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Expanding Brand Personality Congruence to Brand Personality Fit: The Importance of Customer Value Proposition as a Moderating Fit on Brand Performance

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This research demonstrates that brand performance can be enhanced not only through brand personality congruence with customer personality, but also through brand personality fit, namely the moderating fit of customer value proposition to brand personality. Through a study covering 125 brands, the result demonstrates that the moderating fit between brand personality and the different level of customer value proposition positively affects brand performance. Price-quality relationship for attribute-based customer value, self-construal for consequences-based customer value and self-regulatory focus as goal-based customer value are used to test this moderating fit relationship. Other findings show that this moderating fit is strongest toward the brand cognitive performance. Finally, the result of this study suggests marketers to incorporate the brand personality design into their positioning statement so that the overall customer value proposition can be developed in a more integrated manner, leading to higher brand performance.

Keywords: brand personality, brand personality congruence, customer value hierarchy, price-quality relationship, self-construal, and self-regulatory focus

Penelitian ini menunjukkan bahwa kinerja merek dapat ditingkatkan tidak hanya melalui kesesuaian antara kepribadian merek(brand personality) dengan kepribadian pelanggan, melainkan juga melalui brand personality fit, yaitu moderating fit antara customer value proposition dan brand personality. Melalui penelitian yang dilakukan atas 125 merek, diperoleh hasil yang menunjukkan bahwa moderating fit antara brand personality dan berbagai tingkatan customer value proposition yang berbeda, secara positif mempengaruhi kinerja merek. Price-quality relationship pada nilai pelanggan berbasis atribut, self-construal pada nilai pelanggan berbasis konsekuensi, dan self-regulatory focus untuk nilai pelanggan berbasis tujuan digunakan sebagai variabel untuk menguji hubungan moderating fit.Temuan lain menunjukkan bahwa moderating fit paling berpengaruh pada brand cognitive performance. Hasil penelitian ini menunjukkan bahwa para pemasar dapat memasukkan rancangan kepribadian merek ke dalam pernyataan positioning mereka sehingga keseluruhan value proposition produk dapat dikembangkan secara lebih terintegrasi, dan pada akhirnya dapat meningkatkan kinerja merek.

Kata Kunci: kepribadian merek, kesesuaian kepribadian merek, hierarki nilai pelanggan, hubungan harga-kualitas, *self-construal*,dan *self-regulatory focus*

Introduction

Brand personality as a concept in brand development has been recognized since the early 80's. Sirgy (1982) expressed the importance of brand personality to establish strong link to customers through self-concept congruity, Ogilvy (1983) named brand personality as the differentiating element in a marketing offer and Plum-mer (1984) found the advantage of having brand personality in advertising. However, brand personality as a research topic then started to fade away since the mid 80's. Brand equity became secondary topic often found within marketing journal articles related to branding. The revitalization of brand personality as a research topic

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came in the mid 90's when Aaker (1997) introduced the tool necessary to measure brand personality. Following her publication, a series of articles had been published to provide external validity to the findings such as in Siguaw, Mattila and Austin (1999) and Alvarez-Ortiz and Harris (2002). There are also some critics toward brand personality measurement, such as from Azuay and Kapferer(2003) and Wee (2004); as well as suggestion of an alternative measurement of brand personality (Keller and Richey2006) and suggestion of a refinement of the measurement method (Romania2008).

However, all the publications in the area of brand personality agreeon one thing: brand personality provides an impactto brand performance through the congruence between brand personality type and consumer or customer personality, or brand personality congruence. Furthermore, Asperin's (2007) study found that brand personality congruence has a positive impact on satisfaction, trust and loyalty. The latter findings of course strengthen the acceptance of brand personality congruence as an important condition in the usage of brand personality.

A study by Venable, Rose, Bush and Gilbert (2005), however, indicated findings that brand performance was not increased by brand personality congruence. Venable et.al's study (2005) that was trying to show that non-profit organizations brand also have brand personality found that even though the non-profit organization brand personality influences brand performance, it is not due to brand personality congruence. In their research, the non-profit organization brand personality strongest dimension in influencing donation behavior was integrity and nurturance, regardless of the donator's personality. In addition, the studies by Guthrie, Kim and Jung (2008)and Aggarwal and McGill (2012) also demonstrated that brand personality chosen by customers is not always related to their own personality.

One major reason that brand personality congruence may not be able to explain certain brand performance is that similarity may not be the only reason behind customers' favorable preference and satisfaction toward a brand. A fit between brand personality and proposed customer value may also be a reason that brand personality has a positive influence toward brand performance. An illustration of this fit can be seen from power tool product. If the personality of a certain brand of power tool is competence, the reason underlying a person's decision to purchase this power tool product is not necessarily because he feels that his personality is competence too, but can be more because the personality of competence reflected by the brand fits his perception of customer value, namely looking for a product that he/she feel is reliable. Similarly, it would be logical for a person to buy a camping gear for his children not because the camping gear's brand personality of ruggedness fits his children personality, but maybe more because of his need for a camping gear that is tough and strong is reflected in thecamping gear's brand personality of ruggedness.

Using Haksever, Chaganti and Ronald (2004) definition of customer value, that is *the ability of goods or service to satisfy a need or a benefit to a customer*, it can be seen that in both illustrations, the customer purchase decision come from the fit between brands personality with the perceived customers value. As marketers are always trying to influence the perceived customer value through proposed customer value, from the marketers view it is just logical to see that the fit between brand personalities with proposed customer value can influence brand performance. Among the sixtypes of fit suggested in Venkatraman (1989), fit as moderation is a strong alternative to explain the rationale behind this relationship. It is then the purpose of this study to examine whether this fit between brand personalities with proposed customer value could influence brand performance.

Theoretical Background

Brand Personality

The foundation of brand personality can be linked to Levy (1959) or Kassarjian (1971) who emphasizes the symbolic value of products. Personification of a brand as a phenomenon itself can be explained through anthropomorphism (Fournier 1998). In area of brand personality research, the previous research suggests that the antecedents of brand personality can be

categorized into three groups, namely the consumer's experience (Fournier 1998; Phau and Lau 2000; Ouwersloot and Tudorica 2001), the marketer's action (Wysong, Munch and Kleiser 2002; Diamantopoulos, Smith and Grime 2005) and the product's characteristic (Ang and Lim 2006). Meanwhile, positive consequences of brand personality can be found in terms of cognition (Freling and Forbes 2005; Kim, Lee and Ulgado 2005; and Aggarwal and McGill 2012), attitude (Faircloth, 2005; Govers and Schoorman, 2005; Asperin, 2007; Rathnayake, 2008; Park and John, 2010 andMalär, Krohmer, Hoyer, and Nyffenegger, 2011) and behavior (Haigood, 2001; Venable *et al.,* 2005). All these findings are produced within the reference on Aaker's (1997) conceptualization and measurement of brand personality.

Aaker (1997) herself defined brand personality as "the set of human characteristics associated with a brand" (p.347) and developed a method to measure brand personality. In essence, Aaker (1997) maintained that brand personality has five dimensions, namely sincerity, excitement, competence, sophisticated and ruggedness. There are cases where a brand has only one strong dimension while in other cases brand can have peaks in two or three dimensions. However, for classification purpose, it is practicable to use the strongest dimension to indicate the brand personality type. In order to measure these dimensions one can use the 42 original traits (Sigauw, Mattila and Austin, 1999; Asperin, 2007; Romaniuk, 2008) or 15 facets that can be seen as the abstraction of the original traits (Wee, 2004; Hayes, Alford and Capella, 2008; Rathnayake, 2008).

In relation to brand equity, brand personality plays an important role. Both Aaker (1996) and Keller (2003) concluded that brand associations or brand image areimportant source of brand equity. Following Aaker's (1997) definition, brand personality is seen as part of brand equity. The term brand personality itself is often used to replace brand image when the associations are dominated by human characteristics. On the other hand, if there are few or no human characteristic associations, the brand image is the term more commonly used. In addition, this important relationship between brand personality and brand equity makes brand personality to be considered as a market-based asset (Srivastava, Shervaniand Fahey, 1998) and as a driver of building brand equity (Park, McInnis, Priester, Eisingerich, and Iacobucci, 2010).

Aaker's (1997) conclusions on the dimensions of brand personality are not free from critics. The measurement of the five dimensions used by Aaker (1997) is not in total agreement with the definition of personality itself. Since human characteristics are not the same as human personality traits, Azoulay and Kapferer (2003) suggested removing certain attributes in Aaker's Brand Personality Scale that are not representation of human personality traits. Several articles also expressed the necessity to adjust the scale to the culture (Alvarez-Ortiz and Harris, 2002; Bosnjak, Bochman and Hufschmidt, 2007) or industry (Keller and Richey, 2006; Venable, *et all*, 2005). Despite the above critics, Aaker (1997) is still considered the main reference in brand personality dimension measurement. A number of studies provided support to the classification of brand personality into the above five dimensions (Sigauw, Mattila and Austin, 1999; Wee, 2004; Rathnayake, 2008), as a consequence, this research also uses Aaker's brand personality scale to measure the dimensions of brand personality.

Customer Value Hierarchy

Customer value is an important concept in marketing as marketing can be seen as a process of identifying, communicating, delivering and monitoring customer value (Kotler and Keller, 2008). The concept plays a central role in understanding exchange that occurs between the firm and customer (Liu, 2006; Blocker, 2010; Flint, Blocker and Boutin Jr., 2011). From this exchange process there are two ways of looking at customer value. First, customer value as a promise, this is often named perceived/preferred customer value. Second, customer value as deliveries, or often termed delivered customer value. Although in an ideal situation those two must be the same, in reality there is often a gap between promise and delivery.

Woodruff (1997) employs a customer value hierarchy model to capture the essence of customer value. Following the means-end model (Gutman, 1982), Woodruff and Gardial (1996)

propose that customers think of value in three different stages, namely attribute bases, consequences bases and goal bases. At the lowest level, customers will achieve satisfaction based on the attributes that are embodied in a product. The satisfaction tends to be short-lived, namely only during consumption or purchase process. In the following stage, satisfaction comes from the benefit delivered by the product. Finally, in the highest stage, satisfaction will be achieved by the fulfillment of consumption goals.

Attribute-based Customer Value: Using Price-Quality Relationship

Different product category has different attributes and different products within a product category have both similar and different attributes. Of course, attributes can vary with the products offered. The different attributes often are the points-of-differentiation (Keller, 2003); while the similar attributes, points-of- parity (Keller, 2003) usually define what product category that product is in. In a detergent example, two detergent brands can both have, clean, good scent, premium price, good quality and white color attributes; however the two might have a very different final attribute, such as for colored clothes in contrast to white clothes.

However, even though these different attributes often differentiate among brands, the price and quality attributes that can always be found in any product can also function as a differentiator among brands. Both price and quality can easily be found in the marketing literatures, often discussed together as price-quality relationship. A meta-analysis by Volckner and Hoffmann (2007) of 23 studies on the price-quality relationship concludes that consumer are still using price as a qualityindicator, especially when they do not have complete information of the actual brand performance.

Consequences-based Customer Value: Using Self-Construal

Product consequences mean that the customer will receive a certain type of benefit from purchasing a certain brand. Of course by the customer here is meant by the self of the customer. Keller (2003) categorizes benefits from

a brand into two types, namely experiential and symbolic; while Aaker (1996) grouped benefits into 3 types, namely functional, emotional and self-expressive. In both groupings, the brand can be seen as either serving a more internal objective of the self or a more external objective of the self.

Related to this external and internal orientation of the self, and interdependent self-construal or self-view (Markus and Kitayama, 1991) are used as representation of consequences or benefits received by the customer from a brand. These constructs describe that the self as represented by the self itself (independent self-construal) or by the relationship of the self others (interdependent self-construal) (Brewer and Gardner 1996; Markus and Kitayama 1991; Triandis 1989). This classification then supports the brand objective of serving a more internal objective (Keller's experiential benefit or Aaker's functional and emotional benefits) of the self or a more external objective (Keller's symbolic benefit or Aaker's self-expressive benefit) of the self.

Goal-based Customer Value: Using Self-Regulatory Focus

The customer goal achieved through a purchase is related to the customer's motivation of purchase, as suggested by Woodruff (1997) customer value hierarchy model (goal based satisfaction). Here, customers derive their satisfaction when their goal of consumption is fulfilled. In other words, the final value of consumption then will come from the motivational achievement from such consumption.Higgins' Regulatory Focus Theory (1997) that classifies motivations into two different motivational orientations, promotion-focused and prevention focused, is then used as a representation of the customer expected goals from a brand.

Going back to Keller and Aakers' benefits categorization from a brand, it can be seen that in addition to serving the independent and interdependent self-view, these benefits can be linked to a higher-level motivation. For example, if a consumer purchase the Rolex wristwatch brand due to its prestigious, exclusive and success image (symbolic benefit), the above discussion on consequences show that

such a purchase is related to the interdependent self-view. The consumer will only purchase the Rolex brand if others view such a brand is similar, namely prestigious, exclusive and success image; however this symbolic benefit can be related to both promotion-focused and prevention-focused goal. If the consumers have a promotion-focused goal then the motivation of purchase is to gain prestigious, exclusive and success image; while for the consumers that have the prevention-focused goal then the motivation of the purchase is to avoid common, mediocre and failure image.

Moderation as a Basis of Fit

Venkatraman (1989) classifies fit into six different types, namely fit as moderation, fit as mediation, fit as profile deviation, fit as matching, fit as covariation and fit as gestalt. Selecting what type of fit represents the relationship between brand personality and proposed customer value means that the criteria described by Venkatraman (1989) could be used. The first step is analyzing whether the fit between brand personality and proposed customer value is criterion specific or criterion free. Based on the illustration above it can be seen that the fit discussed here is related to a specific criterion, namely brand performance. This conclusion means that there are 3 possible types of fit that meet this requirement: fit as moderation, fit as mediation and fit as profile deviation.

As the possible fit type between brand personality and proposed customer value has been narrowed down, the second step then is to use the degree of specificity of the functional form of fit based relationship (Venkatraman, 1989) as a criteria in deciding which type of fit represents the fit between brand personality and proposed customer value. Venkatraman (1989) concludes that a high specificity represents fit as moderation; while moderate and low specificity represents fit as mediation and fit as profile deviation. As fit type between brand personality and proposed customer value has a high specificity, namely not of intervening and not as an adherence to an externally specified profile, this means that fit as moderation is the type of fit for the relationship between brand personality and proposed customer value.

Brand personality fit with the attribute-based Customer Value

As various brands from different product categories in this study, attributes that are considered by consumers in assessing these different brands and different products are needed. Here the price-quality relationship is used as the attribute based perceived customer value. If the price-quality relationship is considered as a good value then the consumer will be satisfied, and vice-versa. The first hypothesis is then basically derived from the idea that to propose that a brand has low price with low quality requires different personality compared to propose a brand has high price and high quality.

H1: Moderation fit between brand personality and price-quality orientation affect brand performance

Targeting middle-low class consumers have been a vast interest among many marketers. Solomon (2007) describes this middle low class as price sensitive. In other words they will sacrifice quality for cheaper price. To approach this middle-low class, one need sincerity. Indirectly, to pose a product with low price and low quality the marketers need a brand with strong dimension in sincerity.

H1a: In comparison to other brand personality (excitement, competence, sophistication and ruggedness), the combination of sincerity and low price – low quality orientation has better brand performance.

On the other hand, brand with high price and high quality is mainly targeting middle-upper class. For this kind of product, the consumers look for cues to the quality. Sophistication is one of cues for quality.

H1b: In comparison to other brand personality (sincerity, excitement, competence, and ruggedness), the combination of sophistication and high price – high quality orientation has better brand performance.
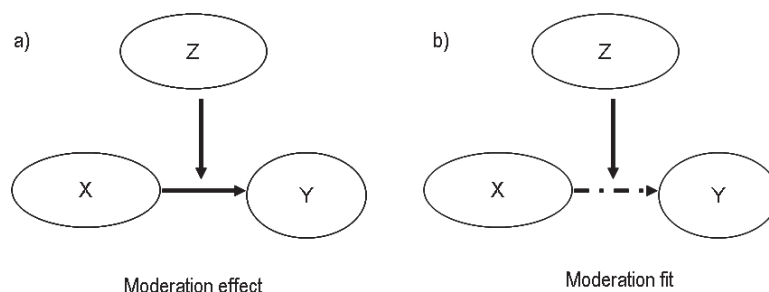
Figure 1. Graphical Representation of Moderation Effect and Moderation Fit

Brand personality fit with the consequences-based Customer Value:

The second hypothesis, as discussed above, is derived from the idea that a brand that serves a more internal objective or independent self-view requires different personality compared to propose a brand that serves a more external objective or interdependent self-view.

H2: Moderation fit between brand personality and self-view orientation affectbrand performance.

Targeting consumers that have a more internal objective or independent self-view will need a brand that has a competence personality (Aaker, 1997) as this brand personality is described to have strong reliable, smart and success dimensions. If these characteristics are translated into a person seeking individual achievement is the correct description. In Markus and Kitayama (1991) people with independent self are those who promote individual goal.

H2a: In comparison to other brand personality (sincerity, sophistication,excitement and ruggedness), the combination of competence and independent self-view orientation has better brand performance.

On the other hand, a brand with a more external objective or interdependent self-view will need a brand that has a sincerity personality (Aaker, 1997), as this brand personality is described to have strong down to earth, honest, wholesome and cheerful dimensions. These dimensions are similar to the description of agreeableness of Norman's Big Five Factors that also mentioned complaints, altruism and nurturance. These later traits indicate a high need to have good relationship with others.

H2b: In comparison to other brand personality (sophistication, competence,excitement and ruggedness), the combination of sincerity and interdependent self-view orientation has better brand performance.

Brand personality fit with the Goal-based Customer Value

Finally, the third hypothesis is derived from the idea that a brand that helps achieve a promotion-focus goal requires different personality compared to a brand that helps achieve a prevention-focus goal.

H3: Moderation fit between brand personality and self-regulatory focusorientation affect brand performance.

Targeting consumers that have a more promotion-focus goal will need a brand that has an excitement personality (Aaker, 1997), as this brand personality is described as looking for enjoyment in the endeavors through the attitude of daring, spirited and imagination dimensions. This is consistent with the promotion-focus goal that is sensitive toward positive outcomes, gains and Ideals (Higgins, 1997).

H3a: In comparison to other brand personality (sincerity, sophistication,excitement and ruggedness), the combination of excitement and promotion- focus has better brand performance.

On the other hand, a brand have a more prevention-focus goal will need a brand that has a sincerity personality (Aaker, 1997), as this brand personality isdescribed as the most sensitive to others dimensions. This is consistent with the prevention-focus goal that is sensitive toward to negative outcome and possibility of loss (Higgins, 1997).
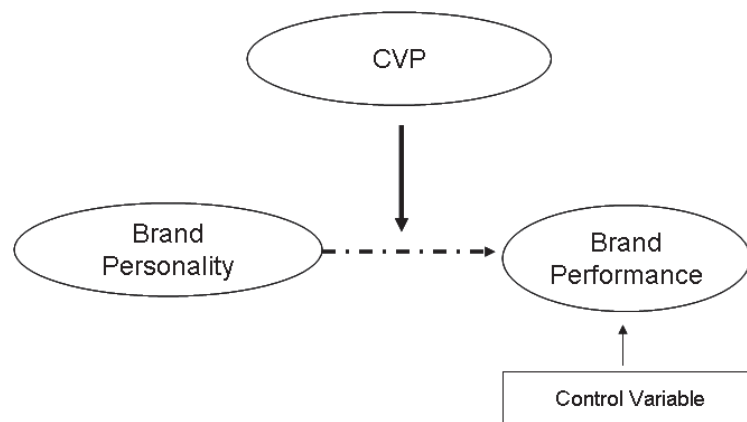
Figure 2. Moderation Fit between CVP and Brand Personality Conceptual Model

H3b: In comparison to other brand personality (sincerity, sophistication,excitement and ruggedness), combination of sincerity and prevention focus has better brand performance.

Method

Design. The conceptual model in this article is based on the necessity to have a brand coherence brand, especially among brand performance, brand personality and customer value proposition. In a way, coherence can be modeled through moderation fit from Venkatraman (1989). Contrary to the usual idea of moderating effect, the moderation fit does not require the main effect. Figure 1. Provides a graphical representation of moderation effect and moderation fit.

The statistical model for moderation effect is $Y = \beta_1 X + \beta_2 X.Z$. In this model X is believed to affect Y but in process is moderated by Z. The moderation fit departed from this model by eliminating the main effect (X). The statistical model becomes $Y = \beta_1 X.Z$. In this equation, it is no longer relevant which factor is the main variable and which one is the moderating variable. Two of them provide an interaction, which affect Y. This is exactly what fit means. Using this model we then develop our conceptual method as describe in Figure 2.

As brands are used as the unit of analysis to directly link the brand performance, brand personality and CVP; the design process includes the selection of brands, defining the source of data and developing research instrument. In-brands selection, there were a number of considerations that needed to be addressed, namely

there must be an adequate number of brands, equal proportion of each type of brand personalities and good spread in terms of orientation in price-quality, self-view and self-regulatory focus. In order to do so a pre-test study with 79 respondents was conducted using convenient sample. Subject Matter Experts (SME) were then also employed to review the pre-test result and come up with 125 brands from 25 product categories that were believed to represent each of Aaker's 5 personalities dimension.

Consumers via a survey then conducted assessments of the brands. This is consistent to CVP approach that suggests that CVP should be seen from the consumer point of view. Prior to the fieldwork, another two pre-test studies were conducted to help developed the research instrument.

Research Instruments. The survey instrument consist of six parts. Part A was designed to measure brand personality based on the five dimension of personality from Aaker (1997). Respondents were asked to rate on five-points scale ranging from strongly disagree to strongly agree on using the personality traits to describe the brand.

Part B was designed to measure the brand's regulatory focus from the consumer's perspective. For each product category, there were six statements of consumption goal in which three of them were promotion-focus and three others were prevention-focus. These six statements came from the pre-test study where 25 respondents were interviewed and asked what their end-goals were when they consume products in the 25 categories already selected before. In the survey, the respondents were then

asked to select three statements that represent the message that the brand conveys to them in terms of promises. Their answers then coded and grouped to provide the six regulatory focus statements for each category.

Part C was designed to measure the direction of brand in terms of strengthen self-view. There were six statements of self-view orientation in which three of them were independent-self and the other three were interdependent-self orientation. Similarly, a pre-test study was also used to develop the statements. This pre-test study included 124 interviews asking to rate in a 5 point-scale ranging from strongly disagree to strongly agree if the statements described themselves. Based on the analysis on the correlation of the statements and the confirmatory factor analysis results, three statements that mostly represent the idea of independent self and three statements that mostly represent the idea of interdependent were selected in this research. In the survey, the respondents were told to select three statements that represent the message that the brand conveys to them.

Part D was designed to measure the price-quality orientation. Respondents were to indicate in which region the price-quality of the brand fall into. Here a graph was used to help them. Region 1 and 2 are within low price and low quality node while region 4 and 5 are within high price and high quality node. It is safe to conclude that brands with mean score below three are those with low price and low quality orientation while brands with a mean score above three are those with high quality and high price orientation.

Part E was designed to measure brand performance (seven measures) through awareness, degree of liking, number of positive associations, intention to buy/use in the next consumption, frequency of giving positive word of mouth, frequency of giving constructive criticism and frequency to recommend the brand. The awareness measurement is used to represent the cognitive base of brand performance, while the degree of liking and the number of positive associations are used to represent affective based brand performance. Finally, the last four measures of frequency of giving positive word of mouth, frequency of giving constructive criticism and frequency of recommending

the brand or behavior based brand performance.

Part F was designed to measure market share as a control variable. The percentages of respondents who use the brand as their main brand (brand used most often or BUMO) were used as a proxy to the market share. In this part respondents were simply asked : What is the brand that you use most often for ... (mention the category).

Data collection. The survey was conducted using convenient sampling on 375 respondents that were spread equally among 5 segments, namely teenagers (15 – 18 y.o.), young adults (19 – 24 y.o.), male adults (25 – 45 y.o), working women (25 – 45 y.o.), and housewives (25 – 45 y.o). Each of the segments evaluated 5 categories (25 brands) that were relevant to them. Thus each of the brands was evaluated by 75 respondents.

Measurements. As the unit analysis of this research is the brand, the scores of each brand were extracted from respondent's evaluation using the top two boxes (% of respondent who rate 4 or 5). Personality type of each brand was then determined by comparing the standardized value of their five brand personality dimensions scores. The dimension with the highest standardized value is used to indicate the type of personality of respective brands. Among 125 brands that were used in this research, 37 brands have Sincerity personality, 37 brands have Ruggedness personality, 26 brands have Excitement personality, 14 brands have Sophistication personality and 11 brands have Competence personality.

Regulatory focus of each brand was determined by first, calculating the mean scores for the threepromotion focus statements and three-prevention focus statements. Then, the net score that was the difference between those two mean scores were calculated. Each brand was classified into promotion focus or prevention focus using the mean split of the net scores. Among these 125 brands, 54 brands were evaluated as having promotion focus while the remaining 71 brands having prevention focus.

Self-view of each brand was also determined in the same manner as determination of regulatory focus. The result was 65 brands have

Table 1. Rotated Factor Analysis of Brand Performance Measures

	Component		
	1	2	3
Awareness	.338	.140	.930
Positive Association	.359	.922	.141
Degree of liking	.384	.850	.249
Intention to continue use/ buy	.821	.317	.316
Frequency of giving positive WOM	.881	.304	.284
Frequency of giving constructive critics	.909	.258	.257
Frequency of giving recommendation	.906	.231	.276

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 6 iterations.

Table 2. Summary of Statistical Result for ANCOVA Test

Brand Performance	R-Square (Good fit of the model)	F-hit moderation fit	Sig	Conclusion
Brand Personality *Price-quality orientation				
Cognitive based brand performance	0.928	60.362	0.000	H1 is supported for cognitive based performance
Affective based brand performance	0.915	38.16	0.000	H1 is supported for affective based performance
Behavior based brand performance	0.939	44.655	0.000	H1 is supported for behavior based performance
Brand Personality *Self-view orientation				
Cognitive based brand performance	0.932	64.016	0.000	H2 is supported for cognitive based performance
Affective based brand performance	0.912	36.285	0.000	H2 is supported for affective based performance
Behavior based brand performance	0.939	44.594	0.000	H2 is supported for behavior based performance
Brand Personality *Regulatory Focus orientation				
Cognitive based brand performance	0.936	68.511	0.000	H3 is supported for cognitive based performance
Affective based brand performance	0.921	41.837	0.000	H3 is supported for affective based performance
Behavior based brand performance	0.941	46.018	0.000	H3 is supported for behavior based performance

independent self- view and 60 brands have interdependent self-view. As criterion related validity, the correlation between regulatory focus and self-view were scrutinized. Lee, Aaker and Gardner (2000) showed that people with promotion focus had tendency to have independent self while people with prevention focus had tendency to have interdependent self. Findings confirmed this, employing Pearson Chi-Square statistics (6.255, p-value 0.012) to test independency between regulatory focus and self-view.

Orientation of price-quality was determined simply by mean split of the top-two box scores. Among 125 brands, there are 74 brands that have a low price and low quality perception and 51 brands that have a high price and high quality perception. This proportion was well expected since in most markets there is more mass products rather than premium products.

To validate the grouping of brand performance into cognitive, affective and behavior based brand performance, a rotated factor analysis using Varimax with Kaiser normalization rotation method was conducted as shown in Table 1.

Results

An ANCOVA was conducted to test the three major hypotheses (H1, H2, and H3) for each brand performance using the statistical model of $Y = \beta_1 X.Z + \beta_2 C$. In this equation Y is brand performances (cognitive, affective and behavior based), X is brand personality type, Z is CVP (orientation price-quality, self view and regulatory focus) and C is control variable (BUMO as proxy to market share). The summary of the statistical results of this test is showed in Table 2.

Hypotheses 1-3 are supported as seen from the above table. These positive results allow us to dig further into testing the follow up hypothesis that are H1a, H1b, H2a, H2b, H3a and H3b. Since the hypotheses testing involving small sample, Mann-Whitney U Non Parametric statistic analysis was performed. Table 3 provides summary of the statistical result.

Discussions

The findings from Table 2 basically provide a positive answer to this study's objectives.

Table 3. Summary of Statistical Result for Mann-Whitney U Non Parametric Test for H1a-H3b

	Diff of mean rank	Mann-Whitney U	Sig. (1 tail)	Conclusion at 95% Cl
H1a: Combination of Low-price low quality and Sincerity is better than with other type of personality				
Cognitive based brand performance	6.051	557.5	0.120	H1a is not supported
Affective based brand performance	4.247	590.0	0.200	H1a is supported
Behavior based brand performance	8.188	519.0	0.050	H1a is supported
H1b: Combination of High-price High Quality and Sophistication is better than with other type of personality				
Cognitive based brand performance	-7.758	131.5	0.923	H1b is not supported
Affective based brand performance	-7.151	136.0	0.905	H1b is not supported
Behavior based brand performance	-9.444	119.0	0.958	H1b is not supported
H2a: Combination of Independent self view and Sincerity is better than with other type of personality				
Cognitive based brand performance	13.349	232.0	0.002	H2a is supported
Affective based brand performance	11.914	252.0	0.005	H2a is supported
Behavior based brand performance	13.923	224.0	0.001	H2a is supported
H2b: Combination of Independent Self View and Competence is better than with other type of personality				
Cognitive based brand performance	6.392	120.5	0.234	H2b is not supported
Affective based brand performance	8.883	109.0	0.156	H2b is not supported
Behavior based brand performance	8.450	111.0	0.168	H2b is not supported
H3a: Combination of Prevention Focus and Sincerity is better than with other type of personality				
Cognitive based brand performance	12.970	386.5	0.005	H3a is supported
Affective based brand performance	8.452	464.0	0.045	H3a is supported
Behavior based brand performance	10.784	424.0	0.015	H3a is supported
H3b: Combination of Promotion Focus and Excitement is better than with other type of personality				
Cognitive based brand performance	4.917	265.0	0.139	H3b is not supported
Affective based brand performance	2.708	291.5	0.275	H3b is not supported
Behavior based brand performance	3.083	287.0	0.249	H3b is not supported

Table 4. Summary of Statistical Result for Mann-Whitney U Non Parametric Test for H1bx

	Diff of mean rank	Mann-Whitney U	Sig. (1 tail)	Conclusion at 95% Cl
H1bx: Combination of Low-price low quality and Sophistication is worse than with other type of Personality				
Cognitive based brand performance	-16.838	94.0	0.05	H1bx is not supported
Affective based brand performance	-15.980	98.0	0.05	H1bx is supported
Behavior based brand performance	-13.191	111.0	0.09	H1bx is supported

First, it shows that Customer Value Proposition and Brand Personality indeed have moderation fit effect to Brand Performance. Second, it also confirms our view that congruency is not the only driving factor for Brand Personality based Brand Performance.

Furthermore, Table 2 also demonstrates that the impact of moderation fit between Customer Value Proposition and Brand Personality is very significant across cognitive, affective and behavior based performance. Judging from the F-hits, it can be concluded that the moderation fit give more impact on cognitive based performance compared to the others. Thus, moderation fit between Customer Value Proposition and Brand Personality will first affect their cognition first rather than other.

It is interesting to see that F-hits of cognition based Brand Performance increases along customer value hierarchy. It means that in terms of cognition, themoderation fit effect works better in the highest stage of the hierarchy, namely

the goal-based satisfaction. One would expect the moderation fit effect works better in the attribute-based satisfaction since the cognition or comprehension mostly occurs in attribute stage. Only price-quality relationship attributes were used to test the moderating fit with brand personality due to use of multiple brands in this study, while in reality comparison among different brands in the same category often include more specific points-of differentiation associations, that if the price-quality relationship attributes should be added by the points-of-differentiation attributes then the moderating effect will work better in the attributes based satisfaction.

Table 3 provides us with sets of supported hypotheses (H1a behavior, all H2a and all H3a) and unsupported hypotheses (H1a cognition and affective, all H1b, all H2b and all H3b). The result of hypothesis testing in H1a highlightwhat really happen in the moderation fit relationship between low-price low quality ori-

Table 5. Summary of Statistical Result for Mann-Whitney U Non Parametric Test for H2bx

	Diff of mean rank	Mann-Whitney U	Sig. (1 tail)	Conclusion at 95% Cl
H2bx: Combination of Independent self view and competent of Ruggedness is better than with other type of Personality				
Cognitive based brand performance	8.645	367.0	0.04	H2bx is supported
Affective based brand performance	5.330	418.0	0.13	H2bx is not supported
Behavior based brand performance	3.315	449.0	0.25	H2bx is not supported

entation and sincerity type of personality. This combination has more impact on behavior rather than cognitive or affective. This finding can be related to the fact that communication of low price is often performed in terms of discount to trigger purchase or the fact that the low-price low quality product used in this study represents a low involvement purchase. Therefore, it affects more on the behavior side. The sincere personality makes it more believable to trigger positive word of mouth, constructive critics and recommendation.

The H1b is not supported for all brand performance. However, this is most likely because brands with sophistication personality perform poorly among the respondents. It turns out that the sample of respondents skew to middle low class (68% is on C or below in terms of economic status). These people may not be familiar with those brands and thus provide low brand performance. To prove relationship between price-quality orientation and brand personality sophistication, parallel hypothesis belowwas tested:

H1bx: In comparison to other brand personality (sincerity, excitement, competence,and ruggedness), combination of sophistication and low price – low quality orientation has worse brand performance.

The results in Table 4 shows that this alternative hypothesis is supported except for behavior based brand performance.

H2b is also not supported for all brand performance. Further analysis shows that competence alone is not enough fit for the independence self-view. Competence is only an inner look of independence self. The outer look, on the other hand, is provided by ruggedness type of personality. To prove relationship between competence brand personality and ruggedness brand personality with independence self-view, the following parallel hypothesis was also tested:

H2bx: In comparison to other brand personality (sincerity, excitement, competence,and ruggedness), the combination of the competence brand personality or ruggedness brand personality and independent self-view has a higher brand performance.

The result of combining competence brand personality and ruggedness brand personality with independence self-view is as expected, namely more positive in terms of cognition. Table 5 shows the result.

It turns out that promotion focus works best not only with one particular type of personality. This study's finding concludes that H3b is not supported by data. In retrospect, other than the sincerity personality that is closer to prevention focus, the other personality types do signify the importance of positive outcomes. Brand personality type competence for instance is identified by the importance of success.

Theoretical and Marketing Implications

This research increases our understanding on consumer's evaluation on brand personality by showing that the congruence between brand and consumer's personality is not the only explanation on how brand personality can positively affect brand performance. This study empirically shows that brand personality based brand performance can be resulted from moderation fit between brand personality and Customer Value Proposition. In addition, this research has also expands the context of fit from external (congruence between brand personality and consumer personality that is an external factor in the manager's decision making process) to an internal (both Brand Personality and Customer Value Proposition are internal factors in the managers decision making process).

Theoretically, the implication of this perspective is it opens further possibilities on alternatives of internal fit, such as the moderating fit of brand personality and media personality or

the mediation fit of brand personality with retail personality. In addition, in terms of the moderating fit of brand personality with customer value proposition, further studies are needed to test whether price-quality relationship, self-construal and self-regulatory focus is the best representation of Woodruff's (1997) customer value hierarchy. Especially in the case of attribute-based customer value, more specific attributes that represent points-of-differentiations (Keller, 2003) may be a better representation of this attribute base customer value.

In terms of marketing implication, this study suggests that marketers should incorporate the brand personality chosen into the positioning of the brand, emphasizing on an integrated customer value proposition that is related to consumers need's hierarchy. This establishment of the brand personality in the positioning statement will ensure that the customer value proposition is supported by a coherent brand personality.

Limitations and Further Studies

A limitation to this study comes from assigning one personality type for each brand. Actually, in this study's sample there are several brands with two or three strong dimensions (multi-personality). These brands with multi personality could contribute a noise in data analysis. Since this study work with only

125 brands, these brands cannot be omitted due to adequacy of data. A further study that uses more brands may provide a deeper understanding of how moderating fit influences the relations of brands with multi-personality toward brand performance.

Two other directions for further study are: first, to conduct a study with non price-quality relationship attributes, namely using points-of-differentiation attributes. This type of research will give more insights on the moderating fit effect on brand personality and brand performance relation as more specific points-of differentiation attributes are often considered in consumer decisions. This type of study of course may be difficult to be conducted using many brands, but easier to be conducted using specific brands.Second direction for further research is to conduct a study of other internal fits, such as moderating fit of brand personality and media personality or the mediation fit of brand personality with retail personality.

In conclusion, by expanding brand personality congruence to brand personality fit, this research aspiresto expand our current understanding of brand personality that is more influenced by an external fit condition than an internal fit condition. This internal fit perspective hopefully will provide open more factors to be considered by marketers in the future in building and leveraging brand personality toward achieving higher brand performance.

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