

A Methodology to Measure Brand and Consumer's Personality Congruence: A Study on Wristwatch Brands

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Abstract

Brand personality, which is defined as the personality attributes associated with the brands, forms the core of the symbolic benefits associated with the brands. Marketers use the personality attributes of a brand to obtain a differential position in the minds of the consumers. Although theoretical studies have illustrated the importance of brand personality, limited attempts are made to measure it empirically. Moreover, the studies related to the measurement of brand and consumer's personality congruence are also limited. The following research work is an attempt to delineate a methodology to estimate brand personality. A methodology is also developed to empirically measure the personality congruence between brands and their consumers across different demographic segment and across different levels of brand personality-constructing components for different Wristwatch brands. The work will be useful for both researchers and marketing practitioners to measure their brand's personality and identify the level of personality congruence with their consumers.

Keywords: Brand Personality Constructs, Direct Association, Indirect Association, Modeling Brand Personality, Measuring Brand Personality Congruence

Introduction

Brands and the role of branding, as traditionally understood, have been subject to constant review and redefinition, because of its continuous change of axes of importance. To define brands, American Marketing Association (AMA 2010) stated that brand is "name, term, sign, symbol, or design, or a combination of them", which are "intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition". However, present-day brands have

gone far from the periphery of the said definitions. Besides the product characteristics, a brand includes Symbols, Emotional Benefits, and Self-expressive Benefits, User Imagery, Country of Origin, Organizational Associations, Brand-Customer Relationship, and Personality. Thus, an outfit or footwear could be merely a need for a product, which could be translated fulfilled by any garment and footwear producer. However, an apparel of Gucci or footwear of Nike provides more than the benefit offered by any outfit or footwear. Something more than merely a product, some extra benefits, is offered by these brands, and thus they claim to possess a differential position in the mind of the consumers, although their basic product remains the same.

Understanding this attitude phenomenon of the consumers, producers of different products are not confined to create good products only. They also have stretched their efforts to create their brands, in such a way that they can achieve a differential position in the mind of the consumers. A positive perception about the brand, in the mind of the target consumers helps to gain market share and grow. However, product features are not enough to attain a differential position in the mind of the consumers. Creating additional and new product features involves high investment and being replicated easily. Competing brands of the similar product category carry the emblem of their producers and emerges in the crusade of existence, in a highly populated market. But, along with the product features, brands carry some symbolic benefits, which create a differential position for them. The triumph of the brand's battle depends upon the successful management of branding activities, which highlight the brand's symbolic benefits in such a way that could create a positive perception about the brand in the mind

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of the target consumers, and thereby trigger-off purchase decision. These symbolic benefits offered by a particular brand are almost impossible to imitate by other competing brands. "Brand Personality" is one such component, which offers symbolic benefit to the consumers and helps brands to secure a differential position in the market.

"Brand Personality" is defined as the personality traits associated with brand (Sentis and Markus, 1986). This indicates towards a common practice of consumers to explain their brands, with the help of certain personality attributes. Consumers often perceive brands as human beings and explain them with human personality adjectives. For example, Adidas is perceived as athletic while Puma, as fashionable; Rolex is perceived as aristocratic and Fastrack, as sporty; Van Heusen is perceived as white-collar corporate while Color Plus, as light hearted. As consumers often imbue brands with human personality traits, they symbolically use brands to manifest their own personality, or certain attributes of their personality or their self, with a specific brand.

From a marketing point of view, brand personality helps marketers to create a differential position of their brand in a mature and highly populated market. The personality attributes associated with a brand stimulate consumer's decision related to brand selection. Thus, marketers are always in pursuit to design the personality of their brands in such a way that it matches the personality of the consumers. The harmony of consumer's perception about the personality of a brand and her/his desire to explain their personality creates the personality congruence between brand and its consumers. The task of the marketer thus stands manifold. It involves marketer's analysis of the personality of the target consumers, finding out tools to design desired personality attributes of the brands and finally to measure the amount of personality congruence between their brand and target consumers.

Research works in the field of brand personality have identified the constructs of brand personality, and structured the inventory of brand personality under certain dimensions. For constructing the appropriate brand personality attributes, knowledge related to the constructing components of brand personality is also necessary. A deep understanding related to the consumer's personality is also an important requirement of the marketers, without which the design of marketing

communication will be futile. Studies in the field of brand personality have identified the important components, which create the perception about brand personality in the mind of the consumers. Studies in the field of consumer behavior have also highlighted the variables, which play important role in the construction of consumers' personality.

Although theoretical studies identified the brand and consumer's personality constructing components and severally highlighted the importance of personality congruence, no such methodology is developed so far to measure the amount of congruence. Adhering to the theoretical studies related to the construction of brand and consumer's personality, the following work primarily tries to build an empirical model of brand personality and consumers' personality. The work also develops a methodology through which the personality congruence between brands and their consumers could be measured across different demographic segments of consumers.

Review of Relevant Studies

Studies in the field of Brand personality have broadly discussed their constructs. McCracken (1989), one of the proponents of the theory of direct association, categorically underlined the list of direct association attributes. He claimed that personality traits come to be associated with a brand in a direct way by the people associated with the brand, such as the brand's user imagery, the company's employees and the brand's product endorsers. On the other hand, Batra, Lehmann and Singh (1993) advocated the theory of indirect association. They postulated that indirect association between brands and personality traits takes place by means of product-related attributes, product-category association, brand name, symbol or logo, and so on.

Theories related to the formation of consumer personality traits owe their genesis to the psychology literature. Marketers identified several factors, which have impact on the making consumer's personality. Researchers have found the relationship between satisfaction and customer behavior (repurchase intention and retention) is moderated by demographic characteristics (Mittal and Kamakura, 2001). According to Zeithaml (1985), income is another important characteristics and it is assumed to have a strong impact on choice decisions. Recent study

of Awad (2011) about the impact of age, income, and education of consumers has found these variables helpful in defining the consumer characteristics.

Limited studies are found which aimed to measure brand personality and brand and consumer's personality congruence. Researchers tried to conceptualize and measure the extent to which a product is related to the consumer's self-concepts (actual self-concept, ideal self-concept and so on) by using a product anchored Q methodology (Blech and Landon 1977; Greeno, Sommers, and Kernan 1973; Landon 1974; Martin 1973; Sommers 1964). Some other studies (Golden, Allison and Clee, 1979 and Allison, Golden, Muller, and Coogan, 1980) tried to measure masculinity, femininity, and psychological androgyny in product perceptions. They found that respondents could perceive and segregate masculine and feminine product images as two separate constructs. Several empirical researches were also directed towards measuring the brand personality and the congruence between consumer and brand personality. Although Evans (1959) unsuccessfully tried to classify Ford and Chevrolet owners by difference in personality variables, Tucker and Painter (1961) showed some correlation of personality variables with product usage. Significant relationships between the self-concept and several Wristwatch makes were obtained by Birdwell (1968). Congruence between self-concept and brand of beer was found by Grubb (1965). The process of developing a scale for measuring self, person, and product constructs by using semantic differential scale was designed by Malhotra (1981).

Research Gaps

- The studies of brand and consumer's personality are done based on arbitrarily selected personality traits and justification and no methodology is developed to test the applicability of a personality trait to a specific product category.
- Attempts made to measure brand personality are often used subjectively without any theoretical definition.
- Although much is said about the personality congruence between brand and consumer's personality, no suitable methodology is developed to measure the personality congruence between them.

Research Objectives

- To compile a large pool of personality traits and identify those applicable to wristwatch brands.
- To create brand and consumer's personality index.
- To measure the amount of personality congruence between brand and their consumers across different Wristwatch brands.

Research Methodology

The methodology of this research work involves multi-level data collection from different sources and aims to address different purpose of the research. Initially, a large pool of personality traits is required for the study and relevant personality traits, applicable to the wristwatch brands, are required to be gathered. For creating the personality traits' pool, all the relevant sources were planned to be considered and to find out the relevant personality traits for wristwatch brands, a seven-point Likert scale was planned to be used.

The next stage of the research was designed to measure the personality indices for both the wristwatch brands and their users. In this stage, the selected personality traits applicable to the wristwatch brands (gathered from the earlier stage) were planned to be used. Consumer's rating on the personality of the wristwatch brand and on the personality of the stereo-type users of those wristwatch brands were planned to be gathered. A hundred-point-rating scale is used in this stage to increase the clarity and robustness of the study.

Demographic data related to the gender, age, income and occupation of the respondents were also gathered. The purpose of gathering this demographic data was twofold. The first one is to create two separate clusters from them, which could be used in the discriminant analysis on the ratings of stereotype user ratings, as a grouping variable, in the later stage. The second reason was to check the personality congruence between brands and their consumers across these demographic segments.

As discussed earlier, the cluster membership (created from the demographic variables) was used as a grouping variable to perform the discriminant analysis on the consumer's rating on the personality of the stereotype users

of the brand of Wristwatches. To construct the personality indices of the consumers of the brands, estimation of the following discriminant function is attempted:

$$CPI = b_1 x_1 + b_2 x_2 + b_3 x_3 + \dots + b_k x_k$$

where

CPI: Consumer Personality Index (CPI is considered to be the discriminant function expressed in terms of $x_1, x_2, x_3, \dots, x_k$)

x_i : i th personality trait associated with the consumer of different brands

b_i : Unstandardized coefficient associated with i th consumer personality traits

This can be treated as a personality index of the consumers of the wristwatch brands. The discriminant analysis was done for all the consumers of Wristwatch brands, and separate consumer's personality indices were created for each of them.

Consumers' rating on different direct association attributes (McCracken, 1989) and indirect association attributes (Batra, Lehmann and Singh, 1993) were also collected. Following the theories of McCracken (1989), data related to consumers' perception about the brand's ability to reflect the user's image, the image of the celebrity endorser, and the image of the company employees were collected. However, the difficulties lie in gathering the consumers' perception of the indirect association attributes proposed by Batra, Lehmann and Singh, (1993). According to these researchers, product-related attributes, product category associations, and impact of the brand names, symbols, logo, advertising styles, and so on have significant impact in creating the personality of a brand. The previously mentioned indirect association attributes are considered in the study and illustrated in accordance to the wristwatch brands. As wristwatches are presently considered as fashion accessories, style quotients of the wristwatches are planned to be measured as a reflection of product-related attributes. The relative positions of a brand, among the other competing brands are thought out to measure the brand's product category association. Thus, consumers' perceptions about the relative position of their wristwatch brand, among the other competing brands were gathered as a measure of product-category-association

attribute. Brand name, symbols, logo, advertising styles are the components, which create attractiveness about the brand. Thus, consumers' perceptions about the amount of attractiveness created through all the previously mentioned activities of their wristwatch brands were gathered.

Like the previous stage, two major purposes governed the collection of these data. The first one is to create two different clusters, which could be used to act as a grouping variable in the discriminant analysis, to be administered on consumers' rating on the personality of the wristwatch brands. The second purpose was to check the amount of personality congruence across different levels of this direct and indirect association attributes.

Using the cluster membership (created by the direct and indirect association variables) as a grouping variable, a discriminant analysis was performed on consumer's ratings about the ability of personality variables to explain the personality of the Wristwatch brands they are using.

To estimate the personality indices of the wristwatch brands, another discriminant analysis has been performed to estimate the following discriminant functions:

$$BPI = a_1 x_1 + a_2 x_2 + a_3 x_3 + \dots + a_k x_k$$

where

BPI: Brand Personality Index (BPI is considered to be the discriminant function expressed in terms of $x_1, x_2, x_3, \dots, x_k$)

x_i : i th personality trait associated with the different Brands

a_i : Unstandardized coefficient associated with i th brand personality traits

This can be treated as a personality index of the wristwatch brands. The discriminant analysis was done for all the wristwatch brands, and separate brand personality index was created for each of them.

Finally, to measure the amount of personality congruence, regression analysis was conducted with respect to different demographic segments and with respect to different levels of direct and indirect association attributes. The values of correlation coefficients were considered as the indicator of the personality congruence.

Data Collection & Data Analysis

Stage 1: Creating Personality Traits' pool and Identification of Wristwatch Related Personality Traits:

An attempt was made to create a pool of personality traits by considering all the relevant sources. A large pool of personality traits was required to find out the significant personality traits applicable to the wristwatch brands. Brand personality research works are greatly indebted to J.L. Aaker's work (1997) on dimensions of brand personality; her work is considered as one among the important sources, and personality traits used in her work were the first to be gathered in the pool. Personality traits used by other researchers in the field of consumer behavior and brand personality, Maggie Geuens, Bert Weijters, and Kristof De Wulf (2009), Batra, Lehmann and Singh (1993), Malhotra (1981), were also assembled in the pool. The third source of personality traits includes the personality traits used in the field of psychology. The works of Norman (1963) and the Neo model of McCrae and Costa (1989) were considered to gather significant personality traits. Finally, the personality traits used by the marketing practitioners were also included to create the pool of personality traits. After the consideration of all the relevant sources, a pool of 138 personality traits was generated.

In the next stage, all the personality traits were subjected for the removal of repetition, (repetition of similar and synonymous personality traits) and finally 54 unique personality traits were gathered.

The pool of unique personality traits (54) was now required to be judged with respect to wristwatch-product category, to identify the product related personality traits. To avoid the possible subject fatigue, the selected personality traits are primarily divided into six sets, each containing nine personality traits, and given to the respondents. Respondents were asked to rate the nine given personality traits based on their ability to explain the personality of the wristwatch.

A seven-point Likert scale (where 1 = not at all describing, and 7 = perfectly describing) was used as a rating instrument and the data were collected from different shopping malls and the arrival of the consumers was considered random.

For each set of personality traits (nine in a single set), responses of 30 respondents were collected, and thus the sample size for the stage was 180 (6 sets of personality traits \times 30 respondents).

From the collected data, the traits with highest dominance phenomenon (highest modal value) have been chosen. Finally, 17 personality traits were selected for Wristwatch (Table 1):

Table 1: List of Personality Traits Associated with Wristwatch

<i>Active</i>	<i>Aristocratic</i>	<i>Competent</i>	<i>Corporate</i>	<i>Expert</i>	<i>Friendly</i>
Glamorous	Masculine	Organized	Outdoorsy	Real	Reliable
Sophisticated	Sporty	Stable	Successful	Western	

Stage 2: Selection of Brands from the Identified Product Categories

For modeling the brand and consumers' personality and measuring the congruence between brand personality and consumers' personality, some well-known brands were required as stimuli. A survey was conducted among 30 respondents and they were asked to name the most familiar brands of wristwatches. Finally, based on the frequency of the mentioned brand names suggested by the respondents, five brands of wristwatch were selected (Table 2):

Table 2: List of Wristwatch Brands

Fastrack	Rolex	Tag Heuer	Titan	Timex
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Stage 3: Measuring the Personality Index of the Brands and of its Consumers

The following stage deals with the measurement of the personality indices of both wristwatch brands and their consumers. For measuring the brand personality and consumer's personality congruence, two indices, one of brand personality and the other of consumers' personality are created. A questionnaire was introduced for the purpose.

Initially, the respondents were asked to choose a particular brand of wristwatch, which they were using. The list of personality traits selected for wristwatch were given to

the respondents and they were asked to rate the given personality traits (out of 100), on their ability to explain the personality of the brand of wristwatch they are using. Once they have finished the rating of their wristwatch brand, they were asked to think about a stereotype user of the same brand of wristwatch they are using and rate them (out of 100) on the same personality traits. The demographic data of the respondents (gender, age, income group, and occupation) were collected. Consumers' perceptions about both the Direct Association attributes (McCracken, 1989) and Indirect Association attributes (Batra, Lehmann, and Singh, 1993) were also collected.

The sample size for each brand was 300 and thus responses from 1500 respondents were taken. Responses were collected from two gender segments (Male, Female), five age segments (18-25, 25-35, 35-45, 45-55, and 55 and above), three income segments (less than 5 lakhs, 5-10 lakhs, and 10 lakhs and above), and seven occupational segments (student, teacher, self-employed, entrepreneur, engineer, doctor, and others).

Data Analysis

A normality test of 19 personality traits was conducted for each wristwatch brand. It was found that the personality variables follow normal distribution with 1% level of significance. This is mandatory for discriminant analysis to be performed with the personality variables, which would follow later.

For analyzing the internal consistency of the scale items, a reliability test was done. The lowest value of Cronbach's alpha is found for Tag Heuer wristwatch brand (0.824). This proves that the dataset has high reliability.

As discussed in the research methodology, two different clusters were prepared. The first one is based on the respondent's perception about the direct and indirect association attributes, and the second one was based on the demographic data received from the respondents. All the clusters are found significant with 1% level of significance. This proves that the clusters are significant.

The discriminant analysis was done for all the consumers of the identified brands, and separate consumer's personality index was created for each of them.

Table 3: Table of Eigen values, Canonical Correlations and Wilks' Lambda

Attributes ↓	→ Brands	Fastrack	Rolex	Tag Heuer	Timex	Titan
Eigen Value						
Brand Personality		48.979	43.365	36.061	41.391	34.207
Consumer Personality		40.677	59.091	55.443	33.462	38.795
Canonical Correlation						
Brand Personality		0.990	0.989	0.985	0.988	0.986
Consumer Personality		0.988	0.992	0.991	0.985	0.987
Wilks' Lambda						
Brand Personality		0.020	0.023	0.027	0.024	0.028
Consumer Personality		0.024	0.017	0.018	0.029	0.025

The magnitudes of the Eigen values are indicative of the functions discriminating abilities. The findings show high Eigen values (Table 3) for both the discriminant analysis conducted on the brand personality ratings and consumer's personality ratings of all the wristwatch brands.

Canonical correlations received from the discriminant analysis were also checked. The canonical relation is a correlation between the discriminant scores and the levels of the dependent variable. A high correlation indicates

a function that discriminates well. High canonical correlation (Table 3) is also observed for the discriminant analysis conducted on the brand personality and consumer's personality ratings for all the five wristwatch brands.

Finally, Wilks' Lambda, generated from the discriminant analyses was also checked. Wilks' Lambda is the ratio of within-groups sums of squares to the total sums of squares. A small lambda occurs when within-groups

variability is small compared to the total variability. A small lambda indicates that group means appear to differ. Low Wilks' lambda (Table 3) is also observed for both the discriminant analysis conducted on the brand personality and consumer's personality ratings for all the five wristwatch brands.

The following findings indicate that the personality indices of brand and consumer personality are statistically valid, and could be used for further statistical analysis to test the personality congruence between brands and their consumers.

Stage 4: Findings related to the personality congruence between different Wristwatch brands and different Demographic Segments and different level of Direct and Indirect Association attributes

Personality congruence between brands and its consumers are also tested for five different brands of wristwatches. The levels of correlation coefficients are checked across four different demographic segments: gender, age, income

and occupation and different levels of direct and indirect association attributes. High and significant amount of personality congruence is observed in 68% of the cases, across all the demographic variables. On the other hand, high and significant amount of personality congruence is observed in more than 51% cases, across different direct and indirect association attributes. This proves that the methodology used in the study can successfully test the personality congruence between brand and their consumers.

Findings related to the personality congruence between different Wristwatch brands and different Demographic Segments

The findings related to the personality congruence between brands and their consumers across different income group are important as they provide information about the view of different income groups about the brand. The information related to personality congruence between wristwatch brands and their consumers of different income groups will be useful for the brand managers to find out the focus income group.

Table 4: Personality congruence between different Wristwatch brands and different Income segment

Brands	FASTRACK	TIMEX	TITAN	TAG HEUER	ROLEX
Income					
Less Than Rs. 5 Lakh	0.995**	0.996**	0.951**	0.066	0.217
Rs.5 Lakh –Rs. 10 Lakh	0.997**	0.977**	0.955**	0.990**	0.987**
Above Rs.10 Lakh	0.365	0.511	0.968**	0.981**	0.986**

Note: * Significant at 5% level; and ** Significant at 1% level

High and significant amount of personality congruence is observed between the personality of the consumers of different income groups and different wristwatch brands with some significant variations. Three income groups are considered for the study. It has been observed that the lowest income group has low and insignificant amount of personality congruence with two wristwatch brands, Tag Heuer and Rolex. These findings signify that there is a mismatch between the personality of these wristwatch brands and the consumers of lower income group. These two wristwatch brands delineate the personality of high society and high-income group and the low

personality congruity might indicate their disparity with the personality of the lower income group people. On the contrary, two wristwatch brands, Fastrack and Timex, are found to possess low personality congruence with the high-income group. This might indicate the possible mismatch of the status quotient between these wristwatch brands and the users of the higher income group. Titan is the only wristwatch brand, which is found to have high personality congruence with all the three income groups. This signifies that the personality of Titan wristwatch brand matches with the personality of all the income segments.

Table 5: Personality congruence between different Wristwatch brands and different Sex segment

Brands	FASTRACK	TIMEX	TITAN	TAG HEUER	ROLEX
Sex					
Male	0.993**	0.997**	0.983**	0.977**	0.984**
Female	0.996**	0.996**	0.962**	0.974**	0.952**

Note: * Significant at 5% level; and ** Significant at 1% level

Brand's personality has a close affinity to genders. It is often found that certain brands of different product category have specific gender affinity. Marketers also try to use this gender affinity of a brand for marketing purposes. For example, while Royal Enfield is perceived as masculine with its manly appearance, TVS Scooty Pep is perceived as feminine (www.drivespark.com), while Dove is perceived as feminine brand, Axe is perceived as a masculine brand (Anute, Deshmukh and Khandagale, 2015). Brands often gain a fair bit of market share by promoting the personality of a gender, through their

marketing communication. To find out whether there is any existence of gender affinity between the wristwatch brand's personality and that of their consumers, values of correlation-coefficient between brand and consumer personality indices was checked across different gender segments. Significant amount of personality congruence is observed for all the wristwatch brands across both the gender segment. This might indicate that the wristwatch is a unisex product and this might signify that all the wristwatch brands could not be marketed based on gender-based marketing.

Table 6: Personality congruence between different Wristwatch brands and different Age segment

Brands	FASTRACK	TIMEX	TITAN	TAG HEUER	ROLEX
Age					
18-25	0.987**	0.162	0.309	0.134	0.135
25-35	0.913**	0.110	0.932**	0.959**	0.989**
35-45	0.180	0.934**	0.939**	0.983**	0.976**
45-55	0.081	0.909**	0.900**	0.946**	0.966**
55-Above	NO	0.845**	0.817*	0.756*	0.924*

Note: * Significant at 5% level; and ** Significant at 1% level

Age is another important demographic segment and findings about the personality congruence between the brand's personality and the personality of the age segments indicates the marketers about the relevant age segment for brand positioning. A recent survey on US blue jeans consumers have highlighted that millennial women prefers American Eagle Outfitters brand of blue jeans more than the older population and the blue jeans of Lee is mostly preferred by the older American women (www.statista.com). Significant amount of personality congruence is observed for all the wristwatch brands and the personality of different age segments, with certain important variations. Among the different wristwatch brands, Fastrack is observed to possess high and significant

amount of personality congruence with relatively lower age group. This signifies that the lower age segment has high affinity with the personality of relatively young age segment. Timex, on the other hand, is found to possess high and significant amount of personality congruence with relatively upper age group. This might signify that the brand embodies the personality of relatively mature age segments. The three other wristwatch brands, Titan, Tag Heuer, and Rolex, are found to possess high and significant amount of personality congruence with most of the age groups, except the youngest (18-25) one. This signifies that the young population has less personality congruence with these wristwatch brands.

Table 7: Personality congruence between different Wristwatch brands and different Age segment

Brands	FASTRACK	TIMEX	TITAN	TAG HEUER	ROLEX
Occupation					
Students	0.896*	0.888**	0.948**	0.362	0.345
Teachers	0.682	0.935*	0.977**	0.818	0.820*
Self-Employed	0.886*	0.994*	0.514	0.997**	0.990*
Entrepreneur	0.998*	0.658	0.982*	0.975*	0.845**
Engineer	0.874*	0.612	0.925*	0.987**	0.949*
Doctor	0.117	0.588	0.905*	0.826*	881**
Other	0.960*	0.979**	0.800*	0.650	0.511

Note: * Significant at 5% level; and ** Significant at 1% level

Brands often delineate the personality of different occupational segments. This demographic segment is also important because this information will help brand managers about the occupational segments, who have a personality affiliation with their brand's personality. Significant amount of personality congruence is observed in more than 68% cases. Among the different wristwatch brands, Titan is found to possess high and significant amount of personality congruence with all the occupational segments except the self-employed segment. This signifies that this wristwatch brand embodies the personality of most of the occupation segments. Two brands, Rolex and Fastrack, are to possess high and significant amount of personality congruence with five occupational segments. While Fastrack is observed to possess high and significant amount of personality congruence with the occupational segments of students, self-employed, entrepreneur, engineer, and other segments, Rolex is observed to possess high and significant amount of personality congruence with the respondents of teacher, self-employed, entrepreneur, engineer, doctor segments.

For the rest two wristwatch brands, Timex and Tag Heuer, high and significant amount of personality congruence is observed with four different occupational segments. While Timex is observed to possess high and significant amount of personality congruence with the occupational segment of student, teacher, self-employed, and others, Tag Heuer is observed to possess high and significant amount of personality congruence with the occupational segment of self-employed, entrepreneur, engineer, and doctor.

Findings related to the personality congruence between different Wristwatch brands and different Direct association attributes

Personality congruence between wristwatch brands and their consumers are checked across different levels of direct and indirect association attributes. Brand's user image, image of the company employees, image of celebrity endorsers are the three direct association attributes proposed by McCracken (1989).

Table 8: Personality congruence between different Wristwatch brands and different Direct Association Attributes

Brands	FASTRACK	TIMEX	TITAN	TAG HEUER	ROLEX
Brand User Image					
Not at all Reflect	0.694	0.195	0.255	0.091	0.644
Not Reflect	0.978**	0.989*	0.102	0.993	0.081
Moderately Reflect	0.716**	0.976**	0.928**	0.979**	0.994*
Very much Reflect	0.886**	0.673	0.914*	0.978**	0.987**
Extremely Reflect	0.165	0.591	0.939**	0.996**	0.998*
Image of the Company Employees					

Brands	FASTRACK	TIMEX	TITAN	TAG HEUER	ROLEX
Not at all Related	0.832*	0.994**	NO	0.576	NO
Weakly Related	0.958*	0.991**	0.594	0.165	0.208
Somewhat Related	0.534	0.997**	0.948**	0.989**	0.257
Very much Related	0.039	0.274	0.984**	0.982*	0.995*
Extremely Related	0.373	NO	NO	0.965**	0.993**
Image of the Celebrity Endorsement					
High	0.023	0.983**	0.989**	0.993**	0.986**
Low	0.989**	0.078	0.113	0.002	0.352

Note: * Significant at 5% level; and ** Significant at 1% level

Brand-user imagery is one of the direct association attributes, and among the five wristwatch brands, Titan, Tag Heuer, and Rolex are perceived to possess high and significant amount of personality congruence across moderate and high level of brand-user imagery. This signifies that the users of these three wristwatch brands perceive that these wristwatch brands successfully manifest their personality and this direct association attribute has high impact in building the personality of these brands. On the other hand, Timex is found to possess high and significant amount of personality congruence across low and moderate level of brand user image. This signifies that this brand personality-constructing component is perceived to possess low impact in building the personality of this brand. A mixed perception is observed in case of Fastrack where high and significant amount of personality congruence is observed between brands and their consumers across low, moderate, and high level of brand user imagery. This signifies that the consumers of this brand have a mixed perception about the brand's representation of the image of their users.

Image of the company employees is another direct association attribute and significant amount of personality congruence is observed across different level of image of the company employees. Three brands, Titan, Tag Heuer, and Rolex are observed to possess high and significant amount of personality congruence across moderate and high level of the image of the company employees. This signifies that the consumers of these three brands perceive that the company employees contribute significantly in building the personality of these brands and this direct association attribute has moderate and high impact in creating the personality of these brands. On the contrary, two wristwatch brands, Fastrack and Timex, are perceived to possess a low and moderate impact in building the

brand personality of these brands. This implies that the consumers of these brands do not perceive the image of the company employees positively. Thus, this brand personality-constructing component does not have a positive impact in building the personalities of these brands.

Image of the celebrity endorser is the final, direct association attribute and significant amount of personality congruence is observed across different level of this direct association attribute for different wristwatch brands. Four wristwatch brands are observed to possess high and significant amount of personality congruence with high impact of the image of the celebrity endorser. This implies that the consumers of these wristwatch brands perceive that the image of the celebrity endorsers have a positive impact in building the personality of these brands. On the contrary, high and significant amount of personality congruence is observed between the consumers of Fastrack wristwatch brand and their consumers, across low impact of the image of the celebrity endorser. This signifies that the consumers of this brand perceive that the image of the celebrity endorser does not have a high impact in building the personality of this brand.

Findings related to the personality congruence between different Wristwatch brands and different Indirect association attributes

Product related attributes, product-category association, and impact of the brand name, symbol or logo, and so on are the three indirect association attributes, and personality congruence between brands and their consumers are checked across different levels of these three indirect association attributes.

Table 9: Personality congruence between different Wristwatch brands and different Indirect Association Attributes

Brands	FASTRACK	TIMEX	TITAN	TAG HEUER	ROLEX
Product Related Attributes (Style Quotient)					
Not at all Stylish	0.106	0.998**	0.581	NO	0.056
Not Stylish	0.552	0.997**	0.947	0.033	0.644
Somewhat Stylish	0.632	0.079	0.987**	0.990**	0.998**
Verymuch Stylish	0.997**	0.304	0.894*	0.984**	0.991**
Extremely Stylish	0.997**	0.116	0.992**	0.996**	0.790**

Table 10: Personality congruence between different Wristwatch brands and different Indirect Association Attributes

Brands	FASTRACK	TIMEX	TITAN	TAG HEUER	ROLEX
Product-Category Association (Top of the Mind)					
Not at all Top	0.580	0.916**	0.075	0.268	NO
Not Top	0.333	0.928**	0.103	0.685	0.205
Somewhat Top	0.919**	0.943**	0.974**	0.986**	0.115
Very much Top	0.979**	0.089	0.914**	0.939**	0.798*
Extremely Top	0.677	0.123	0.911*	0.952**	0.739**
Brand Name, Symbol or Logo (Attractiveness)					
Not at all Attractive	NO	0.924*	0.117	0.937	NO
Not Attractive	0.602	0.918**	0.611	0.900*	NO
Somewhat Attractive	0.966**	0.907**	0.914**	0.863**	0.914**
Very Attractive	0.923**	0.146	0.929*	0.974**	0.980**
Extremely Attractive	0.959**	0.268	0.544	0.533	0.972**

Product-related attributes is one of the indirect association attribute and as wristwatches are fashion accessories, perception of consumers about the style quotient of the wristwatches are measured. Fastrack is found to possess high and significant amount of personality congruence with across high level of style quotient. This indicates that product related attribute is perceived to have a positive impact by their consumers and thus it plays a significant role in building the personality of this brand. Three wristwatch brands Titan, Tag Heuer, and Rolex are found to possess high and significant amount of personality congruence across moderate and high level of style quotient. This implies that this indirect association attribute has moderate and high impact in building the personality of these brands. Timex is the only brand, which is found to possess high and significant amount of personality congruence with low level of product related

attribute. This implies that the consumers of this brand perceive that brand possesses low level of style attribute.

Consumer's perception about the product category association, another indirect association attribute, is also checked. Brand's relative position among the other competing brands is checked. Rolex is one of the wristwatch brands, which is found to possess high and significant amount of personality congruence with high level of product category association. This implies that the brand is perceived to possess high relative position among the other competing brands. Three wristwatch brands, Fastrack, Titan, and Tag Heuer are found to possess high and significant amount of personality congruence with moderate and high relative position among the other competing wristwatch brands. This implies that the consumers of these three wristwatch brands perceive that these brands have moderate and high relative position

among the other competing brands. Timex is the only wristwatch brand, which is observed to possess high and significant amount of personality congruence with low and moderate level of product category association. This indicates that the consumers of this brand perceive that the brand possesses low and moderate position among the other wristwatch brands. The task of the brand managers would therefore be to create marketing communication so that the brand could be perceived more positively and secure relatively high position among the other competing brands.

Finally, impact of brand name, logo, symbol, and advertising style is another indirect association attribute and creates attractiveness about the brand in the mind of the consumer. Consumer's perception about the attractiveness of the brand is considered. Three wristwatch brands, Fastrack, Titan, and Rolex are found to possess high and significant amount of personality congruence with moderate and high level of attractiveness. This indicates that the consumers of these three brands perceive that these brands are perceived to possess moderate and high level of attractiveness. Two brands, Timex and Tag Heuer, are found to possess high and significant amount of personality congruence with low and moderate level of attractiveness. This signifies that the consumers of these two wristwatch brands found the attraction elements of these brands are perceived to be low and moderate by their consumers. Thus, the task of the brand managers are to create attractive marketing campaigns so that these brands could be perceived as highly attractive and this indirect association attribute could have a positive impact in creating the personality of these brands.

Conclusions

This research work is conducted on five wristwatch brands and directed towards measuring the personality congruence between them and their consumers across different demographic segments and across different level of brand personality constructing components. The work started with identification of the product-related personality traits and successfully measures the personality congruence. The findings provide considerable amount of insight about the brand and consumer's personality congruence and these findings will facilitate business decisions for brand management.

However, there are certain avenues also which require further contemplation. Primarily the study was conducted in Indian metropolitons, and a detailed study conducted in different regions of the country, could provide a more extensive picture about the personality congruence. Moreover, some other wristwatch brands could also be included to find out a more extensive picture through the study. However, the findings from the study could be extensively used for designing more effective branding strategies for the brands in study. As purchase decisions of wristwatch brands not only depend on the functional benefits, brand managers are curious to identify different symbolic traits to make the consumers perceive that the brand represents them. The findings of this research will help them to design personality of their brands, in such a way, so that it matches the personality of their target consumers, thereby increase the value of their brands and their market share.

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