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THE CROSS-CULTURAL STUDY OF THE EFFECT OF BRAND EQUITY AND BRAND PERSONALITY ON CUSTOMER VALUE IN FAST-FASHION INDUSTRY: THAI AND JAPANESE CONSUMERS

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ABSTRACT

The main objective of this study is to compare the difference of consumers' perception on brand context. The focal factors are brand equity, brand personality and perceived value. This would enhance the knowledge of cross-cultural brand equity and brand personality, especially in Fast-Fashion industry. In addition, the findings of this study show that, for a brand in different marketing context, how customers perceive the brand and contribute it to their value. The sample size of 800 consumers is applied (400 Japanese consumers and 400 Thai consumers. The focal brand is randomly selected by the researcher. The Structural Equation Modelling with multiple group analysis would be conducted for examining the differences of consumer perception on a Fast-Fashion brand. All major model fits indicator would be evaluated. Finally, the results of the study would be discussed.

Keywords: Branding, Country of Origin, Brand Equity, Brand Personality, Customer Value, Brand Awareness, Brand Loyalty

Chapter 1: Research Introduction

According to the growth of Fast-Fashion brands around the world in the last decade, it is difficult to decline that Fast-Fashion Industry is not one of the disrupted industry(E. K. Choi, 2011; Huang, Kobayashi, & Isomura, 2014; Lopez & Fan, 2009). This industry has been introducing the disruptive innovation to the production system, service quality, distribution process, and more. Apart from those disruptive innovations, this industry also introduces a modern process of branding management (e.g living brand concept, internal branding, or online brand community), which become successful and place their brands in the world market.

Leading brands in the Fast-Fashion industry have introduced their brands to consumers by making their products more simply, convenience to buy, affordable, and accessible(Lee, 2003). For example, Zara always release new fashions, new designs, and new ideas quickly to its stores. Zara's relentless push of on-trend merchandise into the supply chain pipeline keeps its stores in stock on the latest fashions at saleable prices. Many new ideas from the fashion shows that just finished in New York, Paris and Milan will soon be on Zara's racks. Uniqlo, H&M, and Mango turns to take a similar step by turning Fast-Fashion market into a large business. The concept of capturing the market is really simply, which is that "consumers appreciate a new look that can be worn for the moment and views their cloths and dresses as a temporary treasure; not something you will keep forever (Forbes, 2015)"

It creates a new way of consumers to look at products and brands in fast fashion market. The process of brand awareness and brand image creation has been changed from what it was before. Brand loyalty becomes more importance and significantly impact the future revenue of the firms. With this changing in fashion market, the author questions that with the same brand and its environments, consumers in different marketing context might perceive the brand differently.

1.1 Research Questions

Previous literatures pointed out that consumers in different countries and different cultures have different perception of a brand(Hung, Lin, & Yang, 2012; Johan Van, Jacobs, Verlegh, & Klement, 2006; Melike Demirbag, Yurt, Guneri, & Kurtulus, 2010; Ochkovskaya, 2015; Papadopoulos & Heslop, 2002). In addition, the nature of fast fashion market (fashion-cycle, cost factors, time to get clothed store, and so on) offer the change of marketing position from traditional to more customized position (such as functional-based position for UNIQLO)(E. K. Choi, 2011), but the question is that do these fast fashion brands propose the same marketing position to their consumers in every country? or do their consumers in each country perceive the same marketing position from the brand? Most of the previous literatures related to fast fashion industry showed the results of the study which based on only one country, culture, or marketing context(Bruce & Daly, 2006; T.-m. Choi, Liu, Liu, Mak, & To, 2010; Lee, 2003; Marzo-Navarro, Pedraja-Iglesias, & Rivera-Torres, 2004).Therefore, it is very importance for a marketing practitioner in this industry to understand the level of brand equity for their brands in a particular market area. This is because matching between branding activities and consumer branding factors becomes more crucial in cross-cultural markets.

1.2 Research Objectives

The main objective of this study is to compare the difference of consumers' perception on brand context. The focal factors are brand equity, brand personality and perceived value. This would enhance the knowledge of cross-cultural brand equity and brand personality, especially in Fast-Fashion industry. In addition, the findings of this study show that, for a brand in different marketing context, how customers perceive the brand and contribute it to their value.

The research objectives can be specified as follows:

1.   To determine the extent to which brand equity affect the customer value in Fast Fashion industry.

2. To determine the extent to which brand personality affect the customer value in Fast Fashion industry.

3. To empirically investigate the difference of how Thai and Japanese consumers perceive brand equity and brand personality.

4. To empirically investigate the effect of brand equity and brand personality on customer in the difference markets.

1.3 Definition of Terms

This section defines the terms for clarity and correct understanding. Some terms are adopted from previous literature as shown in references as follows:

Brand Association - The network memory of a consumer which stores information associated with a brand (from Keller, 1993).

Brand Awareness – The ability of a consumer to recall and recognize a certain product (from Aaker, 1991 and Keller, 1993).

Brand Equity - Different responses of consumers between a focal brand and an unbranded product when they acknowledge the marketing activities of that brand (Yoo, Donthu, & Lee, 2000).

Brand Image – The consumer perceptions about a brand as reflected by the brand associations held in a consumer's memory (Keller, 1993).

Brand Knowledge - Personal meaning of a brand which is stored in a consumer's memory (Keller, 1993).

Consumer-Based Brand Equity (CBBE) - The measurement of brand equity on the consumer level equity which determines the brand effects on the individual consumer (Keller, 1993).

Perceived Quality - The customer's perception of the overall quality or superiority of the product or service with respect to its intended purpose, relative to alternatives (D. A. Aaker, 1991).

Customer Value - The consumer's overall assessment of the utility of a brand based on perceptions of what is received and what is given (adapted from Ziethaml, 1998).

Chapter 2: Literature Review

2.1 Fast Fashion Industry

The fast fashion industry can be divided into a number of market segments such as luxury, high street, and etc. Bruce and Daly (2006) stated that consumers in fast fashion market are heavily retrieved by the frequently change of clothes in the stores. Bruce and Daly (2006) also proposed factors which more likely to influence the buying activities in fast fashion market. Those are timing, cost factors, and buying cycle. These factors drive the fast fashion market's characteristics and create "supermarket' characters as mentioned in fast fashion literatures (Bruce & Daly, 2006; T.-m. Choi et al., 2010; Miller, 2013). The supermarket of cloths can be a good phrase to define fast fashion market. This is because fast fashion market is a market that the production timing and consumption timing of the products (clothes) in the store are short. It is similar to characteristics of a supermarket which its products mostly are fast-moving consumer goods (FMCG) which they are daily stock, sold quickly, and relatively low cost. Therefore, Bruce and Daly (2006) defined that fast fashion market is "a supermarket is racing to make apparel an even smarter and quicker cash generator". Previous literatures also defined fast fashion the terms of cost-driven aspects(Chang & Jai, 2015; E. K. Choi, 2011; Joy, Sherry, Venkatesh, Wang, & Chan, 2012). Joy, Sherry, Venkatesh, Wang and Chan (2012) pointed out that most fast fashion retailers outperform in controlling cost during the production process and providing cheaper clothes to consumers. This trend makes most of fast fashion retailers become cost-driven companies and focus on pricing competitiveness (Chang & Jai, 2015; Joy et al., 2012).

2.2 Brand

A brand is a collection of symbols, experiences, associations or a set of them intended to identify the goods and services of one seller from a group of sellers and to differentiate them from competitors (Kevin & John, 1999). Aaker (1996b) argued that a brand is intangible and invisible but it is critical to what a company should provide to consumers. A brand is a set of

promises which implies trust, consistency, and a defined set of expectations. In general, a consumer creates a relationship with a brand, not with a seller or producer. Branding is commonly defined as a set of activities of creating added value the consumers' mind, which includes building perceived value beyond the observable physical value of products or services (D. A. Aaker, 1991, 1996b; Kevin & John, 1999; McEnally & De Chernatony, 1999). A branding objective is to create added value for customers by placing the psychological thoughts of the brand in the memory of a consumer, which is widely called "brand awareness" (D. A. Aaker, 1996b; Keller, 1993).

2.3 Country Image and Nation Brand Personality

A nation brand is the total sum of all perceptions of a nation in the minds of international stakeholders, which may contain some of the following elements: people, place, culture / language, history, food, fashion, famous faces (celebrities), global brands and so on.

A nation's brand exists, with or without any conscious efforts in nation branding, as each country has a certain image to its international audience, be it strong or weak, current or outdated, clear or vague (Ying, 2010)

The nation branding is relatively a new subject toward brand and branding literatures. The concept of nation branding study can be traced to four different streams; country of origin (COO) (Laroche, Papadopoulos, Heslop, & Bergeron, 2003; Laroche, Papadopoulos, Heslop, & Mourali, 2005; Papadopoulos & Heslop, 2002), place or destination branding (Kotler & Gertner, 2002),and more recently, public diplomacy (Van Ham, 2001), and national identity (Bond, 2006; Carvalho & Luna, 2005; Zeugner-Roth, Žabkar, & Diamantopoulos, 2015).

Each stream of nation branding literatures indicated that each country has image and the power which come with the country image. More importantly, those country images are not in control of marketing practitioners. On the other hand, country image affect the price expectation and quality of a product (Papadopoulos & Heslop, 2002).

Nation brand significantly relate to country image, reputation, and positioning (Chen, Su, & Lin, 2011; Ying, 2010). The source of a country image power could be from national competitiveness. In addition it links to nation brand personality and identity. From this point of view, it supported that country image reflects the nation brand personality and place in the mind of a consumer in the global context.
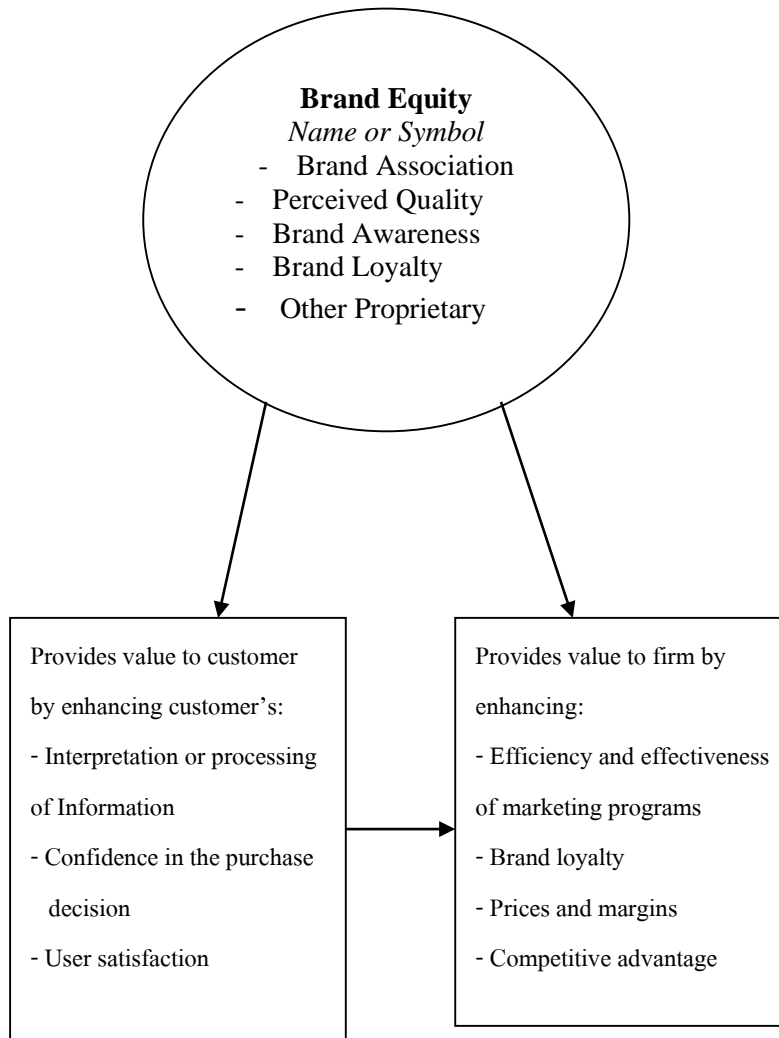
2.4 Brand Equity

There are two major studies that provided a definition of brand equity which have been widely accepted by academic scholars(D. Aaker, 1996; Keller, 1993); the works of Aaker (1991) and Keller (1993).Keller (1993) conceptualized brand equity, which determines the brand effects on the individual consumer, as "Consumer-Based Brand Equity (CBBE)". He defined brand equity as "the differential effect that brand knowledge has on customer response to marketing activity with respect to that brand". He argued that this perspective of the brand equity concept allows managers to specifically determine how their marketing actions distribute the value of a brand to consumers. Keller (1993) demonstrated that brand knowledge consists of two elements: brand awareness and brand image. Brand awareness is based on the brand recall and recognition abilities of consumers, and brand image is the associative network of memory of a consumer. Keller (1993) categorized brand association by the levels of abstraction, in other words, by how much information is summarized or subsumed in the association. He indicated that brand association can be classified into three categories: attributes, benefits, and attitudes.

Aaker (1991) summarized brand equity into five categories: brand loyalty, brand awareness, perceived quality, brand associations and other proprietary brands. Brand equity according to Aaker is more like a "system view" as it is developed to measure the brand equity across all products and markets. The measures are not very focused on the source of the brand equity.

Aaker (1991) summarized brand equity into five categories: brand loyalty, name awareness, perceived quality, brand associations and other proprietary brands as shown in Figure 2-1.

In Figure 2-1, there are five dimensions of brand equity which Aaker (1991) described as the following:

Figure 2-1: The Determinants of Brand Equity

Source: Aaker, D. A. (1991). *Managing Brand Equity*. New York, NY: The Free Press.

Brand Associations – Brand associations refer to a set of associations or images which differentiate the product or service from competitors. Brand

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associations play a major role in driving brand identity and brand personality. In addition, brand associations stand for what a company wants to present in the minds of consumers.

Perceived Quality – Perceived quality is the association of overall quality which a consumer perceives. It is normally based on the knowledge of a consumer about a product or service. The quality perception may have a different form which depends on the type of industry. Perceived quality drives the financial performance of the brand.

Brand Awareness – Brand awareness refers to the strength of a brand's presence in the consumer's mind. Brand awareness is an undervalued component of brand equity due to the intangibility of its measurement. Brand awareness can affect perception and attitude. The level of brand awareness is based on the ability of recognition of a consumer.

Brand Loyalty – Brand loyalty is a key to determine the value of a brand because future sales and profits can be expected from highly loyal consumers.

Other Proprietary Brand Assets – These assets represent customer perceptions and reactions to the brand such as patents, trademarks, and channel relationships. These assets must be tied to the brand, not to the company or the firm.

For this study, the concept of brand equity based on Aaker's work is appropriate because Four Dimensions of brand equity of Aaker (1991) is more measurable and generalized. Previous studies also showed that brand equity dimensions' of Aaker (1997) are related to the country of

origin of the brand (Pappu, Quester, & Cooksey, 2006), which this study takes to the account for measuring the brand perception of consumers who are in the different countries. The four dimensions are brand loyalty, brand awareness, perceived quality, and brand associations.

These dimensions of brand equity have positive impacts on offering value to customer and to the firm (D. A. Aaker, 1991, 1996b; Baldauf, Cravens, & Binder, 2003b; Yoo et al., 2000) as shown in Figure 2-1.

Figure 2-2: Antecedents and Consequences of Brand Equity
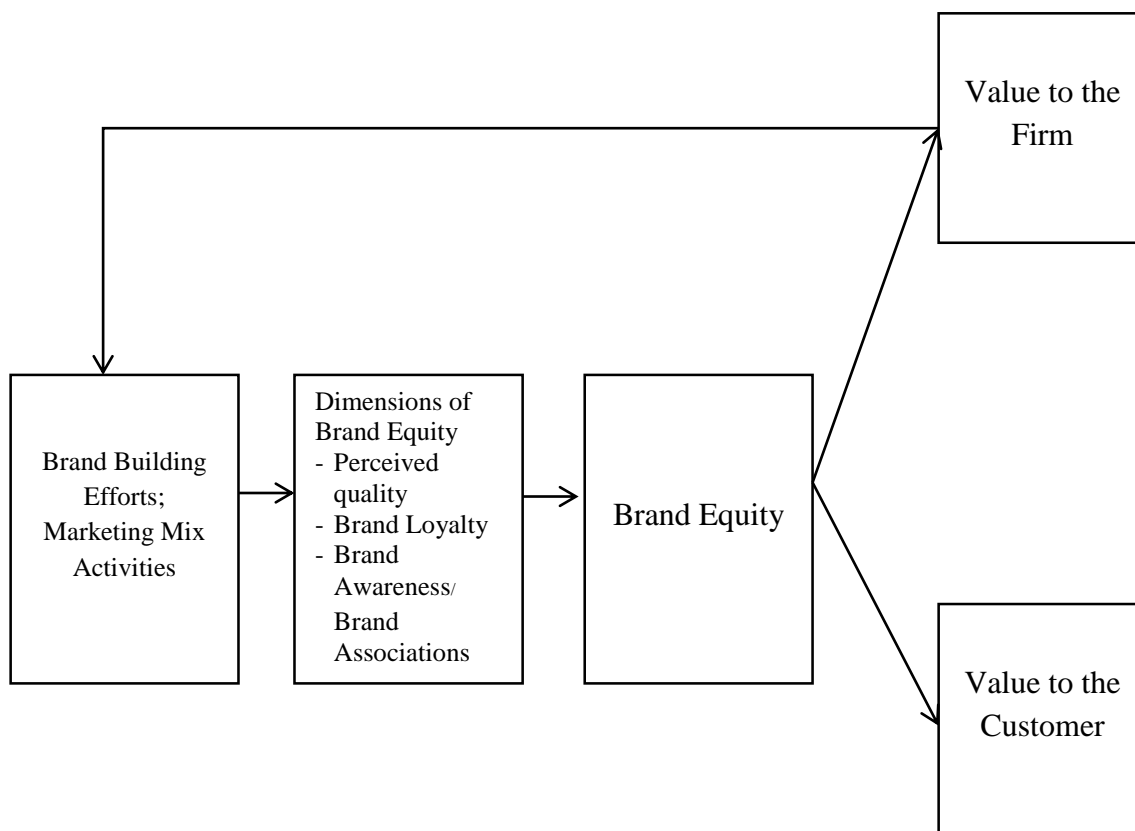
Source: Yoo, B., Donthu, N., & Lee, S. (2000). An examination of selected marketing mix elements and brand equity. *Academy of Marketing Science. Journal, 28*(2), 195.

For Figure 2-2, Yoo et al. (2000) developed a brand equity conceptual framework based on Aaker's (1991) model of brand equity. Their model shows the relationships of brand-building efforts which influence the various dimensions of brand equity and also provide value to the firm. The brand equity framework of Yoo et al. (2000) focuses only on three dimensions of brand

equity which are perceived quality, brand loyalty, and brand awareness, which they argued are common dimensions of brand equity. These are represented by the empirical investigations of brand-building efforts such as the effects of price, store image, distribution intensity, advertising spending, and perceived price. The result shows that the brand building efforts through marketing mix activities are related to the determinants of the brand equity of a strong brand.

Aaker's (1991) definition of brand equity and its measurement concept have been utilized in much empirical marketing research (Baldauf et al., 2003b; Cobb-Walgren, Ruble, & Donthu, 1995b; Rosa & Hernan, 2008; Tolba & Hassan, 2009; Tong & Hawley, 2009; Woo Gon & Hong-Bumm, 2004; Yoo et al., 2000). Some marketing scholars also applied these dimensions to measure brand equity and to hypothesize the impact of brand equity on the value of the firm and the value to the customer.

Table 2-1: Summary of literature which examines the outcomes of brand equity

Value to the Firm	Value to the Customer
Profitability Performance (Baldauf et al., 2003b)	Customer Value (Baldauf et al., 2003b; Lassar, Mittal, & Sharma, 1995; Parasuraman, 1997; Zeithaml, 1988a)
Market Performance (Baldauf et al., 2003b; Tolba & Hassan, 2009)	Customer Satisfaction (Kolar, 2007)
Market Share (Chaudhuri & Holbrook, 2001b)	Confidence of purchasing decision (Cobb-Walgren et al., 1995b; Tolba & Hassan, 2009)
Brand Extension (Mandic, 2009)	
Competitive Advantage (Parasuraman, 1997; Woodruff, 1997)	

Price Premium (D. A. Aaker, 1991; C. S. Park & Srinivasan, 1994; Suraksha, Susan, & Melewar, 2008)	
Brand Loyalty (D. A. Aaker, 1991; Keller, 1993; Tolba & Hassan, 2009)	
Marketing Advantage (Hoeffler & Keller, 2003)	

Brand equity has been tested as to how it provides value to the firms and customers as summarized in Table 2-1. Therefore, brand equity is significantly related to both firm and customer aspects.

Aaker further developed a valid brand equity measure and proposed it in 1996, called "the Brand Equity Ten". It is structured and motivated by four dimensions of brand equity which he proposed in 1991. He argued that the Brand Equity Ten measurement concept could be applied to evaluate a brand across markets and products.

The Brand Equity Ten consists of ten sets of measurements which are grouped into five categories. Four categories are from four dimensions of Aaker's brand equity which represent the consumer perceptions of the brand. The fifth category represents the market perspective of brand equity, which includes two sets of market behavior measures:

Brand Loyalty

1.   Price premium – The amount that a customer will pay for the brand in comparison with another brand (or set of comparison brands) offering similar benefits. Aaker (1996) mentioned that price premium is the best single measure of brand equity.

2.   Customer satisfaction or loyalty – Satisfaction can be an indicator of loyalty for a certain product class. The direct measures of customer satisfaction and loyalty can be applied to existing customers, who have used the product or service within a certain period.

Perceived Quality

3.   Perceived quality – It is one of the key dimensions of Aaker's brand equity concept. Perceived quality is focused on the functional benefits of a product or service. It is meaningful to differentiate the brand from rivals.

4.   Leadership or popularity – This indicates the leading role of a brand. It reflects the innovation, acceptance and popularity of the brand.

Brand Association

5.   Perceived value – Brand can generate value. The value measure offers a summary indicator of the brand's success at creating that value proposition. It is the brand-as-a- product perspective of Aaker's (1991, 1992) brand equity concept.

6.   Brand personality – It is based on brand-as-a-person perspective. Brand personality can show a connection to the brand's emotional and self-expressive benefits. In addition, it is also related to customer-brand relationships and differentiation. Brand personality somehow indicates how customers have an image of a brand in their mind.

7.   Organizational associations – This is a brand-as-an-organization perspective of brand equity measurement. It views how an organization lies behind the brand. It measures if the brand represents more than products or services. This also shows how an organization's reputation links to or is a part of the brand.

Brand Awareness

8.   Brand awareness – brand awareness reflects the salience of the brand. It involves the recognition ability of a consumer. It has power in influencing purchasing decisions. It is a major key of consumer's brand equity measurement.

Market behavior

9.   Market share – This is a brand performance view of a product or service. Market share shows how brand equity can provide a competitive advantage over other brands. This is based on the concept that brand equity creates a competitive advantage and stimulates the market share of a company.

10.   Market price and distribution coverage – The relative marketing price is an important measure when the marketing share is too dynamic and deceptive when the company implements price promotions. The relative market price is defined as the average price at which the brand is sold during the month divided by the average price at which all brands in that product class are sold.

It is also summarized in Figure 2-3.

Figure 2-3: Brand Equity Ten

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

2.5 Brand Personality

Research on brand personality has been in the main streams of brand and branding literatures. The stream research on brand personality can be subdivided into three streams. First stream investigated on various on brand personality dimensions across country and areas (Ishii & Watanabe, 2015; Papadopoulos &Heslop, 2002a; Pecotich& Ward, 2007; Wang & Yang, 2008). Second stream focuses on the antecedents and factors which affect brand personality or its fit

(Crawford Camiciottoli, Ranfagni, &Guercini, 2014; Long-Yi, 2010) and the last stream examine the consequences and the effect of brand personality or it fits (Clemenz et al., 2012; Govers&Schoormans, 2005). This study is aimed and categorized under the first stream.

The notion of brand personality is based on the assumption that brands can be seen as human by consumers, as part of their daily lives. Brands, therefore, can be described in terms of their personality, as if they were people. Brand personality is usually considered as part of the imagery associated with a brand (Keller, 1993, 1998).

The attribution of human personality traits (seriousness, warmth, imagination, etc.) is to a brand as a way to achieve differentiation. Usually, it is done through long-term above-the-line advertising and appropriate packaging and graphics. These traits inform brand behavior through both prepared communication/packaging, etc., and through the people who represent the brand - its employees.

Brand personality refers to the human characteristics associated with a specific brand (Aaker, 1997; Keller & Keith, 2006). Keller (1998) indicated that brand personality is considered to possess symbolic values rather than utilitarian functions. Brand personality is a branding concept that explains a facet of branding dynamics (Aaker, 1997; Keller & Keith, 2006). Brand personality serves as an effective consumer-organization communication tool (Clemenz, Brettel, & Moeller, 2012). Kapferer, J. N. (1998) reported that the consumers easily perceived brands if they have a personality. Therefore, brand personality fulfills the link between consumers' memory and awareness (Arthur Cheng-Hsui, 2001; French & Smith, 2013). Marketers can then use consumers' perceptions to make their marketing strategies become more focused on consumers. It also provides a useful research method for consumer studies. On the other hand, brand personality serves as an organization-wide guide for brand meaning communication. It helps marketers communicate brand meaning which otherwise might not be easy to understand and/or share (among marketers). By adding robust, descriptive, and realistic explanations for core yet abstract brand identity, brand personality makes the brand meaning understandable and contemporary.

Brand identity can be built by examining the brand personality and developing unique brand personality. Brand image can also be created when consumers perceive and aware of brand personality. Therefore, brand personality theoretically and conceptually a brand-oriented strategy and become the most critical in post-modern branding concept. In summary, a brand can be viewed as a product, a personality, a set of values, and a position it occupies in people's minds.

Scales on brand personality allow researchers to measure consumers' perceptions of a personality of a brand. This perceived brand personality can be more or less aligned with the brand personality planned by the company. Brand personality, in fact, is one of the elements that should be taken into account when planning the identity of a brand (Kapferer, 2012). Scales on brand personality started to be developed at the end of the 1990s, thanks to the contribution of Aaker (1997), and have become extremely popular over the years, although some criticism about their usefulness has been raised (Romaniuk & Ehrenberg, 2012). Aaker's scales has been followed by several other scales which either adopt a different perspective, focus on one of the aspects of Aaker's brand personality or investigate brand personality in specific contexts.

Aaker (1997) developed a framework for measuring brand personality with five core dimensions of brand personality, each divided into a set of facets. The five core dimensions and their facets are Sincerity (down-to-earth, honest, wholesome, cheerful), Excitement (daring, spirited, imaginative, up-to-date), Competence (reliable, intelligent, successful), Sophistication (upper class, charming), and Ruggedness (outdoorsy, tough). This measurement scale are widely accepted and applied in across products and market (Long-Yi, 2010; MelikeDemirbag, Yurt, Guneri, &Kurtulus, 2010; Mulyanegara, Tsarenko, & Anderson, 2009; Wang & Yang, 2008).

Some researchers move away from Aaker's definition of brand personality as a set of "human characteristics" and define brand personality as a set of "personality traits"; this alternative view implies that they leave out elements such as age or gender, which, according to them, are not strictly related to brand personality. That is the case of the new measure of brand personality by Geuens, Weijters and De Wulf (2009) and the brand personality barometer by

Ambroise and Valette-Florence (2010a; 2010b). Moreover, Ferrandi and Valette-Florence (2002) develop a human and brand personality scale in French that allows researchers to measure both personalities using the same measurement tool.

In addition to these general scales on brand personality, the literature offers scales that are focused on one of the characteristics highlighted by Aaker (1997). There are two scales that allow researchers to investigate in depth the gender that is associated with a brand. That is the case of the masculine and feminine brand personality scales by Grohmann (2009) and the brand masculinity dimensions scale by Azar (2013).

Brand personality scales related to specific contexts are available, too. For studies in Japan or in Spanish-speaking countries, Japanese and Spanish brand personality scales (Aaker, Benet-Martinez & Garolera, 2001) have been developed. The literature also offers brand personality scales which are applicable to non-profit sectors (Venable et al., 2005) business-to-business (Herbst & Merz, 2011), city branding (Kaplan et al., 2010) and destination branding (Ekinci & Hosany, 2006).

Dimensions of brand personality

Aaker (1997) defines brand personality as "the set of human characteristics associated with a brand". Brand personality is defined as a multi-dimensional and multi-faceted construct that enables consumers to express themselves along several dimensions. Similar to the "big five" model of human personality, brand personality is measured along five dimensions, that is, sincerity, excitement, competence, sophistication and ruggedness.

Scale description of Aaker (1997)'s Brand Personality

The brand personality scale includes five dimensions, 15 facets and 42 personality traits (items). The sincerity dimension includes the four facets "down-to-earth", "honest", "wholesome" and "cheerful", which include, respectively, three, three, two and three items. The excitement dimension includes the four facets "daring", "spirited", "imaginative" and "up-to-date", which

include, respectively, three, three, two and three items. The competence dimension includes the three facets "reliable", "intelligent" and "successful", which include three items each. The sophistication dimension includes the two facets "upper class" and "charming", which include three items each. The ruggedness dimension includes the two facets "outdoorsy" and

U.S,, Japanese, Spanish Brand Personality

To define Japanese and Spanish brand personality, Aaker, Benet-Martinez and Garolera (2001) rely on the conceptualization of the brand personality provided by Aaker (1997) on the basis of several studies in the United States. The Japanese brand personality consists of four dimensions which are shared with the U.S. brand personality (excitement, competence, sincerity and sophistication) and one dimension which is culture specific (peacefulness). Similarly, the Spanish brand personality includes three dimensions which overlap with the U.S. brand personality (excitement, sincerity and sophistication) and two dimensions which are culture specific (peacefulness and passion). Whereas the shared dimensions of brand personality capture more universal meanings, the culture-specific dimensions are indicative of orientations that can be found only in given cultures: the peacefulness dimension reflects the greater weight on cooperation and harmony in East Asian and Latin cultures, and the passion dimension is reflective of higher levels of felt and communicated emotions in Latin culture.

Scale description

Both Japanese and Spanish brand personality scales include five dimensions which, in turn, include several facets measured by three items each. Specifically, the Japanese brand personality scale consists of five dimensions and 12 facets: excitement, containing the facets "talkativeness", "freedom", "happiness" and "energy"; competence, which comprises "responsibility", "determination" and "patience"; peacefulness, which covers "mildness" and "naivety"; sincerity, which includes one facet only, that is, "warmth"; and sophistication, containing "elegance" and "style". In total, the scale presents 36 items.

The Spanish brand personality scale consists of five dimensions and 11 facets: excitement, which covers "happiness", "youth" and "independence"; sincerity, containing "thoughtfulness" and "realness"; sophistication, which comprises "style" and "confidence"; peacefulness, which embraces "affection" and "naivety"; and passion, which consists of "intensity" and "spirituality". The scale presents 33 items in total.

Brand personality traits in both scales are measured using a 5-point scale ranging from 1= "not at all descriptive" to 5= "extremely descriptive". Traits can be summed and averaged within each dimension to from dimension scores (e.g., sincerity score).

Scale development

The scale development process follows a combined emic-etic approach (Hui & Triandis, 1985). It includes two studies for the Japanese brand personality (studies 1 and 2) and other two studies for the Spanish brand personality (studies 3 and 4).

With respect to the Japanese brand personality, study 1 identifies the Japanese brand personality dimensions. The brands to be used as stimuli in the study are selected within 24 product categories serving both symbolic and utilitarian functions. Through a preliminary study, the most well-known brands in each of these categories are identified. Brands are then divided into six sets of four brands each, and one brand (Coca-Cola) is added to all of them. The selection of the personality attributes to be used in the study is based on a free-association task (number of attributes = 138), brand personality research in Japan (number of attributes = 71) and Aaker's brand personality framework (number of attributes = 44). Items which are redundant (n = 61), ambiguous (n = 25) or irrelevant to the context (n = 67) are dropped, leaving a set of 100 personality attributes. In the study, participants are asked to evaluate one group of brands on these 100 attributes. Data analysis is conducted using all brands after checking that the mean rating of Coca-Cola across the groups does not present significant differences. Exploratory factor analysis, conducted using principal component analysis with varimax rotation, reveals a five-factor solution. Each of these

factors is then factor analyses separately. This allows the researchers to identify the facets for each factor, for a total of 12 facets. Within each facet, the three attributes with the highest item-to-total correlation (from 0.80 to 0.94) are retained. The final list of personality attributes is translated from Japanese into English through a back-translation process. A test-retest study is conducted after about eight weeks in order to show the stability of the scale over time.

Study 2 assesses the overlap between the Japanese and U.S. brand personality dimensions and the robustness of the Japanese brand dimensions using a different sample of respondents and brands. The questionnaire is now written in English and is administered to bilingual participants. Participants are asked to rate 10 brands, randomly selected from those used in study 1, on U.S. and Japanese brand personality attributes. A correlational analysis is conducted. Correlations between conceptually related dimensions range from 0.63 (between U.S. and Japanese sincerity) to 0.81 (between U.S. and Japanese sophistication). Correlations between culture-specific dimensions (ruggedness for U.S. and peacefulness for Japanese) and all other dimensions are stronger between U.S. ruggedness and Japanese competence ($r = 0.39$) and between Japanese peacefulness and U.S. sincerity ($r = 0.41$). A confirmatory joint factor analysis is also performed. A model with six latent components, representing the four components of brand personality shared by Japanese and the United Stated and two culture-specific component, is first estimated. Adequate fit indexes are reported: $x^2(20, N = 900) = 163$, $p < 0.001$, CFI = 0.91 and GFI = 0.92. A second model with four components, which does not include the culture-specific ones (U.S. ruggedness and Japanese peacefulness are represented as variations of competence and sincerity respectively) is also estimated: $x^2 (26, N = 900) = 325$, $p < 0.001$, CFI = 0.71 and GFI = 0.79. This latter model is not satisfactory and reports a significant decrease in the overall fit (delta $x^2(6) = 626$).

Study 3 identifies the Spanish brand personality dimensions, similarly to study 1. The brands to be used in the study are selected following the same criteria as study 1; six brand groups are forms, and one brand (Coca-Cola) is added to all of them. The selection of the personality attributes is based on a free-association task (number of attributes = 128), brand

personality research in Spain (number of attributes = 64), Aaker's brand personality (number of attributes = 44) and Spanish brand personality (number of attributes = 30) frameworks. Items which are redundant (n = 79), ambiguous (n = 16) or irrelevant to the context (n = 94) are removed, leaving a set of 77 personality attributes. In the study, participants are asked to rate a group of brands on these attributes. Exploratory factor analysis using principal component analysis with varimax rotation is conducted and reveals five factors. Analysis within each factor allows the researchers to identify 11 facets. Three attributes with the highest item-to-total correlation (from 0.70 to 0.84) are kept within each facet. The final list of personality attributes is translated from Spanish into English through a back-translation process. A test-retest study is conducted after about seven weeks.

Similarly to study 2, study 4 assesses the overlap between the Spanish and the U.S. brand personality dimensions and the robustness of the Spanish brand dimensions using a different sample of respondents and brands. The questionnaire is now written in English and is administered to bilingual participants. Participants are asked to rate 10 brands, randomly selected from those used in study 1, on U.S. and Spanish brand personality attributes. A correlational analysis is conducted. Correlations between conceptually related dimensions range from 0.83 (between U.S. and Spanish sophistication) to 0.87 (between U.S. and Spanish excitement). The correlation between Spanish and Japanese peacefulness is equal to 0.78. Correlations between culture-specific dimensions (ruggedness for the U.S. and passion for Spain) and all other dimensions stronger between U.S. ruggedness and Spanish sophistication (r = 0.42) and between Spanish passion and U.S. sophistication (r = 0.51). A confirmatory joint factor analysis is also performed. A model with the three dimensions of brand personality shared by Spain and the United States, one dimensions (passion and ruggedness) is estimated. Adequate fit indexes are reported: $x2(23, N = 870) = 111$, $p < 0.001$, CFI = 0.92 and GFI = 0.91. A second model is tested, where the dimensions not shared by the United States and Spain load as follows: ruggedness and competence on sophistication, passion on sophistication and peacefulness on sincerity. This

model is unsatisfactory ($x2(43, N = 870) = 392$, $p < 0.001$, CFI $= 0.55$ and GFI $= 0.74$) and reports a significant decrease in the overall fit (delta $x2(20) = 281$).

Samples

Study 1 employs various samples: 46 Japanese participants in the stimuli selection; 50 Japanese participants in the personality attributes selection; 1,495 Japanese participants who are representative of the Japanese population in terms of gender, age, marital status, education level and occupation in the main study; and 60 Japanese participants in the retest. Study 2 involves a sample of 114 Japanese participants, of whom 56 are Japanese students enrolled at a large Japanese university and 58 are Japanese exchange students at a large U.S. university.

Study 3 utilizes sample of 36 Spanish undergraduate and graduate students in the personality attribute selection; 692 Spanish participants who are representative of the Spanish population in terms of gender, age, marital status, education level and occupation in the main study; and 58 Spanish participants in the retest. Study 4 uses a sample of 110 Spanish participants, of whom 42 are Spanish students enrolled at a large Spanish university and 59 are Spanish individuals living in the United States affiliated with a Spanish cultural institution.

Therefore, pervious literatures indicated that there are differences in perception of brand personality across countries. For this study, the original scaling and dimension of brand personality (Aaker, 1997) is applied in order to standardize the concept of brand personality construct.

TABLE 2.2 Japanese brand personality scale

Scale dimension	Scale facet	Scale item (English translation)	Scale item (original Japanese term)
Excitement	Talkativeness	● Talkative	● 話好きな
		● Funny	● ユーモアがある
		● Optimistic	● 楽観的な
	Freedom	● Positive	● 積極的な
		● Contemporary	● 現代的な
		● Free	● 自由な
	Happiness	● Friendly	● 人なつっこい
		● Happy	● ほがらかな
		● Likeable	● 愛想のよい
	Energy	● Youthful	● 若々しい
		● Energetic	● 元気な
		● Spirited	● 快活な
Competence	Responsibility	● Consistent	● 一貫した
		● Responsible	● 責任感がある
		● Reliable	● しっかりした
	Determination	● Dignified	● 堂々とした
		● Determined	● 意志の強い
		● Confident	● 自信に満ちた
	Patience	● Patient	● 忍耐強い
		● Tenacious	● 粘り強い
		● Masculine	● 男性的な
Peacefulness	Mildness	● Shy	● 内気な
		● Mild-mannered	● おっとりした
		● Peaceful	● 平和な
	Naivety	● Naïve	● ナイーブな
		● Dependent	● 寂しがり屋な
		● Childlike	● 子供っぽい
Sincerity	Warmth	● Warm	● 暖かい
		● Thoughtful	● 気が利く
		● Kind	● 優しい
Sophistication	Elegance	● Elegant	● 上品な
		● Smooth	● 素敵な
		● Romantic	● ロマンチックな
	Style	● Stylish	● おしゃれな
		● Sophisticated	● 洗練された
		● Extravagant	● 贅沢な

TABLE 2-3 Spanish brand personality scale

Scale dimension	Scale facet	Scale item (English translation)	Scale item (original Spanish term)
Excitement	Happiness	● Happy	● *Aregre*
		● Outgoing	● *Extrovertida*
		● Fun	● *Divertida*
	Youth	● Daring	● *Atrevida*
		● Young	● *Joven*
		● Spirited	● *Viva*
	Independence	● Unique	● *Unica*
		● Imaginative	● *Creativa*
		● Independent	● *Independiente*
Sincerity	Thoughtfulness	● Considerate	● *Considerada*
		● Thoughtful	● *Atenta*
		● Well-mannered	● *Correcta*
	Realness	● Real	● *Real*
		● Sincere	● *Sincera*
		● Down-to-earth	●*Realista*
Sophistication	Style	● Good-looking	● *Elegante*
		● Glamorous	● *Glamorosa*
		● Stylish	● *Moderna*
	Confidence	● Confident	● *Segura de si misma*
		● Persistent	● *Persistente*
		● Leader	● *Dirigente*
Peacefulness	Affection	● Affectionate	● *Carinosa*
		● Sweet	● *Dulce*
		● Gentle	● *Amable*
	Naivety	● Naïve	● *Ingenua*
		● Mild-mannered	● *Apacible*
		● Peaceful	● *Pacifica*
Passion	Intensity	● Fervent	● *Fervorosa*
		● Passionate	● *Apasionada*
		● Intense	● *Intensa*
	Spirituality	● Spiritual	● *Espiritual*
		● Mystical	● *Mistica*
		● Bohemain	● *Bohemia*

2.6 Perceived Value

For the customer's value perspective, value is the trade-off between the quality or benefits they perceive and what they sacrifice (Yang & Fryxell, 2009; Zeithaml, 1988a). Woodruff (1997) suggested that the concepts of customer value have been discussed with substantive meaning differences. The way that scholars constructed the definition depends on the area of interest. They typically relied on the terms of utility, worth, benefit, and quality. Cobb-Walgren, Ruble, and Donthu (1995) argued that consumer perceived value through physical value and psychological value which trickle by brand information. Therefore, previous literature pointed out that customer value can be created when consumers sense or perceive some positive branding information such as good brand image, high quality brand, or well-known brand(Cobb-Walgren, et al., 1995).

Zeithaml (1988) proposed that value is the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given. Rust, Zeithaml, and Lemon (2001) introduced the definition of value equity as customers' objective assessment of the utility of a brand based on perceptions of what is given up for what is received. They also proposed three drivers of value equity, which are quality, price, and convenience.

Value runs parallel to the perception of quality. Zeithaml (1988) grouped the patterns of the consumers into four consumer definitions of value as follows;

1. Value is low price: Some consumers equate value with low price.

2. Value is whatever I want in a product: Some consumers emphasize the benefits they receive from the product as the most important component of value.

3. Value is the quality we get for the price we pay. Some consumers conceptualize value as a tradeoff between one "give" component, price, and one "get" component, quality.

4. Value is what we get for what we give. Some consumers consider all the relevant "get" components as well as all the relevant "give" components when describing value.

Figure 2-4: The relationship of the price, value, quality and purchase
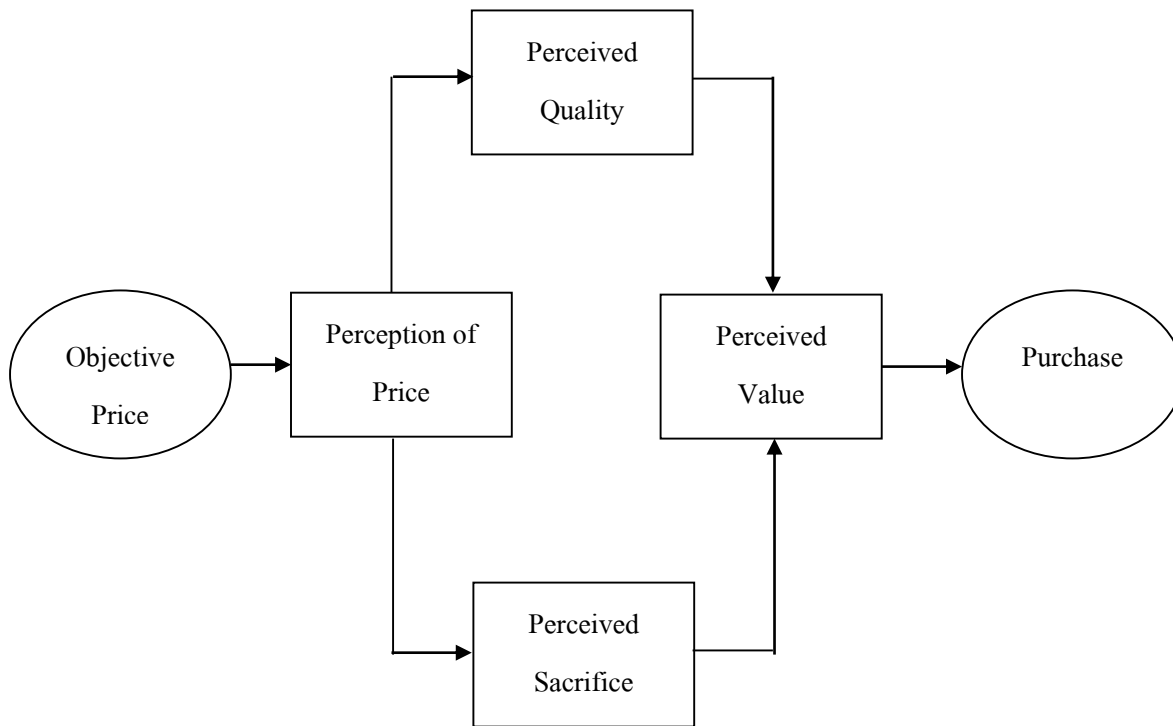
Source: Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence. *Journal of Marketing, 52*(3), 2.

Figure 2-4 shows the relationship of price, quality and value. Value is often used as a code word for price. Thus, value really refers to low price in many advertisements. However, this use of the word value is valid only if quality is constant.

The author believes that customers make the decision on purchasing products or services which offer the most value. The customers are able to do value-maximizing in their decision-making process, within the bounds of their budget and knowledge.

The consequences of sales promotion attributes can be in the context of customer value and benefits (M. Park & Lennon, 2009). There are multi-benefits from purchasing a certain product or service. Therefore, the customer value which is derived from purchasing a product or service can be distinguished in the context of "utilitarian value and hedonic value" (Virtsonis & Harridge-march, 2009). Utilitarian value is the consumer benefits which are primarily instrumental,

functional, and cognitive. Hedonic value is when a consumer perceives the benefits in experiential consumption, fun, pleasure, excitement, and other affective factors. Consumers may ignore the practical purposes of purchasing a product or service to receive a pure hedonic value.

Previous research found that consumers find that shopping activities provide both utilitarian and hedonic value (Ramaseshan & Hsiu-Yuan, 2007). Sales promotion activities, similarly, can provide those values by offering promotions that allow consumers to save some money, feel excited with an exclusive experience, receive more quality, and other convenience benefits. Chandon et al. (2000) conducted an experimental study to develop a benefit congruency framework of sales promotion effectiveness which suggested that sales promotions activities attribute value to the consumer. Past literature has focused on the effects of sales promotion and its utilitarian benefits on consumer behavior (Papatla & Krishnamurthi, 1996; Patrick, Vanessa Apoalaza, & Sainz, 2005; Serdar, Stephen, & Jagmohan, 2002) and also its hedonic benefits on customer perceived value (Serdar et al., 2002). This is also supported by the work of Cobb-Walgren, Ruble, and Donthu (1995), whose studies indicated that consumers perceive both physical and psychological benefits from a brand in order to create brand equity.

Therefore, in terms of perceived brand value, it is a trade-off between what consumers receive from a brand, both utilitarian (functional, physical) benefits and hedonic (symbolic, psychological) benefits, and what consumers sacrifice to get a brand. Since the past literature does not reveal a complete list of the antecedents of perceived value and the consequences of perceived value in brand and branding aspects, this study is focused on perceived value in terms of brand value and equity, and its influence in perceived price and perceived quality through brand associations and brand knowledge.

Chapter 3: Research Framework and Methodology

3.1 Theoretical Framework

The theoretical framework adopted in this study is Keller's (1993, 1998, 2008) brand equity framework and the Cobb-Walgren, Ruble, and Donthu (1995) brand perception framework. These brand equity frameworks focus the impact of brand equity on the consumer perspective which allows the study to examine the impact of perceived price and perceived quality in the view of consumers. The frameworks relate to the fact that different outcomes, which result from marketing activities, depend on the individual perception on the brand. Knowledge-building and information processing are the main ideas of these frameworks, which illustrate that the brand building program or a sustainable brand leadership program requires creating the strength, favorability, and uniqueness of brand association. Those characteristics are the fundamentals of brand image and brand awareness. As shown in Figure 3-1 , the knowledge-building of the brand equity depends on three factors:

Figure 3-1: Building Consumer-Based Brand Equity

Brand Elements		
- Brand Name		
- Logo		
- Symbol		
- Character		
- Packaging		
- Slogan		

Brand Awareness

Depth

- Recall
- Recognition

Breadth

- Purchase
- Consumption

Marketing Programs
- Product
- Price
- Distribution Channel
- Communication

Possible Outcomes

- Greater Loyalty
- Competitive Marketing
- Larger Margin
- Less Price sensitivity
- Possible Licensing Opportunities
- More Favorable Brand Extension Evaluation

Brand Associations (Brand attributes, brand attitude, brand benefits)

Strong – Relevance, Consistency

Favorable – Desirable, Deliverable

Unique – Point of Parity, Point of Difference

Secondary Association
- Company
- Country of Origin
- Channel of Distribution
- Other Brands
- Endorser
- Event

Brand Building Tools and Objectives → Consumer Knowledge Effects → Branding Benefits (Marketing Perspective)

Source: Adapted from Keller (1993,1998)

1. The initial choices for the brand elements or identities making up the brand;

2.   The marketing activities program and the manner by which the brand is integrated into it, and;

3.   Other associations indirectly transfer to the brand by linking it to some other equity (e.g. the company, country of origin, channel of distribution, or another brand).

These three factors are the building tools of the brand knowledge structure. The framework also shows how brand elements, marketing programs, and other associations of a brand affect the consumers' knowledge in terms of psychological memory and associations. The outcomes of memory effects create the competitive advantage environments to the brand.

However, this framework which was adopted from Keller (1993, 1998) did not examine how a brand is placed in the consumer's mind or the depth of the brand knowledge stored in the consumer's memory. To understand how this process works, it can be seen in the consumer-based brand building pyramid shown in

Figure 3-2, which shows the steps of how a brand is built. According to Keller (2008, p 60), the left side of the pyramid represents a more *rational route* to brand building, while the right side building blocks of the pyramid represent a more *emotional route*. Strong brands were built by proceeding up both sides of the pyramid.

The first layer represents brand salience which Keller (2008, p.61) suggested that it is a single building block of brand building. Brand salience can be measured by the awareness of the brand; how consumers identify the product category of a brand. Keller (2008, p.61) suggested the breadth and depth of awareness is associated with the ability of recall and the recognition of a brand. The depth of awareness is how likely it is for a brand element to come to mind, and the ease with which it does so. The breadth of brand awareness measures the range of purchase and usage situations in which the brand elements come to mind and depend to a large extent on the organization of brand and product knowledge in the memory.

Figure 3-2: Consumer-Based Brand Equity Pyramid

Stages of Brand Development

Branding Objective at Each Stage
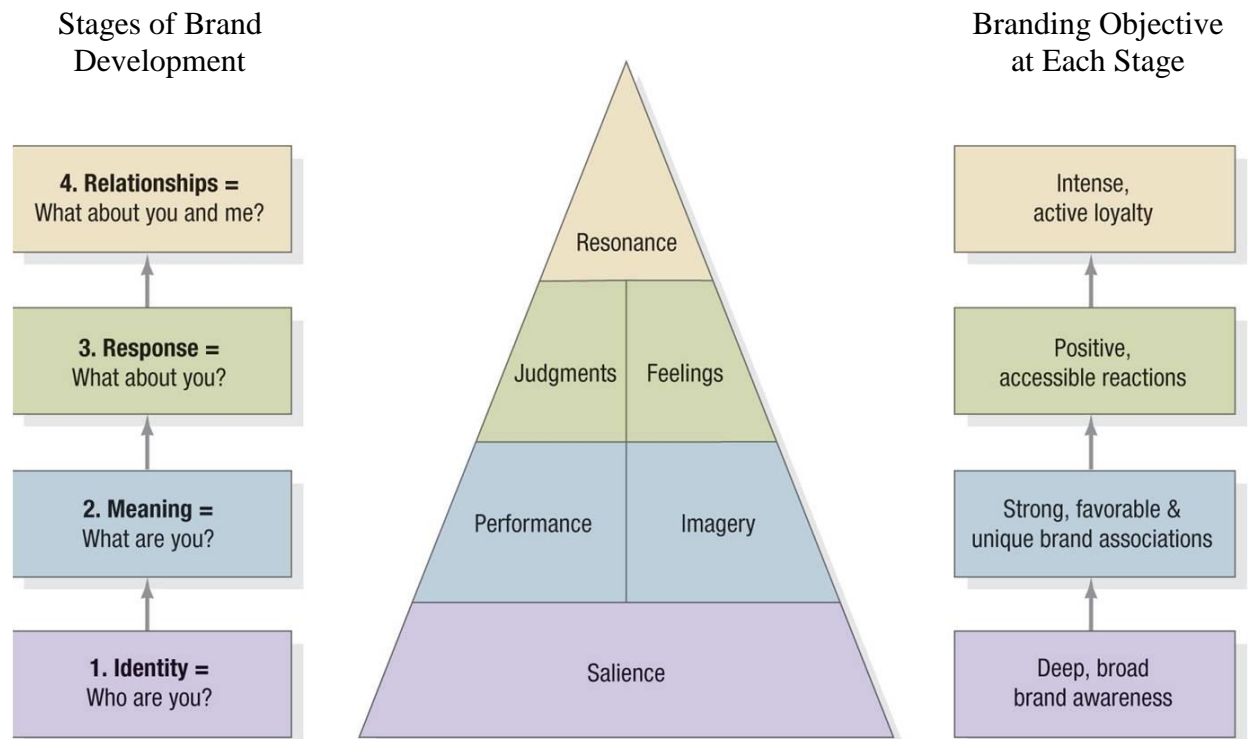
Source: Keller, K. L. (2008, p.60). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*: Pearson

The second layer consists of brand performance and brand imagery; two building blocks of building a brand. Brand performance can be defined as how the product or service meets the consumers' functional needs. Keller (2008, p.65) suggested that there are five areas of attributes and benefits which build brand performance;

1. Primary ingredients and supplementary features

2. Product reliability, durability, and serviceability

3. Service effectiveness, efficiency, and empathy

4. Style and design

5. Price

Brand imagery deals with the way that a brand meets the psychological and social needs of consumers. It is how consumers think about a brand abstractly, rather than what it actually does. Keller (2008, p.65) suggested that consumers can form their imagery associations directly from experience or indirectly from sources of information; somehow it depends on age and income. Four main links to the brand are user profiles, purchase and usage situations, personality and values, and history, heritage, and experiences.

Brand judgments and brand feelings are in the third layer of the pyramid. They are the developed states of consumer response to the brand. Brand judgments are customers' personal opinions about evaluations of the brand (Keller, 2008, p.67). There are four main types of brand judgment: brand quality, brand credibility, brand consideration, and brand superiority.

While brand judgments are logical, physical and tangible, brand feelings are emotional responses of consumers to the brand. Keller (2008, p.69) identified six feelings which are important emotions that a consumer can have towards a brand: warmth, fun, excitement, security, social approval, and self-respect.

The final layer of the building block, at the top of the pyramid, is called brand resonance, which deals with the relationship between the brand and consumers. Brand resonance can be explained by the intensity of the psychological bond that consumers have with the brand and their level of engagement with the brand. This can be explained in four areas: behavioral loyalty, attitudinal attachment, sense of community, and active engagement.

In summary, a consumer perceives both functional attributes (rational route) and emotional attributes (emotional route) of a brand and both types of attributes are important to building a strong brand, sustaining brand leadership, and creating brand equity. In the theory of memory and information processing concept, these attributes are represented as intrinsic cues and extrinsic cues of a brand. This is supported by the study of Cobb-Walgren et. al. (1995) who suggested that

consumers receive information of a brand in the context of psychological encoding (emotional) and physical encoding (functional) to create brand equity, as shown in Figure 3-3

Figure 3-3: Antecedences and consequences of brand equity
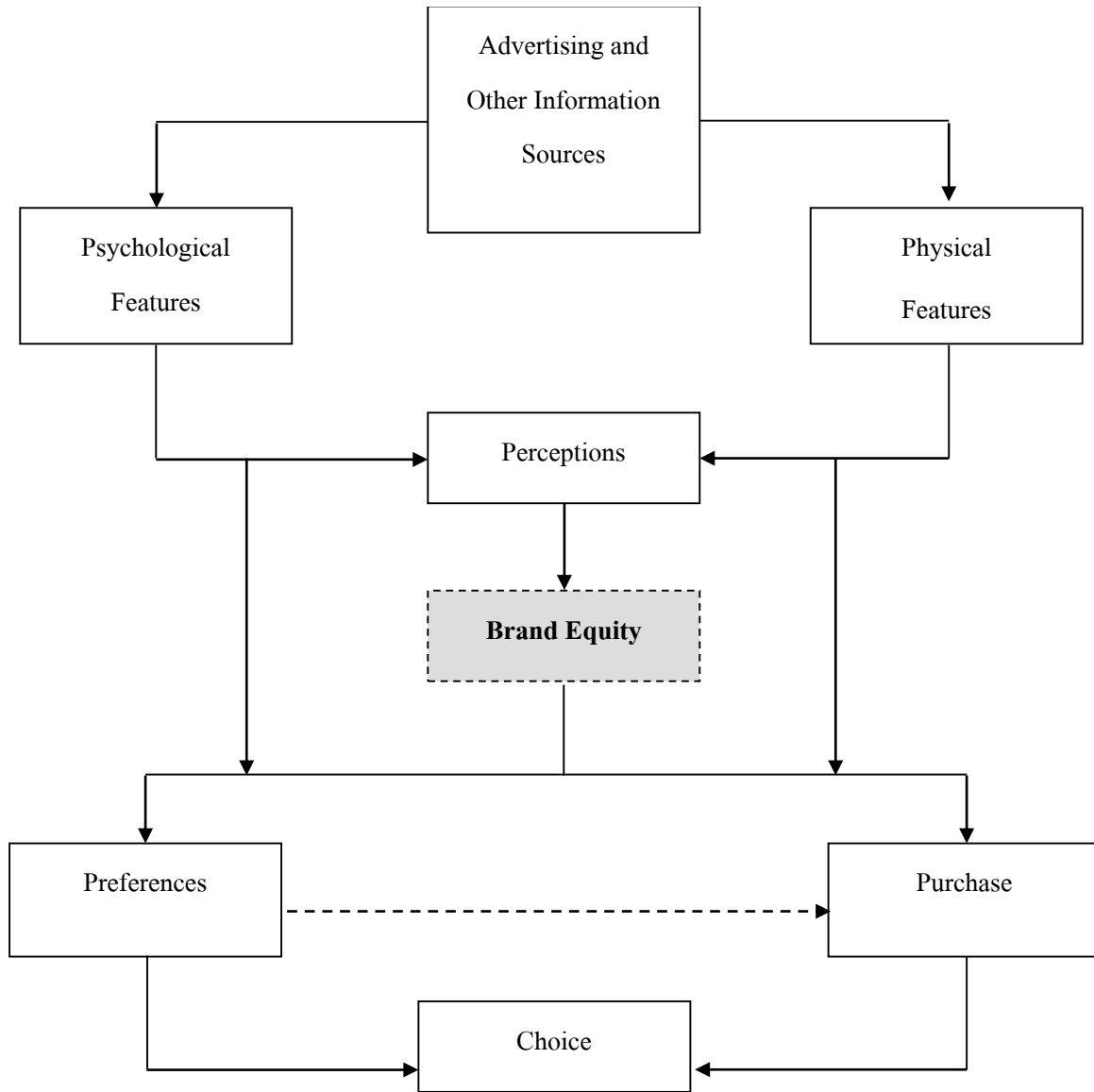
Source: Cobb-Walgren, C. J., Ruble, C. A., & Donthu, N. (1995). Brand equity, brand preference, and purchase intent. *Journal of Advertising, 24*(3), 25

Cobb-Walgren et. al. (1995) identified the antecedences and consequences in a brand equity framework. The framework places advertising as a major source of information processing which contributes to brand associations. This promotional activity influences the perceived quality and promotes the usage experience by providing objective attribute information and by transmitting emotional attributes to consumers. Cobb-Walgren et. al. (1995) suggested that the consumers form both psychological perceptions and physical perceptions from various information sources. The physical perceptions come from an objective information source, such as consumer reports, or from subjective sources, such as advertising or word of mouth. Psychological perceptions mainly come from the advertising and social appearance of a brand. These perceptions, in turn, contribute to consumers in terms of brand meaning or added value to the consumers from a brand, which is brand equity. Cobb-Walgren et. al. (1995) also indicated that brand equity influences the consumers' preferences of a brand, brand choice, and purchase intentions.

In summary, all of the mentioned frameworks of brand equity and brand personality support the idea as to how marketing activities influence the perception of consumers on a brand. They share the idea that consumer perceive a brand in two ways: functional perceptions (physical attributes), and emotional perceptions (psychological attributes). Both of them contribute to consumers in the form of tangible and intangible values. Therefore, it supports the main idea of this study that consumers perceive a brand and contribute to its value to create consumer-based brand equity.

3.2 Conceptual Framework

The control variable is the brand (one Fast Fashion Brand) and the moderator is the Nation of consumers (Japanese and Thai). Brand equity and brand personality are an independence variable as in the Fig. 3-4. Finally, the customer perceived value is the study's dependence variable.

Brand Personality, Brand Equity and Perceived value

Brand identity can be built by examining the brand personality and developing unique brand personality. Brand image can also be created when consumers perceive and aware of brand personality. Therefore, brand personality theoretically and conceptually a brand-oriented strategy and become the most critical in post-modern branding concept. In summary, a brand can be viewed as a product, a personality, a set of values, and a position it occupies in people's minds.

Brand associations consist of three dimensions: brand attitudes, brand attributes, and brand benefits (Keller, 1993). Graeff (1997) suggested that consumers use existing mean-end knowledge (product attribute, attitude, and benefits) to comprehend product information. Graeff (1997) also found that higher-knowledge consumers have a greater base of mean-end chain knowledge that they use to comprehend product information. Through consumer experience in using a product, they learn the benefits of certain product attributes, which are used to comprehend product information. In this research, a positive relationship between brand attitudes and self-relevant product consequences was found.

Brand associations also reflects Brand Image of products and services. Brand image has conceptual evidence for having a major role in building a strong brand program (D. A. Aaker, 1991, 1996a; James, Louis, & Bruce, 2001). Brand image reflects the picture of the brand in the mind of consumers. The image perception of a consumer on a brand does not only affect the choice of the brand, but also affects the decision to purchase, brand loyalty, and brand switching. Park et. al. (1986) conceptualized brand image in terms of how a consumer perceives the brand concept-image. They proposed that consumers perceive the brand image in three respects: functional benefits, symbolic benefits, and experiential benefits. Functional benefits refer to how the consumers perceive the product features to serve their functional needs. Symbolic benefits refer to consumers' self-concept and whether the product could satisfy self-esteem needs. Experiential benefits refer to sensory pleasure, and cognitive stimulation. Park et. al. (1986) indicated that most brands, in general, consist of these three image-benefits. According to

consumers' expectations, after they give up or sacrifice something to purchase a product or service of a brand, these image-benefits must provide some value to the consumers (Zeithaml, 1988b). Moreover, when consumers find that the brand matches the self-concept brand image (Pauwels, Hanssens, & Siddarth, 2002) it is more likely to influence the perception of value. It can be expected that the more a brand matches the self-concept, the more a consumer perceives brand value.

Perceived Quality is mostly the value of consumer associations in a consumer's mind. In general, brand benefits are created from the direct experience of a consumer. Strong brand benefit associations are particularly influential in consumers' purchasing decisions when they accurately interpret them. Products or services which consumers consider are emotionally and functionally of value to them will usually be the choice for them.

Perceived Quality responds to four components: functional performance of the product or service, convenience and ease of accessing the product or service, brand personality, which fits the consumer, and the value proposition which the brand offers. These components offer value to consumers in terms of quality, convenience, satisfaction, and value for money.

Customers perceive product or service quality in terms of brand attributed. Brand attributes are the information which consumers search for to find the brands which offer the best value. A high level of brand attributes reflects a product that can solve consumers' consumption-related problems. These are the functional benefits which consumers expect from a brand. Functional benefits are related to product performance which consumers acknowledge from the product attributes (Pauwels et al., 2002). Consumers encode the product attribute information and store it in a brand evaluation context. Consumers, who satisfy brand attributes in terms of functional concept, would perceive the value of the brand for themselves. Therefore, satisfaction of brand attributes leads consumers to perceive high value.

Brand Awareness is the ability of recall and recognition of a brand in the mind of a consumer. The recall and recognition ability on a brand can lead to positive consumer

assessments in terms of considering the brand as good value for money or a good deal for the product or service. Higher brand awareness assists the consumers in eliminating other brand choices. Previous literature pointed out that consumers are more likely to purchase familiar brands (Silva-Risso & Ionova, 2008) and are willing to pay price premiums for familiar brands(D. A. Aaker, 1992). Furthermore, previous literature also found that brand awareness influences the customer value (Baldauf, Cravens, & Binder, 2003a)

Brand Loyalty is multiplied by its favorability. It is the willingness of a consumer on repurchasing the product or service on the future. For behavioral theories, attitude is one of the major factors which influence consumer behavior. The purchasing decision is based on the individual's attitude to a certain brand. Much literature has found significant evidence that a consumer's attitude on a brand influences purchase intention (Cobb-Walgren, Ruble, & Donthu, 1995a; Davis, Inman, & McAlister, 1992; Hunt & Keaveney, 1994; O'Cass & Lim, 2002). In addition, Brand Loyalty embeds the salient beliefs of a brand which create brand relationships, brand trust and brand loyalty (Chaudhuri & Holbrook, 2001a). From the consumer's point of view, therefore, a positive Brand Loyalty conceptually enhances the level of brand equity. From the perspective of brand attitude, consumers favor a brand from the functional benefits and experiential benefits that they receive in return (Zeithaml, 1988b). Those benefits are the customer value which consumers perceive from a brand.

In summary, there are three very compelling reasons for a brand to have an identifiable personality beyond any specific advertising or public relations for that brand.

First, because more and more parity products are arriving on the scene to duke it out with one another, the brand's personality may be the one and only factor that separates it from its competitors.

Second, when a purchase decision involves (or perhaps even depends on) an emotional response, a likeable personality may well provide that necessary emotional link.

Third, a consistent brand personality can help not only the brand, but that brand's advertising stand out and be recognized.

The brand can be viewed as a product, a personality, a set of values, and a position it occupies in people's minds.

Therefore, the author hypothesized that;

H1: Brand personality positively influence perceived value

    H1a: Brand personality positively influence perceived value for Thai consumers

    H1b: Brand personality positively influence perceived value for Japanese consumers

H2: Brand equity positively influence perceived value

    H2a: Brand equity positively influence perceived value for Thai consumers

    H2b: Brand equity positively influence perceived value for Japanese consumers

The study also proposed that in the different group of consumers, they perceived different information of a brand. Therefore, the author also hypothesized that;

H3: Thai consumers and Japanese consumer perceived value though brand personality and brand equity differently

Figure 3-4: Conceptual Framework
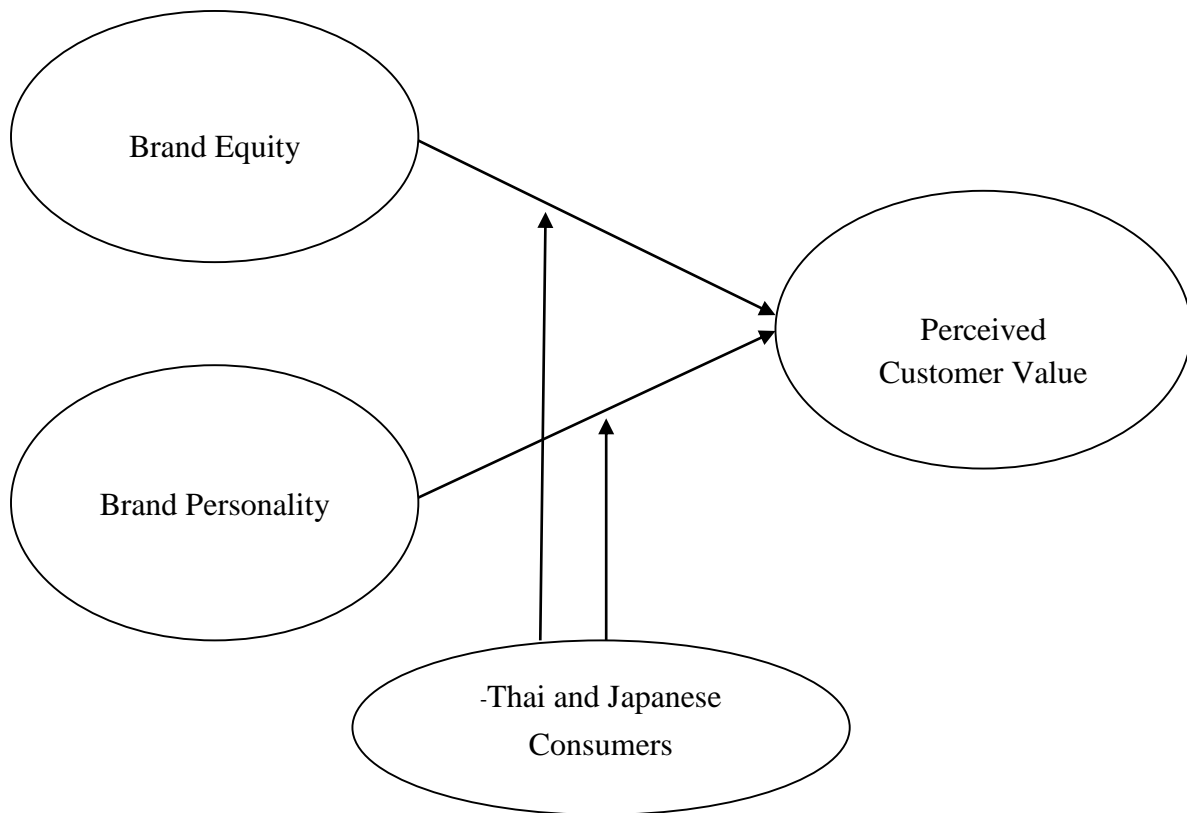
3.3 Research Methodology

The sample size of 800 consumers is applied (400 Japanese consumers and 400 Thai consumers). The focal brand is randomly selected by the researcher. The questionnaire was developed by using the measurement scale from previous literatures (D. Aaker, 1996; J. L. Aaker, 1997). The content in the questionnaire was back-translate between Thai and Japanese language. Reliability and content validity of the measurement items were checked by using Croncbach's alpha coefficient and three marketing scholars. Construct validity was also checked by applying the measurement model with Structural Equation Modelling method. Therefore, the questionnaire is valid to collect the data from both Japanese consumers and Thai consumers.

The Structural Equation Modelling with multiple group analysis would be conducted for examining the differences of consumer perception on a Fast-Fashion brand. All major model fit indicators would be evaluated. Finally, the results of the study would be discussed.

The research methodology involves a large scale survey and data collection. Survey is an appropriate tool to collect data on phenomena that cannot be directly observed, such as the opinions and attitudes of a wide range of subjects or respondents (Jedidi, Mela, & Gupta, 1999). A survey method will be conducted to allow the assessment of a large number of individuals to obtain a sample and collect the necessary data.

Population and Sampling Procedures

This section provides the characteristics of respondents, sample size, and sampling procedure for consumers who experienced the products. The products were categorized based on the findings from face-to-face interviews to select the product categories for high level of product involvement.

Population, Characteristics

The population includes consumers who have experience purchasing UNIQLO product. The experience of consuming and purchasing must not be longer than 3 months ago. In particularly, the key informants of this study are the current consumers of UNIQLO who are Thai and Japanese consumers.

Sample Size

The data collection for Japanese consumers were conducted during February 2017 to March 2017 in Tokyo and Hokkaido. For Thai consumers, the data were collected during October 2017 to November 2017 in Bangkok. Except for the focus group of Thai consumers, the data was collected in February 2017.

Previous research has suggested that the number of the sample size for applying the structure equation modelling (SEM) is to implement the ration of free parameter and number of the sample size (Bentler & Chou, 1987). For this study, the ratio of 5 to 1 was applied as Bentler and Chou (1987) suggested. Therefore, there are 36 free parameters in the path model to be estimated, the appropriate sample size should be more than 210. In summary, more than 210 samples for each Thai and Japanese Uniqlo consumers were collected, it was more than 420 samples in total.

Focus Group Interview and Sampling Procedure

The interviewers who asked and recorded the respondents were trained. The interviewers conducted the survey and collected the data in March 2017. For Japanese consumers, the interview was conducted in Chiba Institute Technology, Chiba, Japan. There were 3 focus groups which consisted of five Japanese consumers and took around 20-30 minutes for each group. The conversations were led by using Japanese Language and then translated in Thai by Thai Phd student who study in Japan. The respondents were selected by using the following criteria;

- Have purchased Uniqlo product in the last 3 months
- Be able and willing to participate the focus group
- Age between 18 to 60 years old

The respondents were selected by using convenience sampling. Similar to Thai Uniqlo respondents, the study conducted the same selection criteria for the focus group which conducted in February 2017. There were 3 focus groups and each group consisted of 5 Thai Uniqlo consumers.

All of the Japanese respondents for questionnaire survey live in Japan and All of the Thai respondents for questionnaire survey live in Thailand. The respondents have experienced the purchasing of Uniqlo. The target respondents were the customers who enter the store and were intercepted for the questionnaire survey. Accordingly, Shopper-intercept of data collection was

chosen because the data would yield accurate responses and is easy to obtain (Bush & Hair, 1985). Moreover, data collection around/close to the purchase area makes it easy for respondents to refer to their actual purchases (Smith & Sherman, 1993).

Research Instrument and Questionnaire

A Thai questionnaire was first developed to test the hypothesized relationship which is indicated in Chapter 3. It was then translated into Japanese by the expert and translated back to Thai by a marketing practitioner and a marketing instructor. Accordingly, the back translation method was conducted to ensure the content validity of the Thai version of the questionnaire. However, only the Thai version questionnaires were distributed to the respondents in the field study. Two marketing researchers were invited to check the content validity of the questionnaire.

Questionnaire Layout

The questionnaire comprised of three major sections: 1) the screening questions and the personal data of the respondents, 2) Brand Info, and 3) Brand Perceptions the measurement of all major constructs as proposed in the conceptual framework.

Section I: Personal Profile.

Section II: Questions respond to Brand Info

This section is to collect data about the respondents' purchasing behavior. This is also included a screening question. The screening question was necessary in order to assess whether the potential respondents fit the target population characteristics.. The first question asks about the last time they experienced the purchase of the brand. If the respondents had purchased the brand more than three months ago, or never, the questionnaire would be terminated

Section III: Brand Perceptions

This section provides the measurement items for perceive value, brand personality, and brand equity and its dimensions. The respondents are required to fill out all of the questions in this section.

Item Measurements

The survey instrument contained multi-item measurements of the constructs. All constructs in the questionnaire are measured by multiple-items using a seven-point Likert scale. The following presents the details of the item measurement for each construct as proposed in the conceptual framework.

Brand Personality

The Brand Personality Dimensions of Jennifer Aaker is a framework to describe and measure the 'personality" of a brand in five core dimensions, each divided into a set of facets.

It is an easy to understand model to describe the profile of a brand using an analogy with a human being.

The five core dimensions and their facets are:

• Sincerity (down-to-earth, honest, wholesome, cheerful)

• Excitement (daring, spirited, imaginative, up-to-date)

• Competence (reliable, intelligent, successful)

• Sophistication (upper class, charming)

• Ruggedness (outdoorsy, tough)

Each facet is in turn measured by a set of traits. The trait measures are taken using a five-point scale (1= not at all descriptive, 7=extremely descriptive) rating the extent to which each trait describes the specific brand of interest.

Based on the Aaker's model and the results of the observed investigations, this study hypothesized that there is brand personality of a nation brand. On the one hand, consumers perceive

the characteristics of a nation and apply them toward the brand.

Perceived Quality

The measurement items for perceived quality are based on the study of Aaker (1996). Aaker (1996) proposed a multi-item scale to measure the perceived quality of a brand across products and markets. There are three items measuring perceived quality in this study which are drawn from Aaker (1996). The wordings of all three items were revised to fit the study. All items were measured on seven-point Likert-type scales (1=strongly disagree and 7=strongly agree).

Brand Associations

This study adopted the measurement items of brand image from Park et. al. (1986). Park et. at. (1986) developed the concept of brand image which covers functional benefits, symbolic benefits, and experiential benefits. Functional image-benefits refer to the intrinsic features possessed by the product when consumers attempt to make purchasing decisions. Symbolic image-benefits are related to consumers' self-concept and whether the product could satisfy self-esteem needs or emotional needs. Experiential needs refer to issues of stimulation, sensory pleasure, or novelties linked to products. Hsieh and Li (2007) developed three measurement items by using the brand concept-image of Park et. al. (1986). Those measurement items are "I feel that A company branding product possesses its practical function.", "I feel that A company branding product possesses a positive symbolic meaning.", and "I feel that A company branding product can relate to a pleasant experience." Hsieh and Li (2007) found that the Cronbach's alpha coefficient was 0.917. Hence, all three measurement items of brand image from Hsieh and Li (2007) are applied and used in this study. The wordings were revised to fit the study. The items measuring brand image were on seven-point Likert scales (1=strongly disagree, 7=strongly agree).

Brand Awareness

The measurement items for brand awareness are based on the study of Yoo et al. (2000). Yoo et al. (2000) designed a multi-item scale to measure the ability of recall and recognition of brand characteristics, symbol, and logo. For their study, the reliability coefficient of the measurement item in the original construct was 0.94 which was highly acceptable. Therefore, all of four items were applied and the wordings were revised to fit the study. A seven-point Likert scale was used to measure brand awareness (1=strongly disagree and 7=strongly agree).

Perceived Value

The measurement items for perceived quality are based on the study of Ziethaml (1998). Ziethaml (1998) conceptualized perceived value as the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given. The measurement method of perceived brand value is based on this concept. There are three items used in this study to measure the perceived brand value construct. These measurement items were adopted from Ziethaml's (1998) measurement method. The wordings of all three items were revised to fit the study. All items were measured on seven-point Likert-type scales (1=strongly disagree and 7=strongly agree).

Brand Equity

The measurement items for brand equity, for this study, are also based on the study of Aaker (1991) Brand Equity Measurement Model originally developed twelve candidate items for measuring brand equity. After the reliability and validity analysis, only four items were retained. The reliability coefficient was 0.93 for their study. Therefore, these four items are used in this study to measure the brand equity construct. No wordings were revised. All items were measured on seven-point Likert-type scales (1=strongly disagree and 7=strongly agree).

Table 3-1: Measurement Items for Each Construct and Their Pertaining Variable Name

Constructs / Dimensions	Measurement Item	Variable Name	Measurement Level
Perceived Quality	This brand provides very good quality products (D. A. Aaker, 1996a)	PQ1	Interval
	This brand offers consistent quality products (D. A. Aaker, 1996a)	PQ2	
	This brand is better quality than others (D. A. Aaker, 1996a)	PQ3	
Brand Personality	**Sincerity (Aaker, 1997 #56)**		
	Down-to-earth	A1	
	Family-oriented	A2	
	Small-town	A3	
	Honest	B1	
	Sincere	B2	
	Real	B3	
	Wholesome	C1	
	Original	C2	
	Cheerful	D1	
	Sentimental	D2	
	Friendly	D3	
	Excitement		
	Daring	E1	

	Trendy	E2	
	Exciting	E3	
	Spirited	F1	
	Cool	F2	
	Young	F3	
	Imaginative	G1	
	Unique	G2	
	Up-to-date	H1	
	Independent	H2	
	Contemporary	H3	
	Competence		
	Reliable	I1	
	Hard working	I2	
	Secure	I3	
	Intelligent	J1	
	Technical	J2	
	Corporate	J3	
	Successful	K1	
	Leader	K2	
	Confident	K3	
	Sophistication		

	Upper class	L1	
	Glamorous	L2	
	Good looking	L3	
	Charming	M1	
	Feminine	M2	
	Smooth	M3	
	Ruggedness		
	Outdoorsy	N1	
	Masculine	N2	
	Western	N3	
	Tough	O1	
	Rugged	O2	
Brand Associations	I feel that the product of this brand possesses its practical function (Hsieh and Li, 2007).	BAS1	Interval
	I feel that the product of this brand possesses a positive symbolic meaning (Hsieh and Li, 2007).	BAS2	
	I feel that the product of this brand can provide a pleasant experience (Hsieh and Li, 2007).	BAS3	
Brand Awareness	I know what the brand looks like (Yoo et al., 2000)	BAW1	Interval
	I can recognize the brand among other competing brands (Yoo et al., 2000)	BAW2	
	I am aware of the brand (Yoo et al., 2000)	BAW3	
Perceived Value	This brand is value of money (Adapted from Ziethaml, 1998)	PV1	Interval
	At the price shown, the brand is economical (Adapted from Ziethaml, 1998)	PV2	

	The brand is considered to be a good buy (Adapted from Ziethaml, 1998)	PV3	
Brand Loyalty	It makes sense to buy brand x instead of any other brand, even if they are the same (Yoo et al., 2000)	BL1	Interval
	Even if another brand has the same features as brand x, I would prefer to buy brand x (Yoo et al., 2000)	BL2	
	If there is another brand as good as brand x, I prefer to buy brand x (Yoo et al., 2000)	BL3	
	If another brand is not different from brand x in any way, it seems smarter to purchase brand x (Yoo et al., 2000)	BL4	

Source: Developed by the Author

Collection of Data/Gathering Procedure

This research used a personally administered survey technique. The questionnaires were filled in by two groups of respondents according to two levels of product involvement; high and low.

Pretest

Zikmund (2003) stated that the pretesting process allows researchers to determine if the respondents have any difficulty understanding the questionnaire and whether there are any ambiguous or biased questions. Malhotra (2000) stated that in order to conduct the pretest, the number of respondents should be at least 15-30. The questionnaire was distributed to a convenience sample of 53 respondents. All the respondents were university students, company employees, freelancers, business owners, doctors, dentists, lecturers, government officers, and unemployed people. The questionnaires were filled at a convenient location. Hence, the characteristics of the pretest respondents were not too divergent from the actual respondents.

The pretest offered the opportunity for the researcher to check the internal consistency and the reliability of the measurement scale, to clarify the wording of the questionnaire, and to check the timing required to complete the questionnaire (Lemon, Rust, & Zeithaml, 2001).

Pretest Results

The data were coded and analyzed by SPSS program to find the reliability by using the Cronbach's alpha coefficient method. The pretest results suggested that the measurement items of all variables are reliable and internally consistent. The Cronbach's alpha coefficient of the key constructs exceeds the threshold value of 0.7 (David, 1972) as shown in Table 3-2.

Table 3-2: Summary of Scale Reliability

Constructs	No. of Sample	No. of Item	Cronbach's Alpha
Perceived Quality	53	3	0.932
Brand Loyalty	53	4	0.811
Brand Associations	53	3	0.941
Brand Awareness	53	3	0.780
Perceived Value	53	3	0.850
Sincerity	53	14	0.791
Excitement	53	11	0.795
Competence	53	9	0.812
Sophistication	53	6	0.932
Ruggedness	53	5	0.882

Cronbach's alpha of all constructs varied from 0.78 to 0.94. The highest Cronbach's alpha is brand image and the lowest is brand awareness. All constructs in the conceptual framework exceed the recommended level of 0.70 (David, 1972). This implies that they are consistent and reliable. Hence, the questionnaire items were used as the measurement items for the constructs.

Data Analysis Plan

The statistical analysis is mainly conducted by using IBM SPSS version 20 and SPSS Amos version 19. The data analysis plan consists of two methods; descriptive and inferential statistics. The descriptive statistics present the nature of the respondents and the hypotheses of this study are verified by using inferential statistics. The details are shown in the following sections.

Descriptive Statistics Analysis

Descriptive statistics consist of the frequency, percentage, and mean in order to describe the personal data of respondents. The characteristics of the respondents are categorized and discussed in terms of the varieties of their personal factors (gender, income, education, and age). This allows making the raw data easier to understand and interpret.

Inferential Statistics Analysis

Inferential statistics is the method of data analysis that goes beyond descriptive analysis. It involves verifying specific statement or hypothesis statements about the population. Inferential statistics allow gathering inferences on the general characteristics of target populations through the data of respondents.

For inferential analysis, this research utilized the Structural Equation Modeling (SEM) technique which is a multivariate technique combining aspects of multiple regression (examining dependent and independent relationships, path analysis (examining the effects of mediating variables), and factor analysis (representing measuring concept factors – with multiple variables) to estimate a series of interrelated dependent relationships simultaneously (Bucklin & Gupta, 1992). SEM is typically used in a previously hypothesized model of how variables are causally interrelated and is used to test the construct validity of the measurement model.

SEM is particularly useful when researchers need to investigate the dynamic effects of multiple variables or when one dependent variable becomes an independent variable in a

subsequent dependence relationship. SEM encompasses the techniques such as path analysis and confirmatory analysis and is typically used to test a previously hypothesized model of how variables are causally interrelated. In addition, this study also applied multiple group analysis to determine the role of National groups of consumers in the conceptual model.

The abilities of SEM allows the study to investigate the effects of on brand personality, brand equity, and perceive value simultaneously and also are able to accommodate the multiple interrelated dependent relationships in a single model. SEM can also determine the moderating effects of high and low product involvement. Furthermore, the abilities of SEM can investigate the representing of unobserved concepts in the model. All hypotheses in the conceptual framework can be tested by SEM and the estimated coefficients for each path of relationship represent their significance and the supportiveness of the relationship.

Chapter 4: PRESENTATION OF DATA ANDCRITICAL DISCUSSION OF RESULTS

This chapter presents the analysis of the results which include descriptive analysis and inferential analysis. In the descriptive analysis, the respondents' characteristics are summarized and presented. Then, factor analysis technique is conducted to reduce number of items which interrelated. The assessment of confirmatory factor analysis and the measurement model are checked. Next, the structural relationships among constructs as proposed in the conceptual framework are determined. Finally, the hypothesis testing is conducted. This data analysis process can be seen in the Figure 4-1

Figure 4-1: The Organization of the Data Analysis and Hypothesis Testing

5.1 Descriptive Analysis

- Demographic of the respondents

↓

5.2 Exploratory Factor Analysis

↓

5.3 The Measurement Model and Confirmatory Factor Analysis

↓

5.4 Hypothesis Testing

- Assessment of SEM and Hypothesis Testing

- Multi-Group Analysis
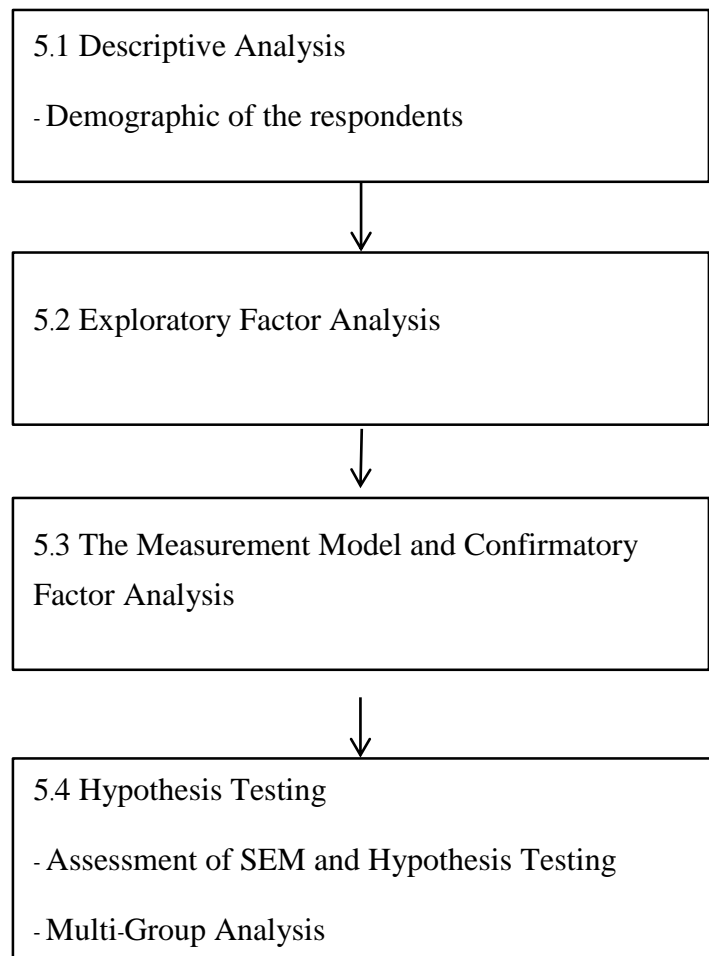
Source: Developed of this study

Table 4-1: Characteristics of the Respondents

Demographic Characteristics	Frequency	Percentage
Gender		
Male	335	42
Female	465	58
Age		
Less than 21 years old	80	10
21 - 30 years old	240	30
31 - 40 years old	360	45
Older than 40 years old	120	15
Income per Month		
Less than 15,000 baht	40	5
15,000 – 29,999 baht	184	23
30,000 – 69,999 baht	352	44
70,000 – 99,999 baht	136	17
More than 100,000 baht	88	11
Marital Status		
Single	504	63
Married	208	26
Divorced / Widowed	72	9
Separated	16	2
Education		
High School or Lower	56	7
Vocational Degree	104	13
Bachelor Degree	536	67
Higher than Bachelor Degree	104	13
Occupation		
Company Employee	444	56

	132	17
Government Officer	132	17
Self Employed / Business Owner	124	16
Student / Housewife	36	5
Other	64	8

Japanese Consumers of Uniqlo

Demographic Characteristics	Frequency	Percentage
Gender		
Male	189	75.6
Female	211	84.4
Age		
Less than 21 years old	34	9
21 - 30 years old	126	32
31 - 40 years old	178	45
Older than 40 years old	62	16
Income per Month		
Less than 15,000 baht	15	4
15,000 – 29,999 baht	97	24
30,000 – 69,999 baht	170	43
70,000 – 99,999 baht	71	18
More than 100,000 baht	47	12
Marital Status		
Single	268	67
Married	65	16
Divorced / Widowed	58	15
Separated	9	2
Education		

Demographic Characteristics	Frequency	Percentage
High School or Lower	31	8
Vocational Degree	55	14
Bachelor Degree	262	66
Higher than Bachelor Degree	52	13
Occupation		
Company Employee	229	57
Government Officer	60	15
Self Employed / Business Owner	43	11
Student / Housewife	25	6
Other	43	11

Thai Consumers of Uniqlo

Demographic Characteristics	Frequency	Percentage
Gender		
Male	146	58.4
Female	254	101.6
Age		
Less than 21 years old	46	12
21 - 30 years old	114	29
31 - 40 years old	182	46
Older than 40 years old	58	15
Income per Month		
Less than 15,000 baht	25	6
15,000 – 29,999 baht	87	22
30,000 – 69,999 baht	182	46
70,000 – 99,999 baht	65	16
More than 100,000 baht	41	10

Marital Status		
Single	236	59
Married	143	36
Divorced / Widowed	14	4
Separated	7	2
Education		
High School or Lower	25	6
Vocational Degree	49	12
Bachelor Degree	274	69
Higher than Bachelor Degree	52	13
Occupation		
Company Employee	215	54
Government Officer	72	18
Self Employed / Business Owner	81	20
Student / Housewife	11	3
Other	21	5

Table 4-2: Characteristics of the Respondents (Continued)

Demographic Characteristics	Frequency	Percentage
Last Purchased		
Less than three months ago	800	100.0
More than three months ago	0	0.0

Source: Developed by the Author

Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) is a variable reduction technique which assists the
researchers to determine and identify the number of latent constructs underlying a set of items.

EFA also allows the researchers to test their developing scales are theoretically served to identify a latent construct, as they conceptualized. Factor analysis and principle component analysis (PCA) are a procedure in term of EFA. All sixty measurement items for twenty constructs (unobserved variables) in this study were extracted from the principle component analysis. All standardized factor loadings are shown.

The KMO yielded a value of 0.878 and Bartlett's test of sphericity presented the Chi-square of 8256.16 with associated level of significance smaller than 0.001. This indicated that the data is adequate for use with EFA. Eleven Factors were extracted from the principle components analysis with Promax rotation method (oblique rotation method). 66.26% of the total variance is attributable to these eleven factors. Thus, the model is adequate to represent the data.

Brand Loyalty construct (BL1 to BL4) appeared to present a cross loading item, BL1. Thus, BL1 was also eliminated from the measurement model. There were two measurement items which appeared to be more conceptually relevant to other factor which was not as the study hypothesized. For other constructs; Perceived Quality (PQ1 to PQ3), Brand Image (BIM1 to BIM4), Brand Awareness (BAW1 to BAW3), Perceived Value (PV1 to PV3), and Brand Personality Dimensions (A1 to O2), there were no cross loading items and they were not significantly more relevant to other factors. Thus, they were clearly consistent with the construct validity.

Table 4-3: Standardized Factor Loadings for All Constructs

Items	Perceived Quality	Brand Loyalty	Brand Awareness	Brand Associates	Perceived Value	Sincerity	Excitement	Competence	Sophistication	Excitement
PQ1	.789									
PQ2	.777									
PQ3	.528									
BL1		.745	-.370							
BL2		.845								
BL3		.672								
BL4		.551								
BIM1			.916							
BIM2			.893							
BIM3			.373							
BAW1				.724						
BAW2				.820						
BAW3				.530						
PV1					.862					
PV2					.883					
PV3					.661					
A1						.796				
A2						.951				
A3						1.033				
B1						.665				

B2						.888			
B3						.698			
C1						.755			
C2						.798			
D1						.815			
D2						.884			
D3						.678			
E1							.798		
E2							.756		
E3							.633		
F1							.566		
F2							.489		
F3							.895		
G1							.966		
G2							.786		
H1							.632		
H2							.458		
H3							.498		
I1								.987	
I2								.845	
I3								.789	
J1								.545	
J2								.898	
J3								.689	
K1								.456	
K2								.785	

K3								.699		
L1									.356	
L2									.895	
L3									.765	
M1									.698	
M2									.598	
M3									.898	
N1										.965
N2										.458
N3										.569
O1										.678
O2										.985

The Measurement Model and Confirmatory Factor Analysis

The measurement model is commonly applied in the social research to test the consistency of the nature between measured variables and unmeasured variables (latent variables) which developed from previous research. Confirmatory factor analysis (CFA) allows determining

Figure 4-2: Measurement Model of the Conceptual Model
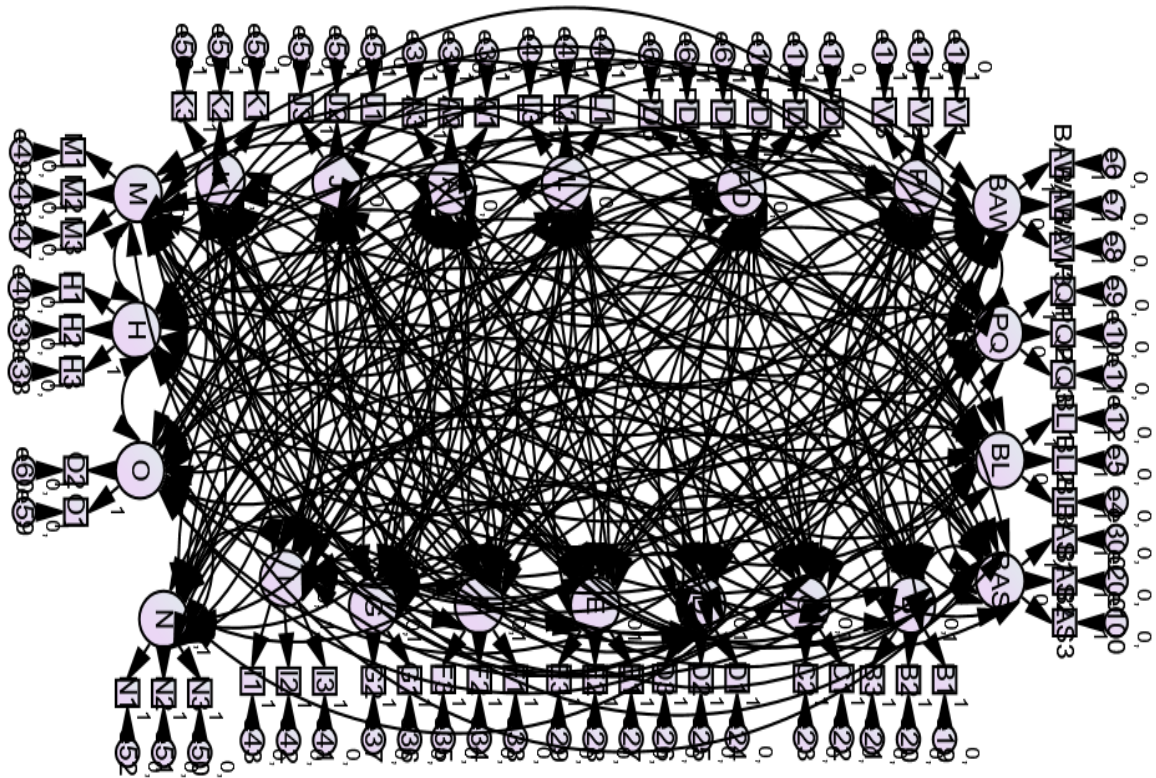
The reliabilities of the items were checked with the Cronbach's alpha method for all constructs and were all more than 0.7. The results of the EFA identified that cross loading items, which were later eliminated and that other measurement items were consistent with the construct validity. The results of the CFA show that the sample data were a favorable fit to the measurement model. Hence, the structural model was reasonably accepted. The relationship coefficients for the path model are shown in Table I.

For this study, the SEM fit indexes show that the chi-square to degree of freedom ratio (χ^2/df) is 1.766, which is a reasonable fit (Kline, 2005). CFI exceeded the acceptable fit point at 0.90 (CFI=0.911), RMSEA was 0.043 which is considered to be a reasonable fit as was SRMR, which

was below 0.10 (SRMR = 0.052) (Ho, 2006; Kline, 2005)). Thus, the model fit indexes for the path model indicated an acceptable approximation of the proposed relationship among the constructs, and the results should be meaningful.

Table 4-3: Summary of Fit index for Measurement Model

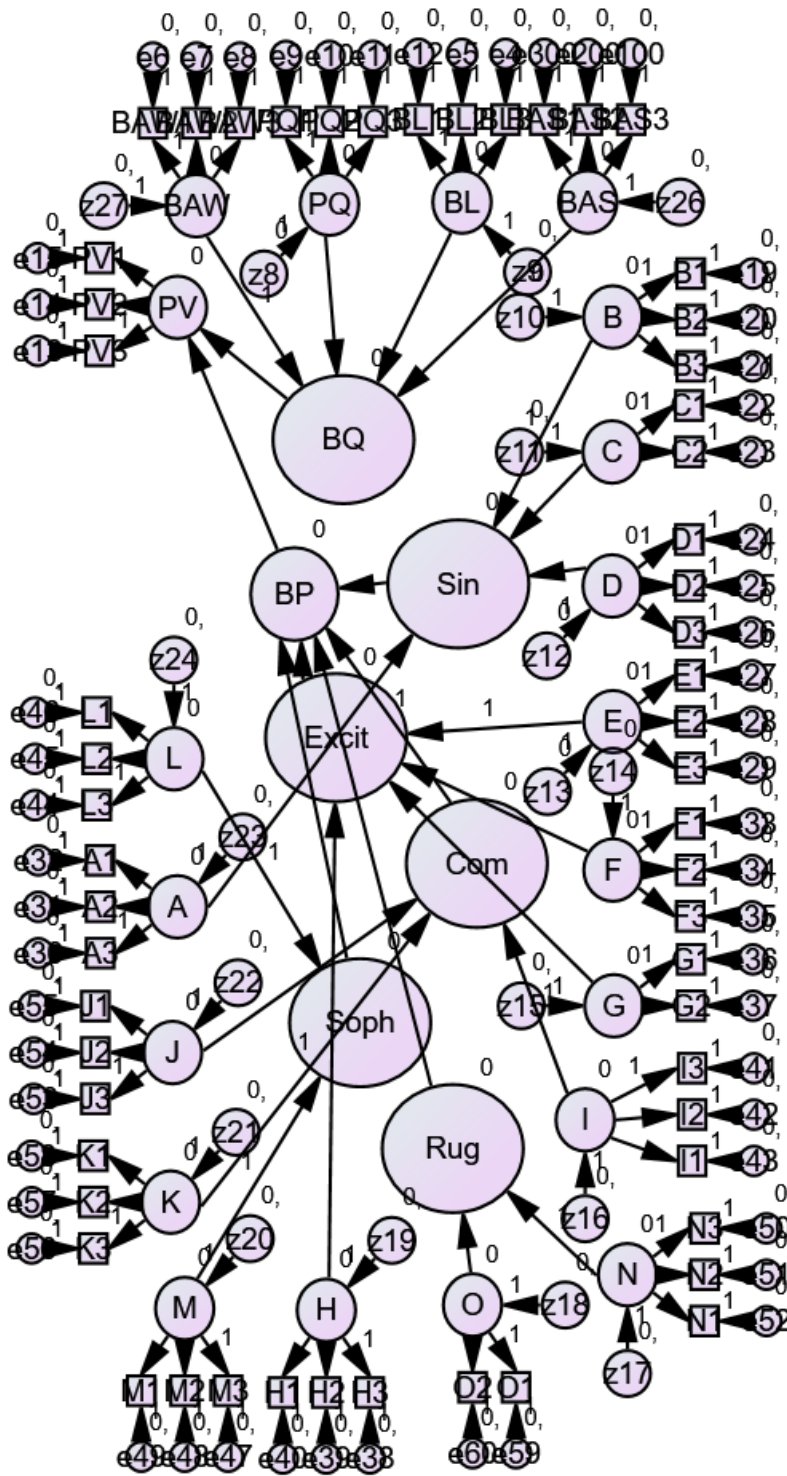| χ^2/df, $p < 0.001$	GFI	NFI	RFI	IFI	TLI	CFI	RMSEA, $p < 0.001$	SRMR
1.766	0.954	0.815	0.888	0.856	0.870	0.911	0.043	0.052

Figure 4-3: Path Model

Table 4-4: Summary of Model Fit Index for the Path Model

χ^2/df, $p < 0.001$	GFI	NFI	RFI	IFI	TLI	CFI	RMSEA, $p < 0.001$	SRMR
2.235	0.933	0.891	0.838	0.829	0.850	0.997	0.038	0.0677

To reduce the sensitivity of χ^2 to the sample size, χ^2/df (so called "normal chi-square") was used to be the major criterion to test the fit of the measurement model. Bollen (1989) suggested that value of χ^2/df less than 5.0 is recommended as indicating a reasonable fit. For Root Mean Square Error of Approximation (RMSEA), it has been suggested that a value between 0.05 and 0.08 suggests a reasonable error of approximation, and if it exceeds 0.10, it suggests a poor fit (Bollen, 1989; Kline, 2005). Thus, the value of RMSEA at 0.038 is considered as a favorable fit. Standardized Root Mean Square Residual (SRMR) presented a value at 0.0677 which is less than 0.1. It is considered to be generally favorable (Kline, 2005). GFI index is more than 0.90 which is above the recommended level is indicated the good fit of the measurement model (GFI = 0.933) as well as CFI (CFI=0.997). Other incremental fix indexes suggest a marginally acceptable fit for the measurement model as it is very close to the recommended level at 0.90.

In summary, Kline (2005) suggested a minimal set of fit indexes that should be presented and interpreted when reporting the results of SEM analyses. This includes the model chi-square, RMSEA with its 90% confidence interval, CFI, and SRMR. Thus, the measurement model was found to have a favorable fit to the data.

Assessment of Structural Equation Modeling and Hypothesis Testing

To assess the path analysis of the conceptual model, SEM was applied to determine the relationships and to test the hypotheses. The hypothesized conceptual framework was transformed into a structural equation model as shown in Figure 5-3. Some of the measurement items were eliminated as mentioned in the previous section.

Thus, the model fix indexes for the path model indicated an acceptable approximation of the proposed relationship among the constructs and the results should be interpreted meaningfully.

Hypothesis Testing

The hypothesized model or the base model is as shown in Figure 5-3. The statements of hypotheses are as follows:

H1: Brand personality positively influence perceived value

      H1a: Brand personality positively influence perceived value for Thai consumers

      H1b: Brand personality positively influence perceived value for Japanese consumers

H2: Brand equity positively influence perceived value

      H2a: Brand equity positively influence perceived value for Thai consumers

      H2b: Brand equity positively influence perceived value for Japanese consumers

H3: Thai consumers and Japanese consumer perceived value though brand personality and brand equity differently.

Table 4-5: Structural Relation of the Model and Results

Hypotheses and Path Analysis			Standardized Regression Weights	Critical Ratio (Z-value)	p-value
Thai Consumers					
H1a	Brand personality ➔	Perceived Value	.051 (.035)	1.454	.146
H2a	Brand Equity ➔	Perceived Value	.174 (.049)	3.555	***
Japanese Consumers					
H1b	Brand personality ➔	Perceived Value	.230 (.086)	2.675	*
H2b	Brand Equity ➔	Perceived Value	.477 (.110)	4.323	***

Note: * shows p-value < 0.05

      ** shows p-value < 0.01

      *** shows p-value < 0.001

      NS – Not significant at a 0.05 significance level

      The standardized coefficients are shown in the blanket.

All structural relationships are as hypothesized in Chapter 3 and can be seen in Table 3-1. The base model was developed to present the relationships of the conceptual framework (as shown in Figure 3-4). The Paths, which are presented in Figure 5-3, represent the individual hypotheses. The hypotheses were tested by using SEM to analyze the structural relationship between constructs. The results of hypothesis testing are reported in terms of z-value (Critical Ratio) at the level of significance of 0.05 or lower as shown in Table 5-5.

The results suggested that there is a significant positive relationship between brand equity and perceived value (p < 0.001) for both Thai and Japanese consumers. Brand personality is

positively related to perceived value for Japanese consumers while perceived value is not influenced by brand personality for Thai consumers.

Therefore, the results indicate that two hypotheses are significantly supported for Japanese consumer (H1b and H2b). For Thai consumers, H2a is significantly supported while H1a is not supported.

The results of the path analysis for the hypothesis testing are shown in Table 5-5. The results indicated that all hypotheses were supported.

The results of H1b ($p < 0.05$) indicated that, for Japanese consumers, the more respondents experience a clear picture of brand personality from the brand, the more respondents perceived value from a brand. This means that Japanese consumers perceived brand personality as their own consumer value. This might be taken as a psychological benefits

Figure 4-4: Multiple Groups Model and Its Constraints
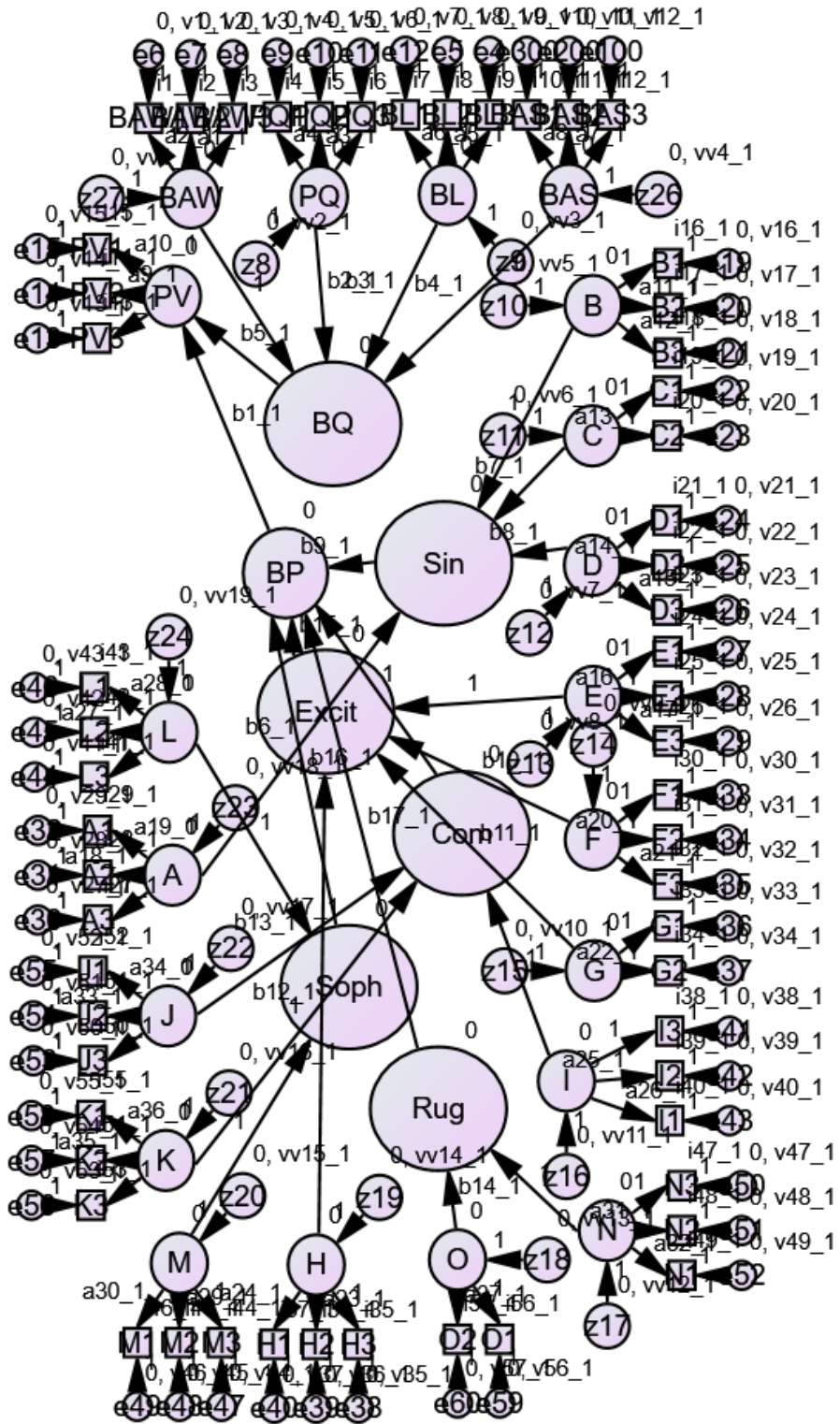
Table 4-6: **Model Comparison for Multiple Group Analysis**

Model	DF	CMIN	P
Structural weights	111	1096.857	.000

For nested comparison model, the results indicated that there is a difference between two groups. Therefore, H3 is supported. Thai consumers and Japanese consumer perceived the brand and contribute to customer value differently.

Chapter 5: Research Discussions and Recommendations

Two construct relationships were found to be positive. H1 is supported as the results show a significant positive relationship between brand equity and perceived value $(p < 0.01)$. This indicates that brand personality positively relates to customer value. This means that when the level of brand equity is enhanced, customers would have perceived more value and benefits from the brand.

The results show that brand equity and brand personality influence the perceived customer value. The findings support the idea that brand equity (brand associations, brand loyalty, perceived quality and brand awareness) induce the customers to see the benefits of products or services. This suggests that Brand awareness and Brand associations can develop emotional benefits to the customers. For example, if the customers knows more about the brand or be aware more about the brand, they would perceive more value and benefits of the brand. In addition, the findings also suggest that the positive brand image increase the customer value. This indicates that a loss of brand image lead to the loss of benefits in the minds of consumers.

Similar to brand personality, Brand Personality create the emotional benefits to the mind of customers. The findings suggest that customers who feel the brand personality fit their personality, style, or characteristics, would have a positive value with the brand.

The market practitioners might adapt the results to manage their brand in Fast-Fashion industry differently according to the way of its consumers' perception. The result would also indicate the position of brand in those market. The differences brand equity and brand personality perceptions on the different nations might be a significant factor which contributes to marketing strategy development and implementation.

Another contribution of the study is that even the same brand can distribute a difference perception to different groups of consumers. In this case, Thai consumers and Japanese consumers perceived and valued the brand differently. Uniqlo in the mind of Thai consumers might have a different image and personality from Japanese consumers. This might influence the marketers to create marketing communication activities or marketing campaigns differently in order to attract

different groups of consumers. The study also pointed out that each group of consumers have a unique mindset of on the same brand. The marketers should not implement a standardized of marketing campaign to consumers across the segments or locations.

Therefore, the results enhance and expand the knowledge of branding across cultures and nations. The market practitioners need to adapt the results to manage their brand in fast fashion industry differently according to the way of its consumers' perception. The results would explain how the focal brand positions itself in difference marketing contexts. The results would also point out how consumers in different cultures and nations perceive the brand and transform it to the customer value, especially in fast fashion market which brand reputation is major key to business performance. Therefore, this study obviously would assist the marketing practitioners to manage the fast fashion brand across culture and nations. The differences brand equity and brand personality perceptions on the different nations might be a significant factor which contributes to marketing strategy development and implementation.

For the limitations of the research, this study focuses on particular products and particular brands. Moreover, the samples of the study were collected only in Bangkok, Thailand. Hence, the major limitation of this study is the generalizability of the findings. In addition, this research is under a positivistic paradigm. Therefore, marketing practitioners should apply the findings of this study with care.

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APPENDIX

Questionnaire

Japanese Version

アンケート調査

自分の考えに一番近い回答を選んでお答えください。あなたの回答は内密とされ、学習に役立てるために使われます。

_____
____

第一: Personal Profile

性別:

☐男　　　　　☐女

ステータス:

☐独身　　　☐結婚　　　☐寡婦　　　☐別居

学歴:

☐高校卒業もしくは未満　　　☐職業学校　　☐学士

☐修士　　　☐博士

職業:

☐会社員　　　　☐官公吏　　　　　自☐業

☐学生/主婦　　　他.☐…………………

収入：

☐ 月給 ¥70,000未満　　　☐ 月給¥70,001 – 149,999　　　☐ 月給¥159,000 – 299,999

☐ 月給¥300,000 – 499,999　　　☐ 月給¥500,000 – 699,999　　　☐月給 ¥700,000 以上

歳:

☐16歳未満　　　☐ 16- 30歳　☐31- 60歳　☐60歳以上

第二： Brand Info

1. 日本の製品で洋服、靴、アクセサリーと考えたときにあなたは何のブランド名を一番に思いつきますか。順にお書きください

   …………………………………………1

   …………………………………………2

   …………………………………………3

   …………………………………………4

2. 私は以下のブランド名の洋服や靴、アクセサリーをよく知っている。(一個以上選択可能(

☐ Comme des Garçons　　　☐ Onitsuka Tiger　☐ Issey Miyake

☐ Uniqlo　　　☐ GU　　　☐ KENZO

UNDERCOVER	Kamakura	A Bathing Ape

Beams	Muji	Other………………………….

3. 私は以下のブランド名の洋服、靴、アクセサリーを買った事がある。)..........一個以上選択可能(

Comme des Garçons	Onitsuka Tiger	Issey Miyake

Uniqlo	GU	KENZO

UNDERCOVER	Kamakura	A Bathing Ape

Beams	Muji	Other………………………….

4. 私は以下のブランド商品を週に………買っている

週に 2-1回	月に 1回	3 カ月に一回

6 カ月に一回	一年に一回

5. 私は洋服、靴、アクセサリーを買うとき………..

よく買う製品を買う	ブランドならどのブランドでもいい

ブランドでも、ブランドでなくてもいい	ブランドでない物をまず買う

第三 Brand Perception

回答者へUniqloのロゴを元に次の質問にお答えください。

Code		大反対	反対	大分 反対	どちらでもな	多少賛成	賛成	大賛成
	価格への知覚 (Perceived Price)							
PD1	Uniqloの提案がいいと思う	1	2	3	4	5	6	7
PD2	Uniqloの価格が好き	1	2	3	4	5	6	7

PD3	個人の考えではUniqloの値段は安いと思う	1	2	3	4	5	6	7
PD4	Uniqloがよくセールするのをよく見る	1	2	3	4	5	6	7
PD5	Uniqloの値段は合理的だと思う	1	2	3	4	5	6	7
PD6	Uniqloは競合他者よりプロモーションをよくやっていると思う	1	2	3	4	5	6	7
	商品の価値を実感する (Perceived Value)							
PV1	Uniqloの商品は買う価値がある	1	2	3	4	5	6	7
PV2	Uniqloの商品は節約に適していると思う	1	2	3	4	5	6	7
PV3	Uniqloの商品を買ってよかった思う	1	2	3	4	5	6	7
	商品のブランド意識(Brand Awareness)							
BAW1	Uniqloをよく知っている	1	2	3	4	5	6	7
BAW2	Uniqloと競合他者の違いが分かる	1	2	3	4	5	6	7
BAW3	Uniqloのロゴをよく知っている	1	2	3	4	5	6	7
	商品の品質(Perceived Quality)							
PQ1	Uniqloは全体的に品質がいいと思う	1	2	3	4	5	6	7
PQ2	Uniqloの品質を信頼している	1	2	3	4	5	6	7
PQ3	Uniqloは他のブランドより品質がいいと思う	1	2	3	4	5	6	7
	ブランドへの忠誠心 (Brand Loyalty)							
BL1	Uniqloの製品をまめによく買っている	1	2	3	4	5	6	7
BL2	一番にUniqloを買っている	1	2	3	4	5	6	7
BL3	Uniqloを買うように他の人にも紹介している							
	ブランドの認識(Brand Associations)							
BAS1	Uniqloはいい好感度がある	1	2	3	4	5	6	7
BAS2	Uniqloは自分のスタイルにあっている	1	2	3	4	5	6	7
BAS3	洋服を思い浮かべるときUniqloを思い出す	1	2	3	4	5	6	7
Code		大反対	反対	大分反対	どちらでも	多少賛成	賛成	大賛成
	誠意のあるグループ(Sincerity)							
A1	シンプル	1	2	3	4	5	6	7
A2	心掛け	1	2	3	4	5	6	7
A3	絆	1	2	3	4	5	6	7

Code		1	2	3	4	5	6	7
B1	正直	1	2	3	4	5	6	7
B2	真剣	1	2	3	4	5	6	7
B3	実在する	1	2	3	4	5	6	7
C1	純粋	1	2	3	4	5	6	7
C2	昔の面影	1	2	3	4	5	6	7
D1	陽気	1	2	3	4	5	6	7
D2	同情する	1	2	3	4	5	6	7
D3	仲良くする	1	2	3	4	5	6	7
	活気のあるグループ							
E1	勇敢	1	2	3	4	5	6	7
E2	トレンドを真似する	1	2	3	4	5	6	7
E3	興奮する	1	2	3	4	5	6	7
F1	生き生きとしている	1	2	3	4	5	6	7
F2	かっこいい	1	2	3	4	5	6	7
F3	若々しい	1	2	3	4	5	6	7
G1	想像する	1	2	3	4	5	6	7
G2	ユニーク	1	2	3	4	5	6	7
H1	最新	1	2	3	4	5	6	7
H2	自由	1	2	3	4	5	6	7
H3	モダン	1	2	3	4	5	6	7
	才能のあるグループCompetence							
I1	信じられる	1	2	3	4	5	6	7
I2	一生懸命	1	2	3	4	5	6	7
I3	安全	1	2	3	4	5	6	7
J1	天才	1	2	3	4	5	6	7
J2	上手	1	2	3	4	5	6	7
J3	協力的	1	2	3	4	5	6	7
Code		大反対	反対	大分反対	どちらでもか	多少賛成	賛成	大賛成
K1	奏効	1	2	3	4	5	6	7

K2	リーダーシップ	1	2	3	4	5	6	7
K3	自信がある	1	2	3	4	5	6	7
	複雑なグループ							
L1	身上持ち	1	2	3	4	5	6	7
L2	エレガント	1	2	3	4	5	6	7
L3	見映えがいい	1	2	3	4	5	6	7
M1	チャーミング	1	2	3	4	5	6	7
M2	デリケート	1	2	3	4	5	6	7
M3	質素	1	2	3	4	5	6	7
	勇躍なグループ							
N1	アドベンチャー	1	2	3	4	5	6	7
N2	根強い	1	2	3	4	5	6	7
N3	洋式	1	2	3	4	5	6	7
O1	強力	1	2	3	4	5	6	7
O2	御転婆	1	2	3	4	5	6	7

Thai Version

กรุณาตอบคำถามที่ใกล้เคียงกับความคิดเห็นของท่านมากที่สุด คำตอบของท่านจะถูกเก็บเป็นความลับและถูกใช้เพื่อการศึกษาเท่านั้น แบบสอบถามถูกแยกเป็น 3 ส่วนดังนี้

ส่วนที่ 1: Personal Profile

Gender:

☐ Male   ☐ Female

Marital Status:

☐ Single   ☐ Married   ☐ Divorce/Widowed   ☐ Separated

Education Level Competed:

☐ High School or Lower   ☐ Vocational Degree   ☐ Bachelor Degree

☐ Master Degree   ☐ Doctoral Degree

Occupation:

☐ Company Employee   ☐ Government Officer   ☐ Self Employed/Business Owner

☐ Student / Housewife   ☐ Other (please specific).......................

Income:

☐   ☐

☐ Less than 15,000 Yens/Month ☐ 15,001 – 30,000 Yens/Month

☐ 30,001 – 60,000 Yens/Month ☐ 60,001 – 100,000 Yens/Month

☐ 100,001 – 150,000 Yens/Month ☐ More than 150,001 Yens/Month

Age:

☐ Less than16 ☐ 16-30 years old ☐ 31- 45years old ☐ 46 – 60 years old

☐ Older than 60 years old

ส่วนที่ 2 Brand Info

1. ถ้านึกถึงยี่ห้อเสื้อผ้า รองเท้า และเครื่องแต่งกาย จากญี่ปุ่น ท่านนึกถึงยี่ห้ออะไร เป็นอันดับแรก เรียง)
(ตามลำดับ

....1

....2

....3

....4

2. ฉันรู้จักเสื้อผ้า รองเท้า และเครื่องแต่งกาย เหล่านี้เป็นอย่างดี (ตอบได้มากกว่า (ข้อ 1

☐ Comme des Garçons ☐ Onitsuka Tiger ☐ Issey Miyake

☐ Uniqlo ☐ GU ☐ KENZO

☐ UNDERCOVER ☐ Kamakura ☐ A Bathing Ape

☐ Beams ☐ Muji ☐ Other……………………….

3. ฉันเคยซื้อเสื้อผ้า รองเท้า และเครื่องแต่งกายยี่ห้อ(ข้อ 1 ตอบได้มากกว่า)...........

☐ Comme des Garçons ☐ Onitsuka Tiger ☐ Issey Miyake

☐ Uniqlo ☐ GU ☐ KENZO

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☐ UNDERCOVER　　☐ Kamakura　　☐ A Bathing Ape

☐ Beams　　☐ Muji　　☐ Other…………………………….

4. ฉันซื้อเสื้อผ้า รองเท้า และเครื่องแต่งกายยี่ห้อเหล่านี้ทุกๆ...........................

☐ 1-2 ครั้ง ต่อสัปดาห์　　☐ 1 ครั้ง ต่อเดือน　☐ ทุกๆ 3 เดือน

☐ ทุกๆ 6 เดือน　　☐ ปีละครั้ง

5. เมื่อฉันซื้อเสื้อผ้า รองเท้า และเครื่องแต่งกาย ฉันมักจะ...........................

☐ เลือกยี่ห้อที่ฉันซื้อเป็นประจำก่อน　　☐ ซื้อยี่ห้อไหนก็ได้ แต่ต้องมียี่ห้อ

☐ ซื้อที่มีหรือไม่มียี่ห้อก็ได้　　☐ ซื้อที่ไม่มียี่ห้อก่อน

ส่วนที่ 3 Brand Perception

ให้ผู้ตอบแบบสอบถามนึกถึงตราสินค้า**Uniqlo**แล้วตอบคำถามเหล่านี้

Code		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ค่อนข้างไม่เห็นด้วย	ไม่แน่ใจ/เป็นกลาง	ค่อนข้างเห็นด้วย	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	การรับรู้ด้านราคา (Perceived Price)							
PD1	ฉันคิดว่าข้อเสนอของ Uniqlo ดี	1	2	3	4	5	6	7
PD2	ฉันชอบราคาของ Uniqlo	1	2	3	4	5	6	7
PD3	ในความคิดเห็นของฉัน ราคาของ Uniqlo ไม่แพง	1	2	3	4	5	6	7
PD4	ฉันเห็น Uniqlo ลดราคาบ่อยๆ	1	2	3	4	5	6	7
PD5	ราคาของ Uniqlo นั้นสมเหตุสมผล	1	2	3	4	5	6	7
PD6	ฉันคิดว่า Uniqlo มีการจัดโปรโมชั่นบ่อยกว่าคู่แข่ง	1	2	3	4	5	6	7
	การรับรู้ด้านคุณค่าสินค้า (Perceived Value)							
PV1	สินค้า Uniqlo เป็นสินค้าที่คุ้มค่าเงินที่จ่ายไป	1	2	3	4	5	6	7
PV2	สินค้า Uniqloเป็นสินค้าที่ช่วยให้ประหยัด	1	2	3	4	5	6	7

PV3	ฉันคิดว่าดีแล้วที่ซื้อสินค้า Uniqlo	1	2	3	4	5	6	7
	การตระหนักรู้ในตราสินค้า (Brand Awareness)							
BAW1	ฉันรู้จักUniqlo ดี	1	2	3	4	5	6	7
BAW2	ฉันรู้ว่า Uniqloแตกต่างจากคู่แข่งอย่างไร	1	2	3	4	5	6	7
BAW3	ฉันจดจำตราสินค้าของ Uniqloได้เป็นอย่างดี	1	2	3	4	5	6	7
	การรับรู้ถึงคุณภาพสินค้า (Perceived Quality)							
PQ1	โดยรวมๆแล้ว Uniqloมีคุณภาพดี	1	2	3	4	5	6	7
PQ2	ฉันวางใจในคุณภาพของ Uniqlo	1	2	3	4	5	6	7
PQ3	Uniqloมีคุณภาพกว่ายี่ห้ออื่น	1	2	3	4	5	6	7
	ความจงรักภักดี (Brand Loyalty)							
BL1	ฉันซื้อสินค้าUniqloเป็นประจำ	1	2	3	4	5	6	7
BL2	ฉันซื้อสินค้า Uniqloเป็นอันดับแรก	1	2	3	4	5	6	7
BL3	ฉันแนะนำให้คนอื่นซื้อสินค้าจาก Uniqlo							
	การรับรู้ถึงแบรนด์ (Brand Associations)							
BAS1	Uniqloนั้น มีภาพลักษณ์ที่ดี	1	2	3	4	5	6	7
BAS2	Uniqloเข้ากับสไตล์ของฉัน	1	2	3	4	5	6	7
BAS3	เมื่อนึกถึงเสื้อผ้า ฉันนึกถึง Uniqlo	1	2	3	4	5	6	7
	กลุ่มบุคลิกแบบมีความจริงใจ (Sincerity)							
A1	ติดดิน เข้าถึงง่าย	1	2	3	4	5	6	7
A2	เป็นห่วงเป็นใย	1	2	3	4	5	6	7
A3	ผูกพัน	1	2	3	4	5	6	7
B1	ซื่อสัตย์	1	2	3	4	5	6	7
B2	จริงใจ	1	2	3	4	5	6	7
B3	มีอยู่จริง	1	2	3	4	5	6	7
C1	บริสุทธิ์	1	2	3	4	5	6	7
C2	สะท้อนความดั้งเดิม	1	2	3	4	5	6	7
D1	ร่าเริง	1	2	3	4	5	6	7
D2	เห็นอกเห็นใจ	1	2	3	4	5	6	7
D3	เป็นมิตร	1	2	3	4	5	6	7
	กลุ่มบุคลิกแบบตื่นเต้น							

E1	กล้าหาญ	1	2	3	4	5	6	7
E2	ตามกระแส	1	2	3	4	5	6	7
E3	ตื่นเต้น	1	2	3	4	5	6	7
F1	มีชีวิตชีวา	1	2	3	4	5	6	7
F2	เท่ห์	1	2	3	4	5	6	7
F3	อ่อนวัย	1	2	3	4	5	6	7
G1	มีจินตาการ	1	2	3	4	5	6	7
G2	ไม่เหมือนใคร	1	2	3	4	5	6	7
H1	ทันสมัย	1	2	3	4	5	6	7
H2	มีความเป็นอิสระ	1	2	3	4	5	6	7
H3	ร่วมสมัย	1	2	3	4	5	6	7
	กลุ่มบุคลิกแบบผู้มีความสามารถ Competence							
I1	เชื่อถือได้	1	2	3	4	5	6	7
I2	ขยัน	1	2	3	4	5	6	7
I3	ปลอดภัย	1	2	3	4	5	6	7
J1	อัจริยะ	1	2	3	4	5	6	7
J2	เก่ง	1	2	3	4	5	6	7
J3	ให้ความร่วมมือ	1	2	3	4	5	6	7
K1	ประสบความสำเร็จ	1	2	3	4	5	6	7
K2	เป็นผู้นำ	1	2	3	4	5	6	7
K3	มีความมั่นใจ	1	2	3	4	5	6	7
	กลุ่มบุคลิกแบบซับซ้อน							
L1	ดูมีฐานะ	1	2	3	4	5	6	7
L2	สง่างาม	1	2	3	4	5	6	7
L3	ดูดี	1	2	3	4	5	6	7
M1	มีเสน่ห์	1	2	3	4	5	6	7
M2	อ่อนไหว	1	2	3	4	5	6	7
M3	เรียบง่าย	1	2	3	4	5	6	7
	กลุ่มบุคลิกแบบห้าวหาญ							
N1	ลุยๆ	1	2	3	4	5	6	7

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N2	เข้มแข็ง	1	2	3	4	5	6	7
N3	สไตล์ตะวันตก	1	2	3	4	5	6	7
O1	แข็งแกร่ง	1	2	3	4	5	6	7
O2	โผงผาง, ห้าวๆ	1	2	3	4	5	6	7