

The Development of A Brand Personality Adaption Model

: Based on 19 Case Studies and A Consumer Survey on People of Four Nationalities

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Abstract

What should Japanese firms do to build long-term relationships with across borders customers with different preferences? This study aims to examine this issue from a self-congruity perspective. The self-congruity theory revealed that customers have the tendency to consume products with a favorable impression with a brand personality that is similar to the self-concept of customers have. Previous studies have demonstrated this theory, but what seem to be lacking is the wide discussions on corporate strategies developments and implementations. Without propositions for practical uses it is hard for contributing to practical operations.

Therefore, the previous studies were undertaken in order to seek a way of how adapt to customer having different preference with the self-congruity theory. Our study puts its focus on building a process model and conducts consumer questionnaire as samples with two firms. As a result it was possible to build a brand personality adaptation model. We propose the appropriate practical method for brand personality adaptation for practitioners.

Keywords: brand personality, self-congruity, brand personality adaptation model, global branding,

9810 Words

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Introduction

The purpose of this paper is to present empirical evidence that brand personality changes across borders and to construct a process model to adapt the brand personality to self-concept at local markets.

In recent years, with the globalization of markets and the growth of competition on a global scale, firms are increasingly expanding their business across borders (Susan et al., 2001). Then, marketers have a dilemma that changes in brand image through standardization and marketing of adaptation of unified image. In fact, when we interviewed to firms, they said that adapting product to preferences which differed by the countries maintaining a coherent global brand is a big challenge. As this factor, we assume if the firm starts business in new overseas markets, brand personality need to have some adaption to local market norms. However, the previous literature focused largely on the structure and measurement scales and little is known about how to adapt a firm's brand personality to situation changes across borders.

Therefore, we investigate how brand personality should be adapted by utilizing the consumer data collected through our original questionnaire survey. And we propose appropriate strategies for brand personality adaptation to local market. This study hopes to contribute to both academic and business aspects. Academically, our study about brand personality aims to understand how brand personality changes across borders. For the business aspects, it is hope to understand how brand personality should be changed to gain local customer loyalties. Furthermore, it will be used to develop an appropriate strategy for brand personality local adaptation.

This paper clarifies our awareness of the global marketing issues in section 1, and performs the refinement of issues through case studies in section 2. In section 3, we perform the empirical research based on hypothesis. In section 4, based on the empirical research and case study of the past, we build a new adaptation model.

1. Theoretical Background

In this section, we refer to brand personality in global branding. First, we review global marketing and global branding to show the importance of global branding in the today's global market and the dilemma, how to control the brand all over the world. Then we refer to brand personality.

1.1 What's the Major Issues in Global Marketing

The principal discussion on the issue in the selection of global marketing strategy has two problems: worldwide standardization and local adaptation. Levitt (1983) suggests that a global market for uniform products and services had emerged. He argued that firms should grow by selling standardized products all over the world.

In recent years, with the globalization of markets and the growth of competition on a global scale, firms are increasingly expanding their business across borders (Susan et al., 2001). At that time, global firms face difficult decisions about adopting marketing strategies. Global marketing strategies aim to maximize standardization of marketing activities across markets because of the reduction of various costs (Kotler, 2009). However, global marketers must have difficulties depending on differences between the economic, political and cultural environment, in their marketing strategy to ensure successful all over the world. It is examples of such issues.

Agrawal (1996) said that since the late 1980s, "contingency" strategy that is not just adaptation or just standardization and this suggestion had been mainstream. Mukaiyama (1996) also concurrent implementation of a global standardization and local adaptation is essential to the advantage competition in the global retail industry. Moreover, Ohishi (1994, 1996, 1997) states that it is important to the strategy, not a simple balance or mix of global standardization and local adaptation and he has proposed "duplication" to achieve both of the benefits at the same time.

1.2 What's the Major Issues in Global Branding

In the controversy of these global marketing, global brand was never taken up as a major challenge. Ohishi (2004) is stated that there is a "common sense" that brand in global marketing is something to be standardized as its background.

Actually, the advantages of building global brands are well known. Building a coherent global brand architecture is a key component of the firm's overall global marketing strategy, because it provides a structure to exploit strong brands into other markets and integrate strategy across markets. However, continuing to adapt the global marketing, it would be difficult to maintain a coherent global brand. This is because adaptation lead to change the brand image and it is not possible to build a unified image. Therefore, global brand also achieve both of the benefits at the same time. We examine this issue from brand personality and self-congruity perspective.

1.3 What is Brand Personality Effect

Brand personality was originated from the symbolic brand benefit studies on 1950's (Gardner and Lavy, 1955; Lavy, 1959). Noting symbolic benefits, differentiated functional benefits, Lavy (1959) marked that symbolic benefit could create a differentiator for competitors' products in market with a few outstanding enterprises intent on creating an individuality of quality and a competitive price. Later functional benefit, experiential benefit and symbolic benefit were classified one of the product's benefits (Park, et al., 1996; Midgley, 1983; Keller, 1993; Helgeson and Suphelle, 2004). The symbolic effect of brands has often been studied via two constructs: self-congruence and brand personality (Grubb and Grathwohl, 1967). Self-congruity theory shows the relationships between self-concept which viewed as the sum total of an individual's ideas, thought and feelings about themselves (Onkivisit, 1987; 1994) and the brand personality. Grubb and Grathwohl (1967) revealed that the consuming

behavior of an individual may be directed toward the furthering and enhancing of his self-concept through the consumption of goods as symbols. Kressmann et al. (2006) examined the influence of the self-congruence on brand loyalty and gained the results that the more a consumer's self-concept is similar to the brand personality, the higher brand loyalty consumers have.

Brand personality is defined as “the set of human characteristics associated with a brand” (Aaker, 1997, 347). In the early stages Plummer (1984) proposed concept of brand personality and studied how brand personality influences on consumers' choices. Many studies have shown the brand personality effect. Lennon (1993) said brand personality can create and build a bond with the consumers. Keller (1993) remarked that for markets, a brand's personality is an integral component of brand's image and brand equity, and it is related to value of the brand in customers' mind. After the examined effecting brand personality, many studies have focused on the structure and measurement scales.

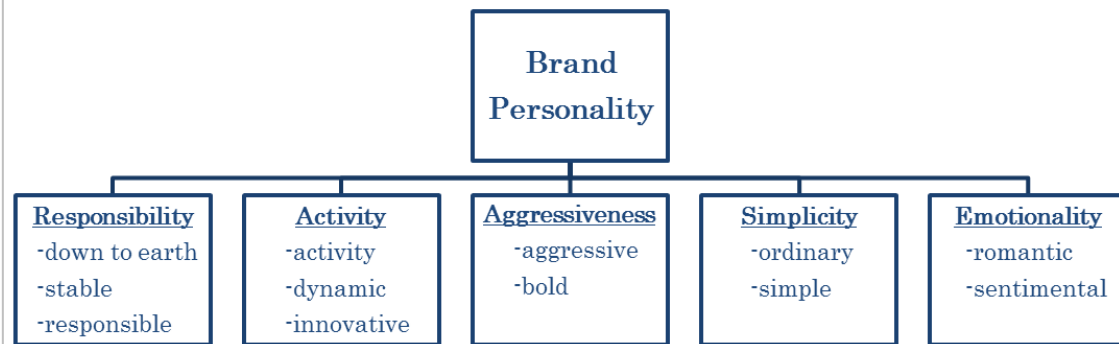
1.4 Brand Personality Scale

Before 1997 there is no direct measure for brand context, indirect measure based on human traits was used to know the brand personality effects. Gaining reliability, adequacy and general versatility, Aaker (1997) developed a Brand Personality Scale by which the effects of brand personalities are examined well. Aaker (1997) obtained a five-factor structure, of which three dimensions relate to Big Five dimensions. Sincerity taps into traits of Agreeableness and Conscientiousness. Excitement includes items like sociability, energy and activity, just as Extraversion does. Competence captures traits found in Conscientiousness and Extraversion. The other two dimensions, Sophistication and Ruggedness, do not relate to any of the Big Five dimensions.

However this measurement has challenges. The problems of the scale are (1)

containing various traits, gender, age and so on, (2) unsuitable for comparing among the same category and (3) not available to compatible across borders. To solve this problem Geuens et al. (2009) renewed this measure. They conducted quantitative research by 40 items and measured brand in 20 different product categories in 7-point Likert-type scales. The results are classified by 12 items and 5 dimensions for factor analysis to extract the high load items. The result of which was re-investigated in 10 countries, it is the same as before and the stability was confirmed. From these things, the new measure is also effective in different cultures and highly versatile. Figure 1 shows the measurement scale developed by Geuens et al.

Figure 1. The new brand personality measure (Geuens et al., 2009)



1.5 Brand Personality on Global Brand Strategy

Little attention has been given to studies about brand personality on global brand Strategy. One of the person focuses on global brand study is Matsuda. Matsuda (2003) revealed brand personality Japanese dimensions and measure. Comparing between Japanese local brand and global brand, Matsuda found on brand personality dimensions each brand takes totally opposite position. And Aiuchi (2005) showed implication to global brand and make model to evaluate brand. This study remarks the international comparison helps to make strategy sophisticated and integrated on

planning community-based campaign and global campaign.

The personality local consumers have strongly influence brand personality's evaluations. Nowadays the market was globalized. Each countries consumer has different preference based on culture. To lead customer to buying by self-congruity theory, firms conduct survey the differentiation across borders. While many researches had shown the tool of evaluations for differentiation, firms need to know the practical use of a scale.

Nevertheless, research on brand personality has been limited and has made little progress in empirically supporting the significance of this construct. Given it great positional usability for marketers, the predictive roles of brand personality on consumer brand evaluation and preference formation need to be empirically investigated.

2. Explorative Case Studies on Branding across Borders of eight firms

Section 1 shows that self-congruence represented between self-concept and brand personality and importance of global marketing based on the differentiation on consumer behavior. Each of them is little studied in the aspect from business world. Thus we did case study. The reason why we chose case study as general, case studies are the preferred method when (a) “how” or “why” question are being posed, (b) the investigator has little control over events, and (c) the focus is on a contemporary phenomenon within a real-life context (Yin,2009). Thus we did case studies with apparel brands to know how important brand personalities and its adaptation are for global marketing strategies and effects on gaining higher local customer’s loyalties from the view of business world. Yin, Robert K. (2009)

2.1 Sample Selection

The selection of interview firms for this followed a three-step process. First, feeling products categories were chosen for this study. Categories of feeling motives are ego gratification, social acceptance and sensory (Kotler, 1984). FCB grid model was proposed by Foote, Cone and Belding: the American advertising firm.

Previous studies suggest that all products can be classified into feeling or thinking types according to purchase decision making process of the consumer (Vaughn, 1980, Ratchford, 1987). The decisions of thinking products are characterized by purchasing by pragmatism, suggesting a need for functional value. On the other hand, the decisions of feeling products are characterized by purchasing a sense, suggesting a need for self-expression value. Therefore, we chose feeling products affected by self-concept of the consumer.

Second, we chose apparel firms in the feeling products. The reason is that it is typical emotional products according to previous research (Vaughn1980, Ratchford1987, Shirai 2006a).

Third, we choose Japanese firms which expanding across borders. The reason we choose Japanese firms for samples is to know how important brand personality is, how to adapt in global strategies.

Moreover, we excluded firms that have not been branding, firms only export licensing agreement. We judged whether firms satisfy the conditions by web sites. As a result, there were 140 brand firms were suitable for the purposes of this study. In appointment to these firms, we were interviewed eight firms by telephone or directly.

2.2 Results of investigation

We conducted interviews to investigate how important brand personality is for firms and effects on brand personality in expanding business across borders.

Table 1. Brief information about eight companies

	Name	Information about them
1	OLIVE des OLIVE	Capital: 50 million yen Doing business in: China
2	Firm A	Capital: 30 million yen Doing business in: Korea and China
3	Firm B	Capital: 6 million yen Doing business in: Taiwan, China and Australia
4	Firm C	Capital: 100 million yen Doing business in: China
5	Firm D	Capital: 10,200 million yen Doing business in: China, Korea, Singapore, Malaysia, Thailand, Philippines, Indonesia, Australia, The UK, The USA, France, Russia and Germany
6	Firm E	Capital: 6,645 million yen Doing business in: The USA, taipei, China, France and Thailand
7	Firm F	Capital: No data Doing business in: China, Taiwan, Korea, Thailand, Indonesia, Malaysia, Singapore, Switzerland and The UK
8	Firm G	Capital: 10 million yen Doing business in: Italy, Germany, The UK, Switzerland, Korea, Taiwan and The USA

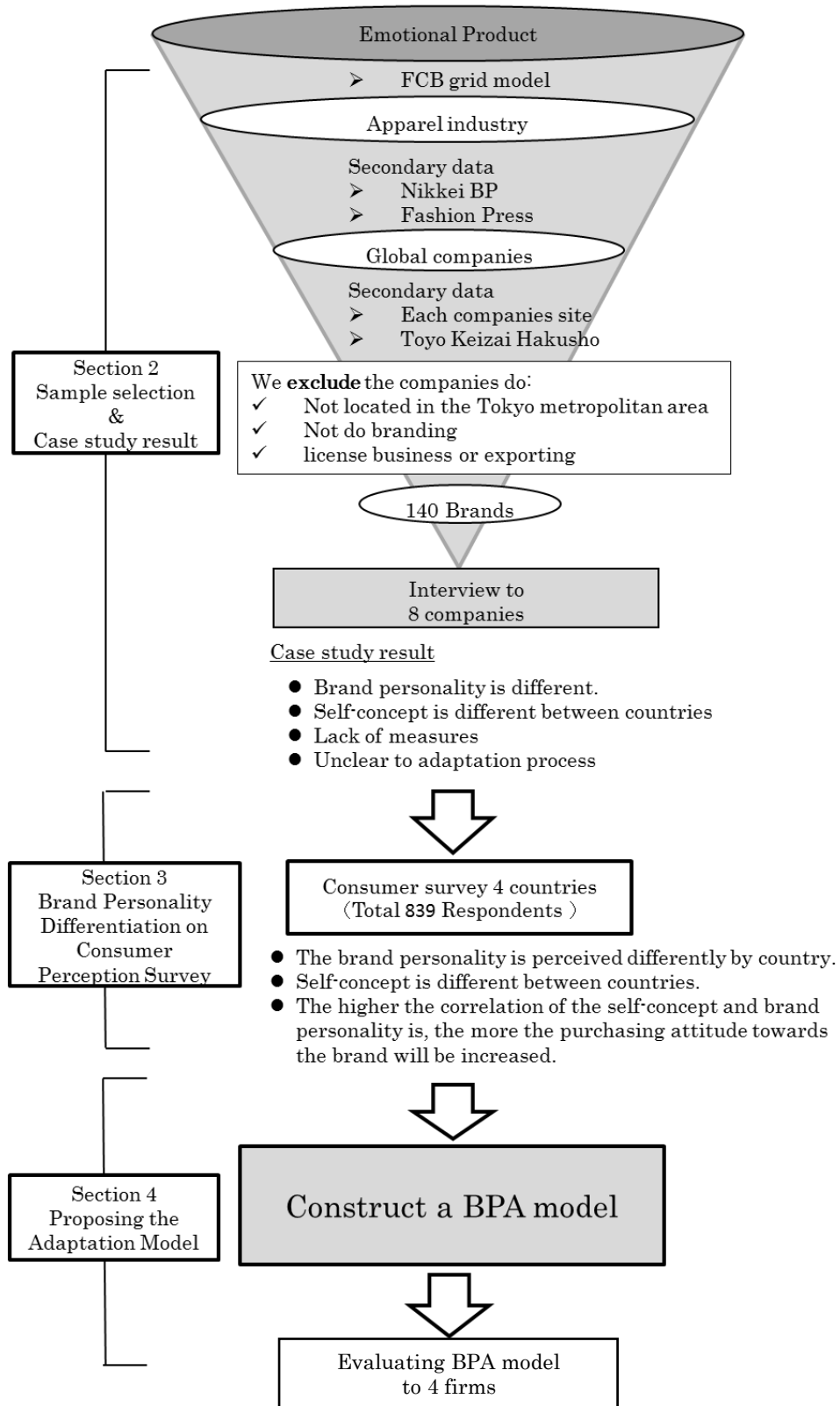
The first, six firms we conducted interviews directly among eight firms think brand personality is definitely important and four firms among five firms manage brand personality. One of the reasons they say so is brand personality has firm values in the situations a lot of competitors in the same category. The second we ask what the impacts on brand personality had on across borders operations. Four firms said which brand personality is favored is different depend on the country. For example, OLIVE des OLIVE has *Kawaii* (cute) brand personality in Japan, and in Taiwan has one close to that of Japan. However in Korea and China they have little bit different brand personality, *Otona-Kawaii* (adult-cute). The reason that firms change brand personality intentionally in the different countries is diversity of preferences depending on age, gender, income and so on. From self-congruity perspective, consumer's preferences may be influenced by self-concept. Without that change the taste of the

brand, products will not be purchased. Four firms, which have changed the brand personality by the country, have granted brand personality varies between countries. A complete adaptation make the brand totally different and firms could not choice this strategy. Thus the firms we conduct interview had said they carried out minor modifications. It was also stated that the brand personality had changed intentionally, but there is no clear measurement method to evaluate differentiation of preference and practician have measured with their intuition. They change marketing programs gradually through trial and error processes over the years for adapting brand personality to preference of local consumers.

2.3 A Flow Our Study

From case studies four challenges are declared that (1) preference of brand personality is different by countries, (2) Self-concept is different between countries, (3) there are few measures to evaluate brand personality and (4) brand personality adaptation process aren't cleared. But there are needs that clarify the situation (1) and (2) by customer surveys actually. Moreover four firms adapt brand personality to local preference with evaluating empirical way for long time. Also it is need to evaluate the effects of self-congruity. Based on the evaluations, we propose the brand personality adaptation model firms that could conduct.

Figure 2. Sample Selection and a flow our study



3. Brand Personality Differentiation on Consumer Perception Survey

We make sure by customer surveys whether the situations gain from case studies occurs (1) preference of brand personality is different by countries, (2) Self-concept is different between countries. To investigate it, we conducted a consumer survey on consumers in Japan, Korea, China and the USA as samples the Uniqlo and H&M. This section has three hypotheses:

H1: The brand personality is perceived differently by country.

H2: Self-concept is different between countries.

H3: The higher the correlation of the self-concept and brand personality is, the more the purchasing attitude towards the brand will be increased.

3.1 Brand Selection

We chose Uniqlo and H&M as samples for this study. There are two main reasons why we choose Uniqlo and H&M. First, in order to evaluate the proposed hypotheses of the study, it was essential to ensure that participants were familiar enough with the brands tested and that they had acquired well-known brand cognition. Uniqlo and H&M were one of the most popular brands and successful apparel firms. Second, they enter many countries markets. H&M is going to enter into the market of 43 countries and Uniqlo is thirteen countries. Therefore, we judged appropriate to the samples Uniqlo and H&M, which have entered into many countries.

3.2 Country Selection

We chose four countries as samples for this empirical study: Japan, China, Korea and the USA. There are two main reasons why we choose these countries for our study. Our sample of the countries in this survey, China, Korea and the USA are the countries

Japan have large number exports. Setting forth above reasons, this study contributes questionnaire survey on Japan, China, Korea and the USA.

3.3 Sample and Data Collection

Our three hypotheses were tested using data collected from a series of surveys about Uniqlo and H&M conducted in four countries: Japan, China, Korea, and the USA. To test the three hypotheses, two methods of consumer questionnaire were used to measure five brand personality dimensions: self-concept and brand loyalty. The first method is that we used to online survey web site (“Survey Monkey” <https://jp.surveymonkey.com>). Then, we ask our acquaintances answer this questionnaire and distribute its URL to their acquaintances by e-mail. The second method is that we ask students directly of three universities and twelve Japanese language schools.

The sample size of each country was in the range of 125 to 308 with a total of 839 respondents (N=308; Japan, N=269; China, N=137; Korea, N=125; the USA). Among them, 396 (47%) were male and 443 (53%) were female. In terms of age, 22 (3%) respondents were 17 years old or younger, 291 (35%) respondents were in the 18-20 age group, 352 (42%) respondents were in the 21-25 age group, 122 (14%) respondents were in the 26-30 age group, and 52 (6%) respondents were 31 years old or older. The use of student samples clearly is not representable. However, Hashimoto and Naito (2009) said that the age is a time to form a self-concept and there is a tendency that it appears to “Clothing Behavior”. That is, these product categories were selected by using student participants, which are the target participants of the research. Thus, although student samples were used, this methodological consistency throughout the entire research process can be justified.

3.4 Construct Measure in the Survey Questionnaire

To measure the brand personality and self-concept, we employ the measurement scale developed by Geneus et al. (2009). This measurement renewed the measurement scale invented by Aaker (1997) to apply to across cultural contexts. Described before, we use the measurement scale apparent by Geneus et al (2009). Responses to those items were captured on 7-point Likert-type scales (strong disagreement=1; strong agreement=7). Self-congruity have been measured Absolute Difference Score method developed by Sirgy (1982). It is depicted mathematically as follows:

$$\sum_{i=1}^n |BP_i - SC_i|$$

Where BP_i = brand personality score of the consumer and SC_i = self-concept score of the consumer. This method has been used in many studies.

In addition, brand loyalty was measured using follow three items:

- 1) Do you like this brand?
- 2) Do you want to keep buying the brand products?
- 3) Do you want to recommend this brand to friends or colleagues who are not familiar with it?

Responses to those items were captured on 7-point Likert-type scales (strong disagreement=1; strong agreement=7). The reliability confidents (Cronbach Alpha) for the brand loyalty measure were 0.878, respectively. These result shows that the brand loyalty measure is highly reliable. Therefore, a composite brand loyalty score was captured by averaging the scores of these three items. Some responses were eliminated because of incomplete questionnaires.

3.5 Results

We examined three hypotheses the survey on four countries nationals. We gain 839 respondents from them. As a result, three hypotheses are supported. We described the detail of hypotheses bellow.

H1. Brand personality that is recognized by the country is different

H1 posits that brand personality that is recognized by country is different. Having collected the data, One- factor factorial ANOVA was employed. Differences in mean of each country values were assessed with multiple comparisons. As shown in table 2, these results provide reasonable support for H1. Using these samples, we further make column charts in figure 3 and figure 4.

Table 2. ANOVA for Hypotheses 1

Uniqlo						
	Mean				df	F-Value
Dimensions	Japan	China	Korea	The USA		
Responsibility	5.41	5.3	5.49	5.15	3, 825	2.445
Activity	4.228	4.412	4.672	4.661	3, 825	5.019
Aggressiveness	4.217	4.754	3.445	3.754	3, 825	30.442
Simplicity	5.51	4.95	5.28	4.94	3, 825	10.656
Emotionality	2.95	3.46	3.38	3.66	3, 825	10.259

	P-Value					
	Japan			China		Korea
Dimensions	China	Korea	The USA	Korea	The USA	The USA
Responsibility	0.641	0.908	0.133	0.384	0.6	**
Activity	0.346	**	0.15	0.25	0.334	1
Aggressiveness	***	***	0.15	***	***	0.31
Simplicity	***	0.332	***	**	1	0.165
Emotionality	***	0.16	***	0.943	0.59	0.395
	*<0.05	**<0.1	***<0.01			

H&M						
	Mean				df	F-Value
Dimensions	Japan	China	Korea	The USA		
Responsibility	4.701	4.207	4.521	4.184	3,797	10.622
Activity	5.221	5.127	5.083	4.994	3,797	1.306
Aggressiveness	5.112	5.453	4.391	4.864	3,797	24.013
Simplicity	3.77	3.814	3.883	3.886	3,797	0.311
Emotionality	3.895	4.473	4.496	4.03	3,797	13.839

	P-Value					
	Japan			China		Korea
Dimensions	China	Korea	The USA	Korea	The USA	The USA
Responsibility	***	0.456	***	**	0.998	0.104
Activity	0.756	0.649	0.245	0.984	0.713	0.925
Aggressiveness	*	***	0.224	***	***	**
Simplicity	0.982	0.866	0.867	0.967	0.966	1
Emotionality	***	***	0.739	0.998	**	*
	*<0.05	**<0.1	***<0.01			

Figure 3 International comparison of Uniqlo's brand personality

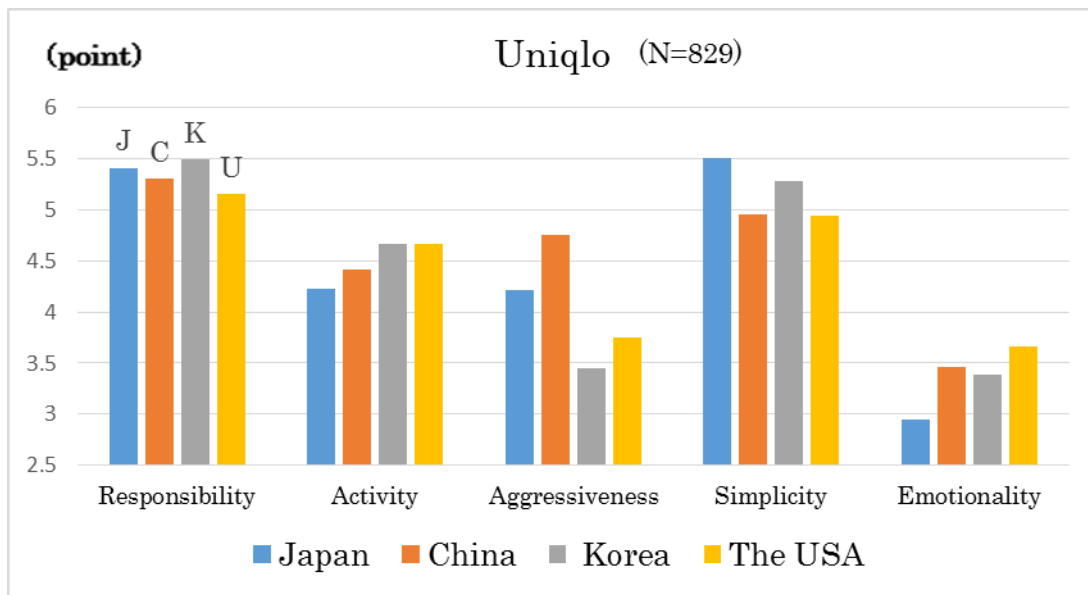
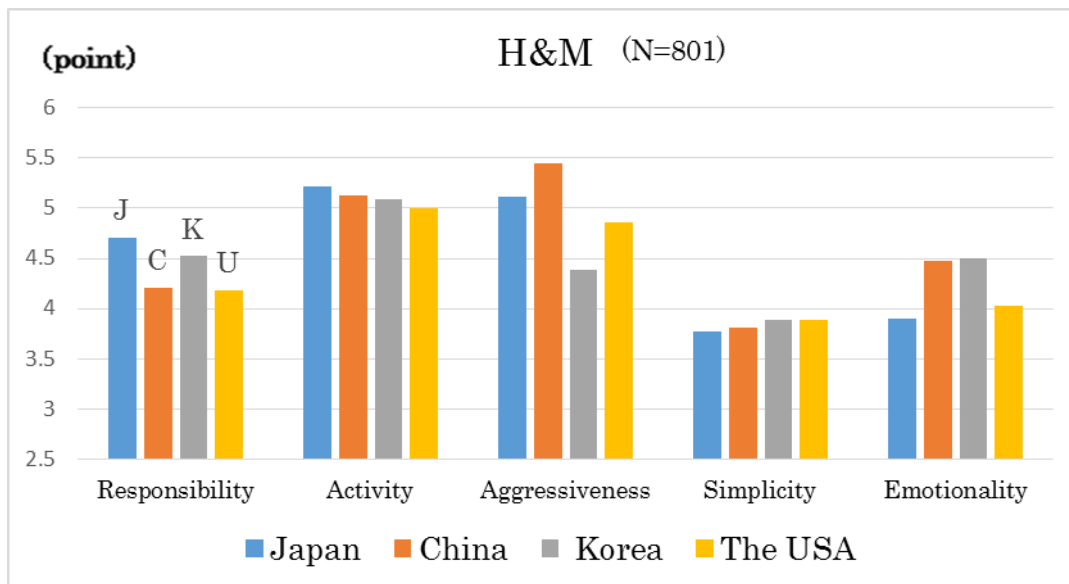


Figure 4 International comparison of H&M's brand personality



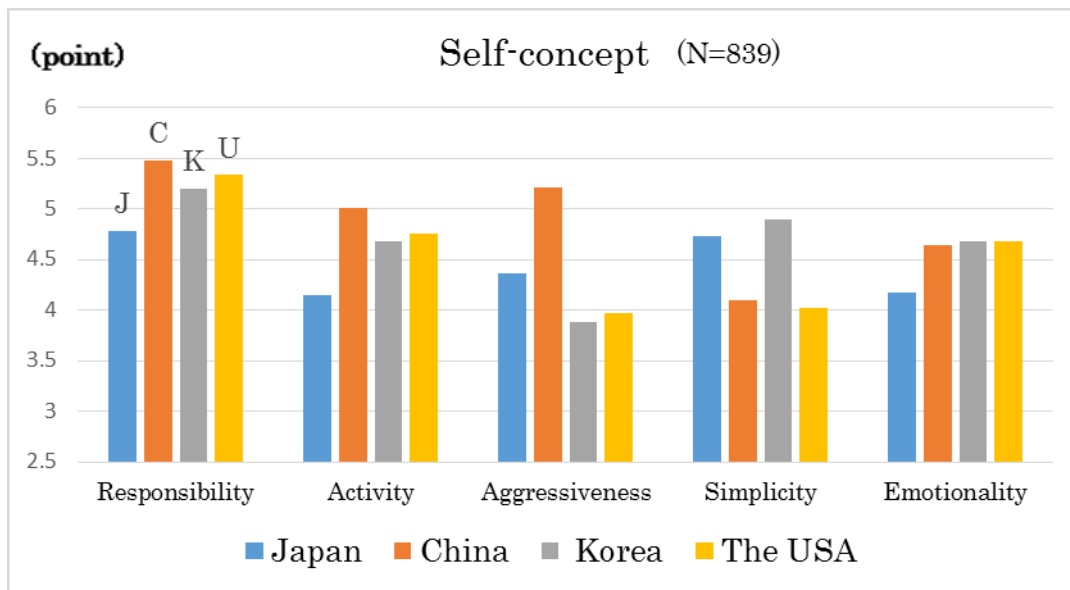
H2. Self-concept is different from country to country

H2 posits that Self-concept is different from country to country. Having collected the data, One-factor factorial ANOVA was employed. Differences in mean of each country values were assessed with multiple comparisons. As shown in table 3, the results indicate that brand personality changes across borders in this study. These results provide reasonable support for H2. Using these samples, we further make a radar chart in Figure 5.

Self-concept						
	Mean				df	F-Value
Dimensions	Japan	China	Korea	The USA		
Responsibility	4.78	5.475	5.197	5.333	3,835	25.977
Activity	4.146	5.009	4.684	4.755	3,835	26.609
Aggressiveness	4.362	5.206	3.876	3.972	3,835	44.733
Simplicity	4.729	4.099	4.891	4.02	3,835	19.332
Emotionality	4.179	4.636	4.679	4.68	3,835	7.378

	P-Value					
	Japan			China		Korea
Dimensions	China	Korea	The USA	Korea	The USA	The USA
Responsibility	***	***	***	*	0.543	0.675
Activity	***	***	***	*	0.194	0.963
Aggressiveness	***	*	*	***	***	0.933
Simplicity	***	0.653	***	***	0.951	***
Emotionality	*	*	**	0.992	*	1
	*<0.05	**<0.1	***<0.01			

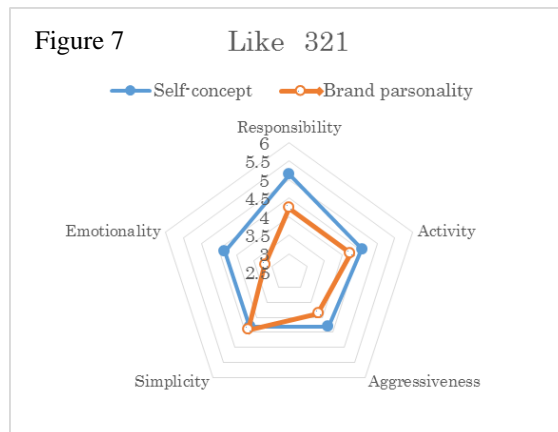
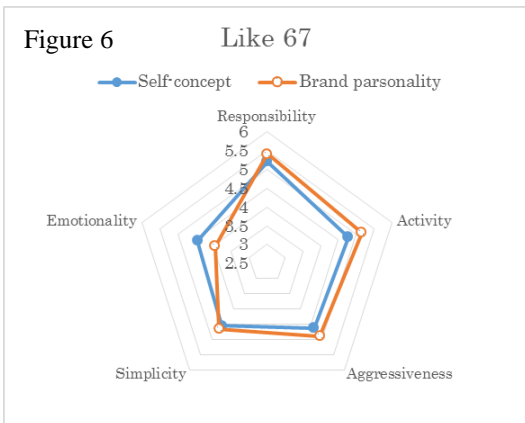
Figure 5 International Comparison of self-concept



H3. The effect of self-congruity on brand personality

We hypothesized that customers' self-congruity with apparel is likely to have a positive influence on customers' brand loyalty. Having collected the data, single regression analysis was employed. As shown in Table 4, the results indicate that self-congruity has a positive influence on brand loyalty in this study. These results provide reasonable support for H3.

Uniqlo					
	Beta	T-Value	R Square	P-Value	N
like	-0.335	-10.224	0.112	***	830
keep buying	-0.3	-9.046	0.09	***	830
recommend	-0.306	-9.228	0.093	***	830
*<0.05	**<0.1	***<0.01			
H&M					
	Beta	T-Value	R Square	P-Value	N
like	-0.294	-8.711	0.087	***	801
keep buying	-0.261	-7.645	0.068	***	801
recommend	-0.24	-7.001	0.058	***	801
*<0.05	**<0.1	***<0.01			



These results of this study suggest that self-congruity has a positive influence on brand loyalty and self-concept. How much congruent it is different from country to country. Brand personality also seems to change across borders.

Should marketers invest resources in adapting brand personality to increase customers' brand loyalty across borders? The findings of this study suggest it is supported. That is, brand personality in each country should be consistent with customers' self-concept. Then, what and how should marketers do to adaptation? In the next section, we propose a process model to adapt the brand personality to self-concept based on 15 case studies.

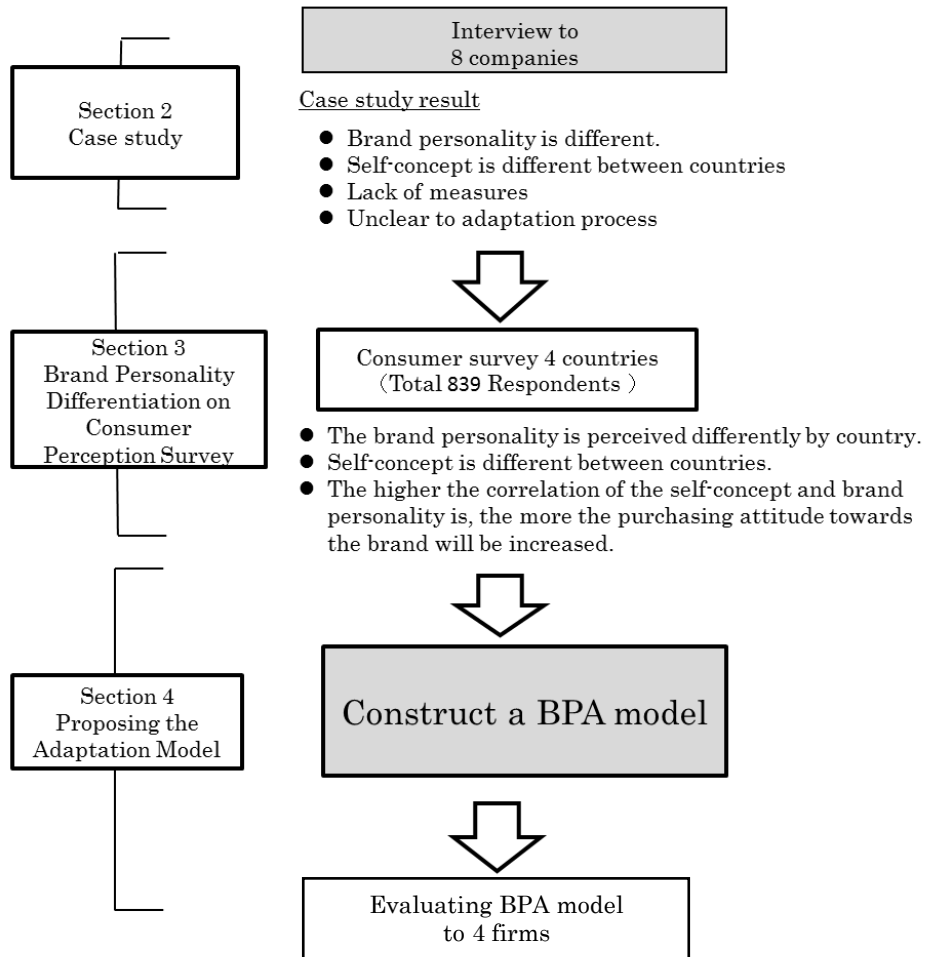
4. Proposing the BPA (Brand Personality Adaptation) Model

In this section, based on the empirical research and case studies so far, we propose a new adaptation model.

4.1 Findings from Case Studies and Consumer Survey

The results from the case studies revealed that the core image of the brand cannot be changed due to being parts of the one global brand. When the core image of the brand is changed, the brand itself will change because it is different from what it should be. However, looking at the results of the consumer survey mentioned in section 3, self-concept and brand personality perception are different from countries. And it makes it clear that the higher the correlation of the self-concept and brand personality is, the more the loyalty towards the brand is increased. In light of these results we have concluded that firms should adapt the brand personality in order to enhance the brand loyalty of customers. Reducing the gap between self-concept and brand personality is a big concern for firms. There is no clear way around situations where each firm adapts to the market empirically after much trial and error.

Figure 8 A Flow Our Research



4.2 The Detail about BPA Model

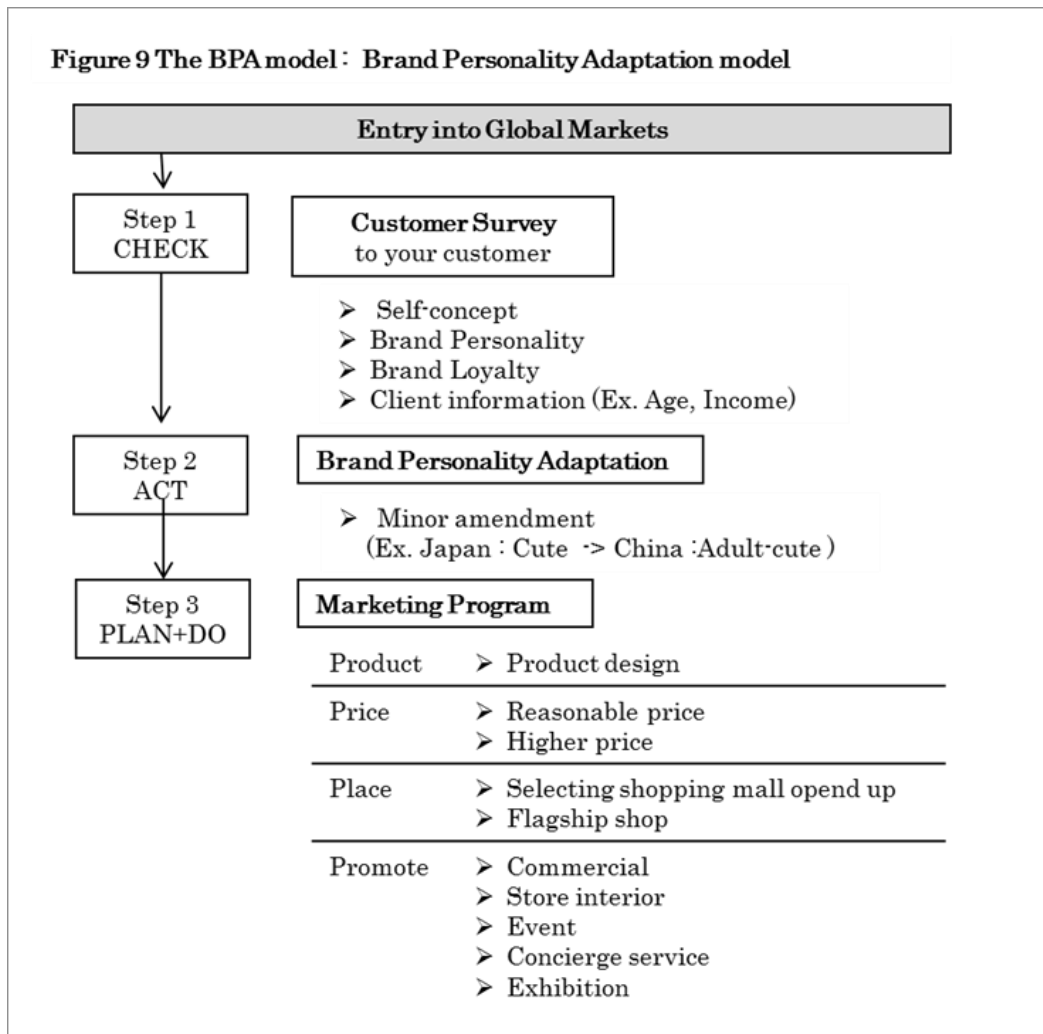
Solving the contradiction, the dilemma between demands of adaptation and global brand and declaring the way of adaption, we propose a Brand Personality Adaption model (BPA model) by case study to eight apparel firms and seven firms engaged in other industries (Seeing figure 5).

Table 5. Brief information about seven firms

	Firm's Name	Information about them
1	Doutor Coffee Co., Ltd.	Business lineup: Restaurants, Retail coffee and tea, Retail beverages Capital: 11,140 million yen Doing business in: China
2	REGAL CORPORATION	Business lineup: Manufacture and Retail shoes Capital: 5,355 million yen Doing business in: China
3	Saizeriya Co., Ltd.	Business lineup: Restaurants Capital: 8,600 million yen Doing business in: China and Singapore
4	Firm H	Business lineup: manufacture and wholesale of fishing goods, golf equipment, sporting-goods Capital: 4,184 million yen Doing business in: The USA, The UK, France, Germany, Australia, China, Korea, Singapore and Italy
5	Firm I	Business lineup: Electronic engineering Capital: 32,648 million yen Doing business in: Spain, Germany, Italy, The UK, Suisse, China, India, thailand, Philippins, Vietnam, Korea, Mexico, The USA, Canada, Brazil and Australia
6	Firm J	Business lineup: Hotels Capital: 4,272 million yen Doing business in: China, Korea, Indonesia, Vietnam, Thailand, Palau, The USA, Germany and The Netherlands
7	Firm K	Business lineup: the catering industry Capital: 4,410 million yen Doing business in: China, Malaysia, philippins and Korea

The main reason we conduct interview to other industries is to check the model not just for apparel firms. Seven firms are included in the feeling products, and we considered being a model which is versatile.

The BPA model is outlined on figure 9. It has three steps, customer surveys, minor adaptations and practices in marketing program.



We propose the BPA Model to firms experiencing slow sales. That negative effect makes sales decrease or insufficient for firms. Therefore, the firms redesign their marketing strategy to increase customer loyalty. The BPA model targets the firms at an early stage when they are not yet stable. We explain the BPA model in more depth below.

4.2.1 The Detail about Customer Surveys (Step 1)

First, firms conduct a questionnaire survey of their customers. The place they should conduct is at store or online. Based on the case study, four firms refer that the questionnaire survey costs too much, considering their available funds. True, the firm

conducting a questionnaire intended for the general public is a big investment but after the firm has entered the market they can do it with little human powers, fund, and time costs. As already mentioned in section 3, they should conduct surveys as well as we do. One of the items that should be included in questionnaires is the question about the client information, such as age, gender, income and so on. Then they shouldn't forget to research traits about personality of the customer, customer's brand personality imagined by consumers and brand loyalty. Collecting information, second, they analyzed the items. After analyzing client information, practitioners decide whether to re-determine targets or keep things as they are.

4.2.2 How to Change Brand Personality to Adapt (Step 2)

For example, in China there is a gap between self-concept and brand personality, how to change in order to create self-congruity? We discuss some specific examples. OLIVE des OLIVE change *Kawaii* (cute) brand personality to *Otona-Kawaii* (adult-cute) due to difference in preference in China and South Korea. In the case of firm C they have natural girly as core images and emphasized it case by case, just natural or girly. It is important that leaving the core image they don't change at all like cute or natural, so they plus one taste to adapt to local consumers.

In this study we use the brand personality scale developed Geneus et al. (2009) for international comparison. Instead of it, there are the scales prepared for each country, so firms could use each scale to evaluate the preference of customers (Aaker, 1997).

4.2.3 Practices in Marketing Programs (Step 3)

According to nine firms among 15 firms which conducting brand personality adaptations cases, we summaries the tools of adaptation. In the table 6 and table 7, we make lists of interviews' information.

- **Product**

Subtle differences in colors have influences on images. The product specifications you provide can change images. One example of it, if products (clothes) are decorated by many frilling, your customer in China has active images. In this way changing the product's taste could be the tool of adaptation.

- **Price**

Due to the relation with export, many firms redesign prices. Providing products with reasonable cost, you may be imagined such as familiar. On the other hand being your products bit expensive, romantic or stable image have spread.

- **Place**

Where they opened up is big concerns especially developing countries. In China shopping mall represented the status of the store opened up. Opening up the store in famous mall gives reliable images. Same things occur in selecting cities. If you started business in big city for instance New York or Paris, the brand image could improve cool, fashionable or luxury. Flagship shop is the good examples of it. Completely designing store attracts local customers.

- **Promotion**

For firms, the most popular tool of adaptation is promotion. Seeing table 6, eight firms regard promotion as the way of adapting instead of changing products which disagrees with economies of scale. There are four main tools. The first one is mass advertising (commercials, signboards, bus wrap advertising, street performance and so on). The targets versatility makes mass advertising very effective. But, some firms said that mass advertising cost too much to operate in foreign countries because they don't have spare enough money. The second one is a concierge service that is difficult to imitate. According to Firm C, the place to emphasize brand loyalty is concierge service. The third one is an event and

exhibition. Even inviting famous guests provide the image of youth culture designed for local consumers that creates a sense of trust. The last one is store interior. The store is your own stage that represents the images that you want. If you wanted to make your renewed images cuter, you could change the line of products, wall papers, and posters that are on your shelves.

Table 6. Summary of interviews on nine firms

	Firm's Name	Detail of interview
1	Doutor Coffee Co., Ltd.	In Korea use the national actress for commercial and appeal "friendliness" and "cuteness". Because of the versatility of age group of the target, mass advertising (commercials) is effective.
2	OLIVE des OLIVE	Instead of mass advertising, they change product and store interior , to represent eccentricities and colors favor of Chinese. Before locating a store, to improve in cognition they conduct an event imprinting product image in customer's mind. Visiting the markets, seeing the local fashion trend, they survey the favorable image.
3	Saizeriya Co., Ltd.	They changing the store interior such as the poster, wallpaper in the store. In order to provide reasonable price dish, they don't pay money to mass advertising. Instead they choose store interiors as the inexpensive tool of appealing brand image.
4	Firm B	They change the store interiors : arrange the product to make attractive for each local customer.
5	Firm C	They adapt brand personality in products, store interiors and concierge service where the customer receives images. The promotions as commercials are too cost to operate in a foreign country. By hearing from local people, they try to capture the needs of local people and then make brand images.
6	Firm D	In New York they conduct promotion like signboard, bus wrap advertising, street performance that person in a robot suit hand out the HEATTECK and flagship shop all over the city. That make it possible in the USA, Uniqlo is imagined as cool or neo-futuristic. In Hong Kong Uniqlo recognized as where sell reasonable good quality Japanese jeans before the entering market. So they advertise extensively about jeans. As a result, Uniqlo have image, cool, high quality and responsible. They change image only by promotion exclude flagship shop, do not adapt store interior and advertisement.
7	Firm H	They development products in color ring, specifications and price to adopt local needs.
8	Firm I	Entering new markets, they conduct questionnaire surveys and collecting know-how obtained from local staff. One of the ways of adaptation is changing variations of collars because the taste of color is big deal for customer. The second is the event conducted since 2008 "SHOCK THE WORLD" in which famous person participated. Invited famous guest is different between countries, because provide the image of youth culture designed local people and a sense of trust.
9	Firm K	In many of the elements such as cuisine, price, store interior and selecting shopping mall opened up, is the way of adaptation. However, they don't perform mass advertising. The reason is cost-effectiveness; locating in good shopping mall leads the good effect.

Firms could choose the tool they can do, regarding capitals and human resources.

Table 7.

	Firm's Name	Product	Price	Place		Promotion		
				Mall	Flagship	Commercial	Store Interior	Event
1	Doutor Coffee Co., Ltd.					*		
2	Saizeriya Co., Ltd.	*					*	
3	OLIVE des OLIVE	*					*	*
4	Firm B						*	
5	Firm C	*					*	
6	Firm D				*	*		*
7	Firm H	*	*					
8	Firm I	*						*
9	Firm K	*	*	*			*	

4.3 The Advantages of the BPA Model

Firstly, this adaptation can save core image firms cannot change. Described above the firms have conflict on adaptation not destroyed by the core images. Collecting information from the firms already conduct adapting, we could clear the way without breaking the core images. Secondly, it can be conducted at less cost. This questionnaire survey can be conducted in front of their store and this survey constructed with quantitative questions. And then the BPA model can build a long relationship between the brand and customers.

4.4 Evaluations of BPA Model to Four Firms

Four firms evaluated our BPA model and found it useful. We summarize the evaluations below.

Firm L which is the watch manufacture and enter 22 countries said that from general a point of views, this BPA model is useful as one of the indexes to make a significant brand for local customers. They gave some advice about customer surveys that segmentation is important. They recommend us declaring the way of combining our questions about self-congruity and other segment information such as income. In their place now, they couldn't adapt to local customers, because they had focused on

adaptation over abroad for long time and finally their brand lost unity even the core images. To solve the problem they're facing, they try to reconstruct the brand core image and operate in each market. Therefore, they agree with the idea that they save the core image and do minor adapt. The tool of spread brand image is promotion put designing web pages at the center of it.

Firm G is an apparel firm which doing business in eight countries. They said that BPA model is useful proposal for the firms who have directly-managed store, because the difference of preference requires us to research of it. Conducting consumer questionnaire is possible both domestically and abroad. They survey customers' needs by communication between salespeople and customers in the in front of a store. Entering new markets, they tie up local partners due to lack of human resources well-known the markets in their firms. The tools of spread brand image are promotions such as web pages and magazines for the man from 30's to 40's.

Mandom Corporation has a product brand "Gatsby". The Gatsby brand covers the complete lineup of grooming products for men. As a highly recognizable brand in Japan, Indonesia, and many other countries, Gatsby is the leading men's cosmetic brand in Asia. All over the Asia Gatsby appeals a core brand image, active and relief, and proved it in Japan by the survey on Gatsby image conducted by them. To prevent the core brand images from being changed, they controlled the product development sector, which is located in Japan, China and Indonesia. Without a core image, they proposed a brand personality that local consumers need. Actually China is different from Japan; there are few grooming products for men. Then Gatsby propose a new product for the market, and as a result, most customers have a fresh and more-advanced image of Gatsby. In some countries, the BPA model could be used. They adapt local needs by making minor changes in product quality, packaging and commercial aspects. Now they don't conduct a survey on image because they think a qualitative survey costs too

much money and human power compared with a quantitative survey. Another reason is that they have difficulties in finding reliable research firms.

Firm M, one of a Japanese major car firm also evaluate a BPA model. They already have the measures to know the customer favor. But they said this model could use for even small firms who don't have enough money to create the own scales.

Summarizing evaluations, BPA model is useful for the firms who have a directly managed store that is used as the one of the indexes, which is making a significant brand impression for the local customers. Adding more questions about the consumers makes the BPA model better. There is no concern about cooperating local research firms because firms just conduct the survey in front of their stores.

5. Conclusion

In this section, we describe the outcome, limitation and expansion of our study.

5.1 Main findings and implications

This study hopes to contribute to both academic and business aspects. Although importance of adapting to local markets was well-known by the previous literature, the study focused largely on the structure and measurement scales and little is known about how to adapt a firm's brand personality to situation changes across borders. As we show in the section 3, we revealed that self-concept and brand personality perception are different from countries. And the differences have effects on perception about brand personality and brand loyalty. Moreover, to solve the problem that practitioners repeat trying and error due to lack of a robust model, we proposed the adaptation model to local markets derived from 19 firms' case studies and the four nationalities consumer survey. This BPA model is expected to contribute to a number of firms to expand across borders.

5.2 Scope and limitation of our study

This study makes an important theoretical contribution to connect the concept of brand personality from the business aspects. We may expand on our discussion by conducting a consumer survey that they examine whether the firm's products are judged by feeling or judged by thinking. Nevertheless, it has some limitations. First, this study has focused on feel products used by two apparel firms as a sample in four countries, and many other products categories or many other countries could have been tested for same purpose. Second, we have focused on the construction of a process model that can be performed in the actual field. However, in order to continue performing more effectively, it is necessary to show a more distinct return on

investment. Finally, our findings indicate that self-congruity has a positive influence brand loyalty and self-concept which should be congruent is different from country to country. Brand personality also changes across borders. However, what should marketers do, how much brand personality is changed? These issues await further investigation.

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Accompanying material 1.

	学校名(敬称略)
1	大原日本語学院
2	アークアカデミー新宿学校
3	城東日本語学校
4	東京リバーサイド学園
5	友ランゲージアカデミー
6	ミツミネキャリアアカデミー
7	玉川国際学院
8	ユニタス日本語学校 東京校
9	テンプル大学 日本キャンパス
10	TCC日本語学校
11	サム教育学院
12	東京外語学園日本語学校
13	日米会話学院日本語研修所
14	日本大学
15	神田外語大学

Accompanying material 2. Question Sheet

The Survey on Investigating the Image of Brands and Your Personality

Please take a few minutes to fill out the questionnaire. The purpose of this survey is to investigate the image of [Brand Name] and also of your personality.
This questionnaire consists of [9] questions that you can answer in about 5-10 minutes. It is used only to find out your preferences and for no other purposes, whatsoever.

Below are twelve personality traits. Please answer based on your feelings without thinking too deeply.

***1. Imagine your current reality. What kind of personality do you have?**

Please rate 12 items below on a scale of 1 to 7 with 1 meaning strong disagreement and 7 meaning strong agreement.

	strong agreement 7	6	5	4	3	2	strong disagreement 1
1 down to earth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 stable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 responsible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 active	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 dynamic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 aggressive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8 bold	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9 ordinary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10 simple	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11 romantic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12 sentimental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***2. Do you know [Brand Name]?**

1 Yes
 2 No

***3. If the brand "[Brand Name]" were a person, how would you rate the brand's personality?**

Please rate 12 items below on a scale of 1 to 7 with 1 meaning strong disagreement and 7 meaning strong agreement.

	strong agreement 7	6	5	4	3	2	strong disagreement 1
1 down to earth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 stable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 responsible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 active	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 dynamic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 aggressive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8 bold	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***4. Frequency of purchases of [Brand Name] brand products**

More than twice in a month
 Once in a month
 Once in two or three months
 Once in six months
 Less than once a year
 Few times

***5. Do you like [Brand Name]?**

Please rate on a scale of 1 to 7 with 1 meaning strong disagreement and 7 meaning strong agreement.

	strong agreement 7	6	5	4	3	2	strong disagreement 1
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***6. Do you want to keep buying [Brand Name] brand products?**

Please rate on a scale of 1 to 7 with 1 meaning strong disagreement and 7 meaning strong agreement.

	strong agreement 7	6	5	4	3	2	strong disagreement 1
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***7. Do you want to recommend [Brand Name] to friends or colleagues who don't know it?**

Please rate on a scale of 1 to 7 with 1 meaning strong disagreement and 7 meaning strong agreement.

	strong agreement 7	6	5	4	3	2	strong disagreement 1
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<<Information about Yourself>>

***8. Gender**

1 Male
 2 Female

***9. Age**

17 or younger
 18-20
 21-25
 26-30
 31 or older

Accompanying material 3.

