

**/EFFECTS OF BRAND EXTENSION ON THE UPDATED HOTEL BRAND
PERSONALITY AND ATTITUDE TOWARD THE BRAND/**

By

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ABSTRACT

The objective of this research is to identify how different types of brand personalities affect brand extension and to then address what the most appropriate brand extension types for hotel brands are. This offers a better position to assess the broader impact of extension strategy for the marketer.

The methodology for achieving these objectives are described in the following sections: developing measurements based on extensive reviews of literature; conducting a pretest with 15 graduate students and faculty members; establishing validity and reliability of the instrument through a pilot test; modifying brand personality measurement items based on the descriptive analysis and exploratory factor analysis of the pilot test; collecting data from students and faculty members at a Midwestern university and residents in Midwestern and Southern area; and analyzing data used a exploratory factor analysis, t-tests and a series of simple linier regression analyses.

Descriptive analyses were performed on all attributes of brand personality, customer personality, brand personality congruence and extended brand personality and updated brand congruence in the questionnaire. The results of this study showed customer's brand congruence have a greater impact on the customers' positive attitude toward core brand. However, customers' attitude toward core brand had no impact on the updated attitude. The findings provide some theoretical and practical implications for hotel operators. The results of the present study suggest that hotel marketers should develop marketing information systems that continuously monitor hotel customers' perceptions of hotel brand image.

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CHAPTER I

INTRODUCTION

Today the hotel industry is one of the largest service industries and one that continues to expand (Gabor, F, 2003). More than 200 hotel brands are currently conducting business in the United States. As shown in Tables 1 and 2, the ten largest hotel brands dominate 70% of the hotel market in the world. Three European hotel groups: InterContinental Hotels Group, Accor and Hilton International rank in the top 10 hotel brands. These three international hotel groups have challenged the hotel market which was American supremacy within the world wide hotel industry.

Table 1. Ranking of the Largest Hotel Groups in the World (MKG Consulting Database –06/2004)

Rank 2003	Rank 2004	Group	Country.	Hotels		Rooms		Change	
				2003	2004	2003	2004	Rooms	%
2	1	InterContinental Hotels Group	GB	3,325	3,520	515,525	536,318	20,793	4.0%
1	2	Cendant	USA	6,513	6,399	536,097	518,435	-17,662	-3.3%
3	3	Marriott International	USA	2,493	2,655	453,851	479,882	26,031	5.7%
4	4	Accor	FRA	3,829	3,894	440,807	453,403	12,596	2.9%
5	5	Choice	USA	4,664	4,810	373,722	388,618	14,896	4.0%
6	6	Hilton Corp.	USA	2,078	2,142	336,493	344,618	8,125	2.4%
7	7	Best Western	USA	4,064	4,110	308,911	310,245	1,334	0.4%
8	8	Starwood	USA	748	774	226,970	237,934	10,964	4.8%
9	9	Carlson Hospitality Worldwide	USA	847	879	141,923	147,478	5,555	3.9%
10	10	Hilton International	GB	399	409	99,945	102,602	2,657	2.7%

Table 2. Ranking of the Twenty Largest Hotel Brands in the World

(MKG Consulting Database – 06/2004)

Rank 2003	Rank 2004	Chain	Group	Hotels		Rooms		Change	
				2003	2004	2003	2004	Rooms	%
1	1	Best Western	Best Western	4,064	4,110	308,911	310,245	1,334	0.4%
2	2	Holiday Inn	InterContinental HG	1,567	1,529	293,346	287,769	-5,577	-1.9%
3	3	Comfort Inns & Suites	Choice	2,268	2,366	169,750	177,444	7,694	4.5%
4	4	Marriott Hotels Resorts	Marriott Internat.	450	472	165,200	173,974	8,774	5.3%
5	5	Days Inn of America, Inc.	Cendant	1,902	1,892	158,824	157,995	-829	-0.5%
6	6	Sheraton Hotels & Resorts	Starwood	396	394	133,519	134,648	1,129	0.8%
8	7	Hampton Inn	Hilton Corp.	1,222	1,255	124,653	127,543	2,890	2.3%
7	8	Super 8 Motels	Cendant	2,083	2,086	126,862	126,421	-441	-0.3%
10	9	Express by Holiday Inn	InterContinental HG	1,352	1,455	109,205	120,298	11,093	10.2%
9	10	Ramada Franchise Systems	Cendant	971	905	116,098	104,636	-11,462	-9.9%
11	11	Radisson Hotels Worldwide	Carlson Hospitality	435	441	102,646	103,709	1,063	1.0%
12	12	Motel 6	Accor	863	880	90,890	92,468	1,578	1.7%
15	13	Quality Inns, Hotels, Suites	Choice	820	878	86,662	92,011	5,349	6.2%
14	14	Hyatt Hotels	Hyatt Hotels & Resorts	206	210	87,000	89,542	2,542	2.9%
13	15	Hilton Hotels	Hilton Corp.	231	230	87,618	89,012	1,394	1.6%
17	16	Courtyard	Marriott Internat.	587	616	84,356	88,214	3,858	4.6%
16	17	Mercure	Accor	733	726	86,525	86,239	-286	-0.3%
18	18	Hilton	Hilton International	250	254	73,123	75,005	1,882	2.6%
19	19	Ibis	Accor	622	651	65,791	69,950	4,159	6.3%
20	20	Novotel	Accor	369	388	62,694	67,268	4,574	7.3%

Since the hotel industry has reached the maturity stages of its life cycle (Lewis & Chambers, 2000), size of market already reached its' maximum capacity. To achieve higher market share, hotel brands cannot avoid intensive competition. Kandampully (2000) stated that one of the greatest challenges facing the hotel industry is competition. To survive in this challenging environment, many marketers and researchers have developed various marketing strategies to help hotels survive in the competitive environment. Strategic, brand differentiation and brand extension are the key methods of

brand characteristics, or a brand personality, that differentiates the brand from its competitors. Ouwersloot & Tudoria (2001) indicated that one of the advantages of brand personality is that consumers can differentiate between brands. Another popular strategy for marketing growth or brand extension is the concept of introducing a new brand or product that is differentiated by a market segment using a well-established brand name as leverage (Jiang, Dev, & Rao, 2002; Keller & Aaker, 1992).

Recent marketing trends have adopted the concept of using human relationships in which a brand is animated, humanized, or somehow personalized (Brown, 1991; Fournier, 1998). Fournier (1998) insisted that a brand should be treated as an active, contributing partner in the dyadic relationship that exists between the person and the brand. The brand can be a partner whose behaviors and actions generate trait inferences that collectively summarize consumer perceptions of the brand's personality. King (1989) claimed that brand personality is most important when it is used as a research tool to identify personal meaning for the consumer. If a personality can be created for a brand, it will be easier to attract consumers to that brand and the brand will grow as human relationships grow (Srivastava, 2006). Ouwersloot & Tudoria (2001) also stated that brand personality encourages active processing on the part of the consumer. The reason consumers perceive brands as having personalities is part of a wider process of building or re-affirming their own self-concepts (Aaker, 1999). Many researchers have described customers with favorable attitudes toward a specific brand as having applied a certain set of personality attributes in congruence with their own self images (Onkvisit and Shaw, 1987; Sirgy & Samil, 1985; Back, 2005). This theory can be applied in the hotel industry. Customers often base their hotel stay decision on their perceptions of a

specific hotel's brand name (Jiang et al., 2002). If a brand is perceived as similar to the customer's self image, or personality attributes, then the customer tends to behave favorably toward the brand when making purchasing and repurchasing decisions. According to Sirgy's image congruence theory (1985), the intangible characteristics of service may enhance the important role of image congruence for purchasing and repurchasing a brand because customers do not have many tangible cues on which to rely. Furthermore, brand personality refers to the emotional side of a brand. Brand personality is created by the combination of all experiences a customer has with a brand (Ouwersloot & Tudoria, 2001). Building strong brand personality is a favored strategy for taking a competitive position. Moreover, launching a new brand with line extensions has become a popular growth strategy.

In the last decade, most major hotels have extended their brands to expand their market shares and to maximize profits. Advantages of brand extension for the hotel industry include:

- Quick acceptance of new services by customers
- Large scale marketing support expenditures
- Low risk accompanied with introduction of a new service [Kapferer, 1992; Arnold, 1992]

The hotel industry cannot avoid the prerequisite step of building strong brands. Without first building strong brands, extending brands may be very dangerous because it may damage the core brands or wear out the core brand equity (Dacin & Smith, 1994;

Keller & Aaker, 1992). The brand name is the most important asset in the hotel industry. In other words, building and successfully managing a strong brand is one key component to success in hotel brand extension (Jiang et al., 2002). Extending a brand may affect the brand's personality dimensions. A brand must maintain a consistent, desirable, and enduring personality to ensure the firm's long-term success (Siguaw et al., 1999), and hotel firms must be able to sell their name to customers with their service. Few researchers have conducted research on the effect of brand extension on brand personality. How brand extension relates to brand personality is not well understood.

This research focuses on recognizing and empirically testing a relationship between brand personality and brand extension, which can lead to effective marketing strategies for the hotel industry.

Statement of Problem

The objectives of this study are:

- 1) To identify the Marriott hotel's brand personality.
- 2) To address the impact of brand personality congruence on customers' attitude toward the core brand.
- 3) To investigate the impact of brand extension on the customers' attitude toward the extended brand personality.

Research Questions

- 1) How does brand personality relate to brand extension fit?
- 2) Is it good or bad that brand personality changes after brand extension?

Justification for this study

The objective of this research is to identify how brand personality affects brand extension and to address how hotels should extend their brands. It is very difficult to measure service because it is intangible. The purchasing of service is more risky than the purchasing of goods (Iacobucci and Ostrom, 1996). Service is both determined by its degree of intangibility (Iacobucci, 1992, 1998) through labor-intensive structure and human performance, and formed by the customer's experience and emotions toward that service (Berry, 2000). Some researchers insist that using an emotional branding strategy enables service marketers to effectively increase the intangible nature of service to a more tangible level (Berry, 1986, p. 6; Levitt, 1981, p.101). In other words, a brand in the service business relies heavily on the customer's experience with the company. Furthermore, brand personality is built and judged by a customer's emotional evaluation of the brand, which is based on feelings and previous experience. Brand personality also helps establish in a consumer's mind that no two brands are alike, especially when the brands they are loyal to compete with similar products (King , 1973; Oh, 2000). Many researchers have found that brand personality is the key issue in distinguishing a brand, developing an emotional side of that brand, and increasing the personal meaning of the brand to the customers (Crask & Laskey, 1990; Landon, 1974; Levy, 1959; Ouwersloot et al., 2001). Furthermore, Kotler (1988) stated that brand personality produces a more consistent and stable outcome than brand image in environmental stimuli. Ouwersloot and Tudoria (2001) argued that one advantage of having strong brand personality is that it helps consumers differentiate between brands. Aaker (1997) insisted that brand

personality has a positive impact on customer brand choice. Brand personality may also be useful as an evaluation tool to identify customer brand acceptance. It is apparent then, that brand personality may have considerable effect on hotel brand extension.

Another key concept in brand extension is extension 'fit', which is the degree of similarity between parent brands and extended brands. Many brand extension studies show that congruence between parent brands and extended brands makes customer acceptance of extended brands very high (Broniarczyk and Alba, 1994). Consumers will positively or negatively judge an extended brand based on its congruence with the brand personality of the core brand (Bhat and Reddy, 1997). Consumers may modify their perceptions about a brand personality of a specific brand after exposure to the extended brand.

Almost no research has been conducted about the relationship between brand personality and brand extension, before and after extension, in the hospitality industry. Therefore, this research is designed to empirically test a relationship between pre and post-brand personality and brand extension, in the hotel industry. Findings of this study will allow us to better assess the broader impact of extension strategy for the marketer.

Definition of Terms

Brand image refers to the stereotypical personality-images [of a specific brand] that consumers store in their memory (Aaker, 1995).

Brand personality refers to the set of human characteristics associated with a brand (Aaker, 1997).

Brand extension means using a brand name successfully established for one segment or channel to enter another one in the same brand's market (Dayle, 1994).

Image congruence represents the match between self – perception and an image of the typical customer or service brand (Sirgy, 1982).

Brand extension fit refers to consumer's perceptions of the similarity between the core brand and the proposed extension (Aaker & Keller, 1990).

Intangibility a unique characteristic of service that consumers can't touch, see, or taste and is often determined as the performance experienced by customers (Iacobucci, 1998).

Brand artifact means brand can be made or modified for use of different culture and different target market.

Private brand when a large distribution channel member (usually a retailer), buys from a manufacturer in bulk and puts its own name on the product. This strategy is only practical when the retailer sales are higher volume.

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CHAPTER II

LITERATURE REVIEW

Branding

Currently, business is recognizing the phenomenon of brand building (Aaker, 1991). Branding is becoming more and more important across all product and service categories (Travis, 2000). Aaker (1991) claimed, “The marketing battle will be a battle of brand—a competition for brand dominance. Businesses and investors will recognize brands as the company’s most valuable asset (p.9).” Branding is defined as an attribute or benefit that differentiates a brand from other competing brands. (MacInnis & Nakamoto, 1990). Oh (2000) suggested that once customers recognize a brand, quality-differentiating cues have no impact on customer purchase intent. A strong brand might increase brand value, positive judgments, and purchasing intention.

Styles and Ambler (1995) presented two ways of defining a brand. The first is the traditional meaning where the brand is primarily an identifier. The second is the holistic interpretation. In this approach, the meaning of the brand exceeds the product itself. The brand is the summation of the entire marketing mix, including product, price, promotion, and distribution. Ambler (1992) said that the holistic meaning of a brand is the promise that the collection of attributes that make up a brand may be real or illusory, rational or emotional, tangible or invisible, so that the customer not only buys the product, but also the product satisfies their needs. Recent marketing trends prefer to use the holistic view of brand.

Emotional branding

“A product is made in a factory but a brand is made in one’s head and heart. Products might leave your factory by the thousands a day, but brands are sold one at a time, and they are sold by feelings” (Travis, 2000, p. 11). Emotional brands are most successful at extending their product is offering to respond to their customer’s aspirations. When one identifies with a brand emotionally, one is more likely to buy any of that brand’s products. Also the emotional aspects of product or service are the key determinants of the customer’s ultimate choice and the price. Emotional branding builds a deep, lasting human relationship between people and a brand (Gobe, 2001).

The old, traditional meaning of branding is recognition of brand, in other words, a sense of brand awareness (Travis, 2000), while emotional branding is an advanced type of branding.

There are ‘Ten Commandments’ of emotional branding that can differentiate the traditional concept of branding from the new concept of emotional branding.

As Table 3 shows, the emotional appeal of a brand is more effective than traditional branding. In addition, brand personality, which is formed by a customer’s emotions and experiences, makes a brand more special to customers. Specifically, the main goal of hotel customers is less about purchasing a room but is more about the service experience of the hotel brand.

Table 3. Ten Commandments of Emotional Branding

1.From consumers to people (Consumers buy, people live)	In communication which must be attacked. Now “win-win” is used, with, partnership approaches based on a relationship of mutual respect. After all, the consumer is the best source of information.circles the consumer is often treated as the “enemy”
2.From product to experience:(Product fulfills needs, experience fulfills desires).	Buying to satisfy needs is driven by price and convenience. An example of a product or shopping experience is, for example ‘the Bose’ sound testing section in Sam’s Club. This experience has added value and will remain in the consumer’s emotional memory as a connection made on a level far beyond need.
3. From honesty to trust: (Honesty is expected. Trust is engaging and intimate).	Honesty is required in business today. Trust is something you would expect from a friend. Trust is one of the most important values of a brand and requires real effort from a company. For example, a “no question asked” return policy is great example of building trust with customers.
4. From quality to preference: (Quality for the right price is a given today. Preference creates the sale).	Quality is a necessary offering for business; it is expected and must be delivered. Preference toward a brand is the real connection to success.
5. From notoriety to aspiration: Being known does not mean that you are also loved.	Notoriety means one is known. But if one wants to be desired, you must convey something must be conveyed that is in keeping with the customer’s aspirations
6. From identity to personality: Identity is recognition. Personality is about character and charisma.	Brand identities are unique and express a point of difference in the competitive setting. But this is only the first step. Brand personalities, on the other hand, are special. They have a charismatic character that provokes an emotional response.
7. From function to feel: The functionality of a product is about practical or superficial qualities only.	Sensorial design is about experiences. Many marketers design for maximum functionality or visibility but not for the real experience of the consumer. Design is about human solutions, based on innovation that presents a new set of sensory experiences.
8. From ubiquity to presence: Ubiquity is seen. Emotional presence is felt.	Brand presence can have quite an impact on the consumer. It can forge a sound and permanent connection, focusing on inventive ways to make a real, lasting connection.
9. From communication to dialogue: Communication is telling. Dialogue is sharing.	Communication that most of the traditional companies use is mainly information; giving, which is generally a one-way proposition. Real dialogue implies a two-way street. Companies not only give information but also hear the consumer’s voice. Progress in digital media is allowing this evolution to take place.
10. From service to relationship: Service is selling. Relationship is acknowledgment.	Service involves as basic level of efficiency in a commercial exchange. Relationship means that the brand representatives really seek to understand and appreciate who their customers are. Relationship is service plus something else. For example providing a haircut at the barbershop is service, but welcoming the customer with his/her own name implies a relationship.

(Gobe, 2001)

Self-concept

Self-concept is the sum of an individual's ideas, thoughts, and feelings about themselves in relation to other objects in a socially determined frame of reference (Onkvisit and Shaw, 1987). Since the late 19th century, researchers (Burns, 1979; Cooley, 1902; Gloffman, 1959; James, 1890; Mead, 1934) have been developing the meaning of self-concept. In general, consumer research has used four aspects of self-concept in explaining and predicting consumer behaviors (Claiborne, 1992). Sirgy (1982) described four aspects of self-image based on the individual's perspectives, namely actual self-image, social-image, ideal self-mage, and ideal social self-image.

Actual self-image can be defined as how a person sees himself/herself, whereas social self-image can be described as how others see him/her. Ideal self-image can be defined as how a person would like to see him/herself, whereas the ideal social self-image can be described as how a person would like others to see him/her. Moreover, ideal social self can be described as a desire to a positive self-image and the desire to be perceived by others with the same positive or even more positive image (Back, 2005). In sum, self-concept is an individual's perception of one's own appearance, abilities, limitations, and characteristics, including one's own personality as it has developed over time, and it is based on how one thinks of one's self, as well as how other people think of the person and react to them.

Self-concept also has been adopted by marketing researchers. Many marketing researchers have found positive relationships between self-concepts, ideal self-concepts, and purchase decisions. Birdwell (1968) was the first researcher to measure the extent to which self-image is congruent with a purchase. Also, Dolich (1969) found that there was

a significant relationship congruity between self-image and brand choice. According to Rogers' theory (1954), an individual's behavior is in part, a function of one's self-image and in part, the way in which he wishes others to see him. This theory can be applied to many human behaviors, including the purchasing of goods and services.

We can conclude that self-concept is the set of knowledge and beliefs about one's self that is stored in memory. Self-concept can be activated and recalled to influence purchase decisions.

Brand personality

According to research in psychology, one of the endearing characteristics of human beings is their strong desire to imbue inanimate objects, animals, and other aspects of their surroundings with human characteristics. There is no doubt about the language of brands; it is full of human references. People look at brands either literally 'as people' or as having personality characteristics with which they interact with as if they were a person. For instance, 'unfriendly', 'cold', 'unwelcoming', 'sociable', 'your best friend', and 'some one who they can trust' are common expressions of customers about inanimate products and services that have become brands (Pringle & Thompson, 1999). Brand personality is a key component of brand image (Plummer, 1985). According to many researchers (Poiesz, 1989; Biel, 1993; Aaker, 1996; Keller, 1998) brand image is composed of the organization behind the brand, country of origin, brand artifacts, and brand personality. In terms of these components, brand personality provides the brand with more depth, with a 'soul' that is crucial for the brand image (Ouwersloot et al., 2001).

Table 4. Brand Personality Studies

Matthew et al. (1994)	This study defines the relationship between product image and human personality using the Myers-Briggs Type Indicator (MBTI). No relationship was found.
Aaker & Fournier (1995)	Distinguished brand personality and user image. Brand personality played a role in consumer choice for private brands, while user image played a role in consumer choice of public brand.
Timothy (1996)	Advertisement manipulation had a significant effect on image congruence relationships. For higher congruence consumers, the self-image ad led to more favorable attitudes.
Aaker (1997)	Developed reliable, valid, and generalized scales of brand personality. Forty-two personality traits provided additional support for the stability of five brand personality dimensions.
Siguaw et al. (1999)	Compared mid-scale restaurant brand personality using Aaker's(1997) brand personality measurement. Differentiating a brand from its competitor is a basic component for successful brand management.
Ouwensloot et al. (2001)	Advertising was found to have one of the biggest impacts on creating brand personality to customers. Response to advertising can be both cognitive and affective.
Aaker et al. (2001)	External validity of Aaker's brand personality dimensions in cross-cultural setting. Modified personality dimension can be applied to different cultural settings.
Asoulay et al. (2003)	The current measurement of brand personality measures not only brand personality but also perceived product performance. A more strict definition of brand personality is needed to measure brand personality itself.
Murase & Bojanic (2004)	Examined the differences in perceptions of the brand personalities of three quick-service restaurants in different cultural settings, using Aaker's brand personality measurement.

As Table 4 shows, marketing researchers defined brand personality in various ways. Brand personality refers to the set of human characteristics associated with a brand (Aaker, 1997) and as one of the core dimensions of the brand identity (Aaker, 1996). A well-established brand personality can result in consumers having stronger emotional ties

to the brand and greater trust and loyalty (Siguaw et al., 1999; Johnson et al., 2000). It tends to serve as a symbolic or self-expressive function (Keller, 1993). Brand personality as the concept of self-expression is defined as “the totality of the individual’s thoughts and feelings having reference to one self as an object” (Rosenberg, 1979). Customers use brands as symbolic devices to explain and express their own particular personality (Chernatony & William, 1990). King (1970) suggested that “people choose their brands the same way they choose their friends; in addition to the skills and physical characteristics, they simply like them as people.” Brand personality refers to the emotional side of a brand. It is created by the combination of all the experiences the consumer has with a brand (Ouwersloot & Tudorica, 2001; Kotler, 2004). It concentrates on what the brand says about the customer and how they feel about the brand (Vaid, 2003).

Brand personality can make a brand more interesting and memorable and can even become a vehicle to express a customer's identity. Thus, a Harley Davidson motorcycle rider "might feel more macho and freer of a confining job and its attendant lifestyle” (Aaker, 1999). Emotional brands have strong appeal that leads to growth potential through an extension of the company’s offerings (Gobe, 2001).

Brand personality encourages more active processing on the part of the consumer, suggesting that he or she can interpret a brand’s image in a manner which is more personally meaningful. Brand personality that taps into more enduring values has a far better chance of achieving longevity (Aaker, 1993). Brand personality can be the single association used by consumers to differentiate one product from other products (Ouwersloot et al., 2001)

Since marketing research captured the idea of the relationship between the brand and human personality, reliable and valid measurement items were in high demand. Digman (1990) captured five human personality dimensions termed the “Big Five”: agreeableness, extroversion, conscientiousness, culture, and neuroticism. But these human personality dimensions are difficult to measure in brand personality because of differences in formation (Park, 1986). Aaker (1997) use these five human personality dimensions as a base for identifying these new concepts, the “Big Five”. The dimensions are represented by a 42-item brand personality scale. (see Figure 1). These are sincerity (down-to-earth, honest, wholesome, and cheerful), excitement (daring, spirited, imaginative, up-to-date), competence (reliable, intelligent, successful), sophistication (upper class, charming), and ruggedness (outdoorsy, tough). Aaker’s brand personality theory emphasized that in the synchronized relationship between self-concept and brand personality, the more congruent one’s own self-concept with a brand, the more accurate and active brand personality information will be provided. Brand personality also influences customer preferences for a brand (Aaker, 1997). Many researchers (Aaker & Maheswaran, 1997; Murase & Bojanic, 2004; Siguaw, Mattila, & Austin, 1999) have found that brand personality dimensions are reliable, valid, and can be applied to most industries and most cultures.

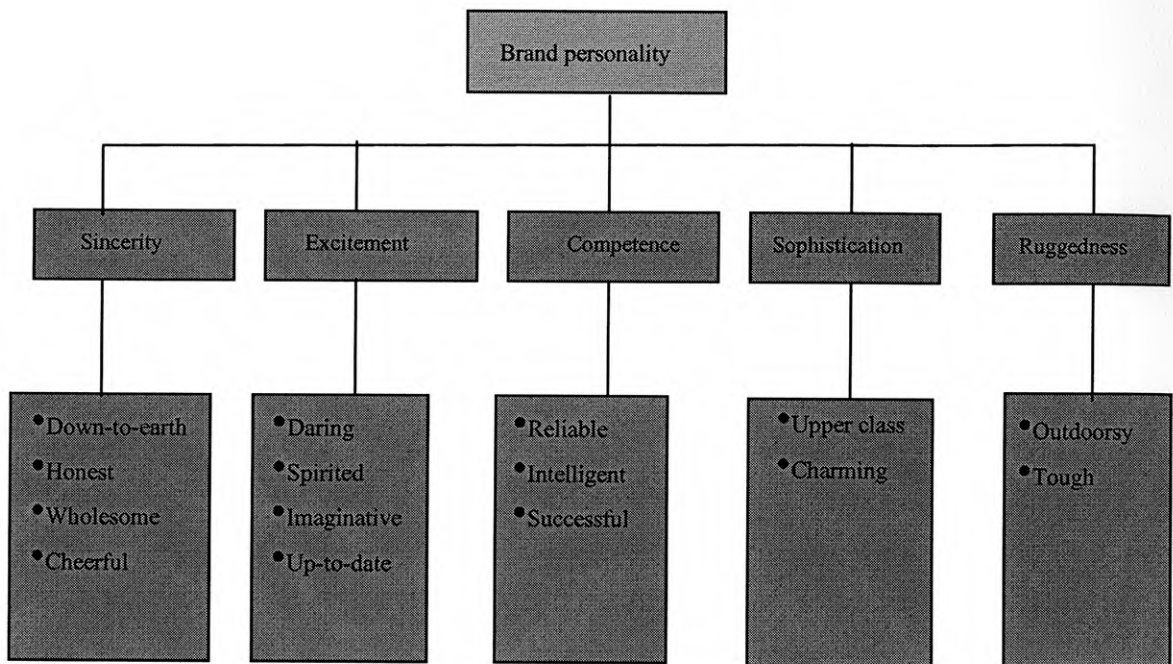


Figure 1. Brand Personality Framework (Aaker, 1997)

Brand congruence

Since Cooley (1902) suggested the self-concept theory, many researchers (Gardner & Levy, 1985; Caliborn, 1992; Onkvisit & Shaw, 1987; Sirgy & Samli, 1985) have studied self-congruency theory and also have concluded that consumers have a preference for products with images that are congruent with their self-image. Many marketing researchers have found a positive relationship between self-concept, ideal self-concept and brand choice. Birdwell (1968) was the first researcher to measure the extent to which self-image is congruent with purchase. He concluded that personality affects an

individual's choice of automobile and purchasing behavior consistent with a particular brand that conveys symbolic meaning of a customer's physical extension of his/her personality.

In many cases, consumers tend to express themselves by what they purchase. Consumers often purchase products or brands that maintain and/or enhance their self-image (Graeff, 1997). Consumer self-concept links to higher order needs like social or self-esteem needs (Maslow, 1970). The consumer's desire to promote self-consistency and self-esteem motivates him or her towards positive evaluations of a brand if user imagery is congruent with his or her desired self-image (Fournier, 1998; Hogg, Cox, & Keeling, 2000, Sirgy, 1986; Aron & Debra, 2003). Thus, consumers may value durability and simplicity or, in contrast, exclusivity and prestige, if these pertain to their self-image. Consumers achieve self-consistency by holding positive attitudes toward and purchasing brands that they perceive to be similar to their self-concept. Brand (and associated images) let consumers express that they are what they are, where they are, and how they want to be viewed by other people (Timothy, 1996). Fournier (1988) also studied how consumers identify themselves with brand by using idiographic analysis. According to Sirgy's image congruence theory, the customers tend to behave favorably toward the brand when making purchasing and repurchasing decisions.

Brand extension

During the last decade, brand extension strategy has been the core of strategic growth for a variety of firms (Aaker, 1991; Dayle, 1994). Brand extension strategy is performed on a brand's own products or services for which the brand was not originally created. Certain brands have such strong recognition and identity that they can be used

successfully to market other products. Aaker and Keller (1990) explained that brand extension involves the use of an established brand name to enter a new product category.

Extensions are a natural strategy for the firm looking to grow by exploiting its assets. Kotler (1991) defined brand extension as any effort to extend a successful brand name to launch new or modified products or product line. Brand extension is the practice of introducing a new brand (differentiated by market segment) using a well-established brand name as leverage (Jiang et al. 2002). The leverage of a strong brand name can substantially reduce the risk of introducing a product in a new market by using consumer familiarity with and knowledge of an established brand. Moreover, brand extensions can decrease the costs of distribution and/or increase the efficiency of promotional expenditures (Morein 1975). It also has been argued that when an extension uses well-established brand positioning, its chance of success is increased (Aaker & Keller, 1990; Boush & Loken, 1991; Sunde & Brodie, 1993). Well-organized brand extension substantially reduces introductory marketing expenses and enhances success by helping gain retailer and consumer acceptance (Keller & Aaker, 1992). Many managers use brand extension as a vehicle for growth (Springen & Miller 1990). Aaker & Keller (1990) explored the assumptions in consumer behavior for success in brand extension: (1) consumers hold positive beliefs and favorable attitudes toward the original brand; (2) these positive associations help form positive beliefs and favorable attitudes about the brand extension; and (3) negative associations are neither transferred to nor created by the brand extension.

Table 5. Top 10 Hotel Brands Extension

Hotel Brand	Brand extension
1. Inter-Continental	Candlewood, Centra, Crowne Plaza, Forum Hotel, Holiday Inn, Holiday Inn Express, Holiday Inn Garden Court, Holiday Inn Select, Hotel Indigo, Inter Continental, Parkroyal, Posthouse, Staybridge Suites, Sunspree Resorts & Toby Hotels.
2. Cendant	Amerihost Inn, Days Hotel, Days Inn, Days Serviced Apartments, Howard Johnson, Howard Johnson Express, Knights Inn, Ramada, Ramada International Plaza, Ramada International Hotels & Resorts, Ramada Limited, Ramada Limited, Ramada Plaza, Super 8, Thriftlodge & Travelodge.
3. Marriott	Courtyard, Fairfield Inn, Marriott Conference Centers, Marriott Executive Apartments, Marriott Hotels and Resorts, Renaissance Hotels & Resorts, Residence Inn, SpringHill Suites, The Ritz-Carlton & TownPlace Suites
4. Choice	Clarion, Comfort Inn, Comfort Suites, Econo Lodge, MainStay Suites, Quality, Quality Suites, Rodeway Inn, & Sleep Inn
5. Hilton	Conrad, Doubletree, Doubletree Club, Embassy Suites, Embassy Vacation Resort, Hampton Inn, Hampton Inn Suites, Hilton, Hilton Gaming, Hilton Garden Inn, Homewood Suites & Scandic Hotel
6. Best Western International	Best Western
7. Starwood Hotels & Resorts Worldwide, Inc	Four Points, Hacienda, St. Regis, Luxury Collection, Sheraton Hotel, W Hotels, & Westin
8. Accor International	Century, Coralia, Etap Hotel, Hotel Formule 1, Hotel Novotel, Hotel Sofitel, Jardin, Libertel, Mercure Hotel, Pannonia, Parthenon, & Suite hotel
9. Carlson Hospitality Worldwide	Country Inn & Suites, Park Inn, Park Plaza, Radisson, & Regent Hotels
10 WORLDHOTELS	Austria Hotels, Best Western, Bilderberg, Concorde Hotels, Corinthia, Dai-Ichi, European Castle Hotels, Exclusive Hotels, Grange Hotels, Hankyu Hotel Chain, Harbour Plaza Hotels, Hesperia Hotels, Hilton International Holiday Inn Garden Court, Hotel Husa.

Source: American hotel & lodging association (2006)

There are several types of brand extension, and the terms are often used interchangeably.

Line extension (Horizontal extension): Line extensions consist of introducing additional items in new sizes, forms, or colors in the same product category under the same brand name. Unsuccessful line extensions are less likely to damage the core brand than vertical extension. Line extensions use an established brand name for a new offering in the same product category (Reddy et al. 1994). Most of the recent research in brand extension has focused on horizontal extension.

Multi-brand extension (Vertical extension): A company will often introduce additional brands in the same product category with different price and quality balances.

Sometimes a company tries to establish different features or to appeal to different buying motives (for example, Black & Decker and DeWalt). In the eyes of management, multi-brand extension is the quickest way to leverage a core product's equity. However, if the extended brand is in the same category, competition between the two brands is hard to avoid, which confuses customers. Moreover, the risk of negative information is higher than with a line extension. Sullivan (1990) defined three types of brand extensions. The first type of extension was the umbrella name in brand extension (a favorable brand extension accident might taint the entire brand image). The second was use of individual brand names in brand extension. The third type of extension was sub-brand strategy (for example, Courtyard by Marriott which poses less risk than if "Marriott" were truly the brand feature). The use of sub-branding by practitioners appears to be based upon the assumption that the combination of a new brand name with a familiar brand name allows

the consumer to selectively transfer existing brand attitudes and beliefs from the existing brand memory to the associated brand. Therefore, the consumer can differentiate the extension from other products associated with the brand name, thereby reducing the likelihood of negative reciprocity effects.

Because the lodging industry is in the mature stage of its life cycle (Lewis and Chambers, 1998; Back, 2005), the maturity of the market may be an intervening variable, which means as a market matures the success rate of brand extension increase (Sullivan, 1992). The probability of a brand extension surviving in the mature market for more than six years is 75 % higher than for a new brand (Sullivan, 1992).

Hotel brand extension requires an immense investment. Brown (1985) estimated that the cost of introducing a new brand in some consumer markets costs more than \$100 million. Tauber (1988) also stated that the total cost estimated to run a new brand is more than \$150 million. For this reason, any investor or marketer expects short-term effects. Martin (1999) in his book *Romancing the Brand* mentioned that “brand personality is permanent”; McDonald’s, Mercedes, Wal-Mart, and Virgin Airlines all have personalities that have remained the same for many years. Table 6 summarizes the previous discussion of brand extension.

Table 6. Brand Extension Summary

Aaker (1990)	An ill-conceived brand extension may seriously damage the original product and preclude the establishment of another brand with unique associations and growth potential
Boush & Loken(1991)	Evaluations of brand extensions were influenced both by the extension's similarity to a brand's current product and by variations among a brand's current products.
Keller & Aaker (1992)	A high quality brand can be stretched further than an average quality brand. A strong brand name can be extended effectively to more diverse product categories with less risk.
Pitta & Katsanis (1995)	This study summarized what was involved with brand extension. The wrong brand extension might risk dilution of equity. Establishment of a unique new brand is the key to success of brand extension.
Klink & Smith (2001)	A brand's extendibility is constrained by the degree of perceived fit between the brand and extension product categories.
Swaminathan et al. (2001)	Experience with the parent brand has a significant impact on extension trial, but not on extension repetition.
Jiang et al. (2002)	Hotel-brand extensions help retain customers but only up to a point. (Three extensions are the maximum.)
Diamantopoulos et al.(2004)	SUV's (Sport Utility Vehicle) brand personality affects the good and bad fit of brand extension.
Lei et al. (2004)	An extension with low service intensiveness was compared to the parent product. The extension was evaluated differently from an extension with higher service intensiveness.
DelVecchio & Smith (2005)	Brand extension price premiums are positively related to the perceived fit between the brand and the extension category.

Brand extension fit

Previous brand extension research has emphasized primarily the role of “fit” or similarity between the two products as an evaluation tool involved in creating a brand extension. Tauber (1988) observed 276 actual extensions and concluded that perceptual fit, “Consumers perceiving the new item to be consistent with the parent brand.”

Categorization judgment and the transfer of parent brand associations to the extension are particularly affected by consumer perceptions of fit (Aaker & Keller, 1990). The extension needs to fit the brand. The customer needs to be comfortable with the concept of the brand name being on the extension. If the fit is poor, desired associations will not transfer but will instead, distract, or even precipitate ridicule. When fit increases, consumers can more confidently transfer their favorable associations to an extension product (Aaker & Keller, 1990; Gronhaug, 2002) and reduce the perceived likelihood of negative outcomes (DelVecchio, 2000). Park, Milberg, and Lawson (1991) concluded that different types of brand extension fit, specifically brand concept consistency and product level similarity, moderate the evaluation of extension products using the direct brand extension strategy. Therefore, different types of brand extension fit also may have different effects on the degree of the customer’s evaluation of the brand extension. The impact of brand extension fit on brand personality depends upon the perceived quality of the core brand.

Table 7 presents examples of hotel brands’ extensions. This model is 2 x 2 between subjects and factorial design and was adapted from Jun, Mazumda, and Raj’s (1999) study of the technology hierarchy effect. It explains the example of a hotel brand

extension of the Marriott brand name with service differentiation as treatment. For instance, JW Marriott and Marriott Marques are using the same brand name, “Marriott” and these two brands also provide upscale service to customers.

Table 7. Marriott hotel brand Extension

	Service (Similar)	Service (Different)
Brand extension (Similar name)	Same Brand (SUB) Similar service (JW Marriott) (Marriott Marques)	Same Brand (SUB) Different service (Marriott Hotel) (Marriott Resort)
Brand extension (Different name)	Different Brand (IND) Similar service (Courtyard) (Residence Inn)	Different Brand (IND) Different service (Ritz Carlton) (Healthcare facility)

Attitude toward a Brand (Extended brand personality)

When extension is accomplished, marketers and consumers can evaluate the extended brand. The success of brand extension is mainly explained by how the consumers evaluate the extension (Klink and Smith, 2001). According to Aaker and Keller (1990), consumer evaluations of brand extensions are determined primarily by the quality of the parent brand and the fit between the original and extension products categories. For the most part, brand acceptance and favorable attitudes toward the extended brand are tools for measuring brand extensions. The benefit of extension is that it can enhance the value of a core product, and it may reinforce the core product’s value, brand image, and personality, as opposed to weakening it (Delvecchio & Smith, 2005). Ries and Trout (1981) provide evidence that the wrong kind of brand extension

may strip away investments, time and resources, market opportunities, and brand trust. Loken and John (1993) also find that unsuccessful brand extension can dilute brand names by diminishing the favorable attitude and beliefs that consumers have learned to associate with the brand name. Extending the brand could have an impact on the brand's personality dimensions (Diamantopoulos, Smith & Grime, 2004).

The similarity of brand personalities and the attitude toward the extended brand will be the evaluation tool to determine if a brand extension is successful. The ideal result would be that the extended brand personality would have the same brand personality or even improve the level of a personality trait. For instance, when the core hotel brand's personality is strong in the sophistication dimension, the extended brand may embrace the same personality dimension or enhance the level of sophistication. The unique characteristics of service (intangibility, perishability, inseparability, and variability) often determine the performance that is experienced by consumers (Iacobucci, 1998), providing the foundation for the brand personality. Keller (1998) stated that, "brand personality reflects how people feel about a brand rather than what they think the brand is or does" (p.95). The reason consumers perceive different brands as having different personalities is part of a wider process of building or re-affirming the person's own self-concept (Aaker, 1999). In light of this, brand personalities that define the brand extension should be used to evaluate successes or failures. According to the interpersonal relationship theory, when people evaluate another person, their personality is one of the most important factors of appraising that person's value. Kotler (2003) stated in his marketing management book that personality leads to relatively consistent and enduring responses to environmental stimuli. Therefore, using

the core brand personality as an independent variable and the brand personality of extended brands as a dependent variable should measure a hotel brand extension's success.

Hypotheses Development

Based on the review of literature, research hypotheses of the effect of brand personality congruence on brand extension are presented in this section. Many studies have treated brand personality as the key issue in distinguishing a brand. Brand personality can be the single one association that is used by consumers to differentiate between products (Ouwensloot et al. 2001). Because human personality and brand personality share many similar concepts (Epstein, 1977), brand personality can trigger a deep and strong relationship between customer and a brand, creating a special and personal meaning to a customer (Aaker, 1993). A well-established brand personality can result in consumers having stronger emotional ties and congruence to the brand that might create more enduring values with a far better chance of achieving a long-term relationship (Kotler, 2003).

Brand personality provides the brand with more depth, with a 'soul' that is crucial for the brand image (Ouwensloot et al. 2001). Brand personality should enable customers to consider themselves as a part of brand itself (Aaker, 1999). In addition, many marketing researchers have attempted to use the self-concept theory to explain consumer-purchasing behaviors (Sirgy, 1985; Gardner & Levy, 1955). Self-concept theory as applied to marketing research assumes that individuals have an actual self-concept based

on who they think they are, and an ideal self-concept based on who they think they would like to be (Timothy, 1996). A customer's self-concept might influence their attitudes and purchase decisions (Aaker, 1999). The matching concept refers to congruence between customer self-concept and a brand, which manipulates customer's behavior and attitude toward the brand (Sirgy, 1985; Back, 2005). Dolich (1969) suggested a considerable amount of congruity between self-image and brand choice. Customers will enhance their self-concept by purchasing and using a particular brand (Graeff, 1997).

According to the literature, extending the brand may impact the brand's personality dimensions and customer attitudes toward a brand and service. (Diamantopoulos, Smith, & Grime, 2004). An affect-transfer process frequently is invoked to describe how consumers evaluate brand extension. King (1973) also claimed that brand congruence was useful in evaluating a consumer's attitude level toward a brand. Thus, the greater the congruence with the brand personality, the more appealing and favorable the attitude toward the brand extension will be. Therefore, hypothesis 1 is suggested.

H 1: Brand congruence is positively associated with attitude toward the core brand.

According to the attitude-behavior relationship theory (Schward, 1985), a new attitude derives from the sum of the memories. The forming of an attitude influences one's behavior. There are three kinds of attitudinal perspective: cognitive, affective, and conative. The cognitive aspect of attitude is based on either prior knowledge or experience-based information about a brand. Affective attitude refers to a liking or

positive attitude toward a brand based on cumulatively satisfying usage occasions. The conative aspect of attitude is defined as a customer's behavioral intention to continue purchasing products in the future (Oliver, 1997).

The affection associated with the original brand is transferred to the extension brand, and this transfer occurs most directly when similarity between the two products is high. In other words, consumers will evaluate the extended brand more favorably when the similarity of core brand personality and extension brand personality is high. Bhat and Reddy (1997) stated that the more similar the extension is to a parent brand, the more likely consumers are to identify with the parent characteristics in the extension. Broniarczyk and Alba (1994) proposed that parent brand trait associations moderated the effect of product-level similarity on extension. Bhat and Reddy (2001) also concluded that consumers seem to view the fit between the parent brand and its extension by the similarity of their images and not the similarity of their product categories. Similar brand extension gives more confidence to customers in brand choice. When brand extension is very similar to brand personality, a customer may have stronger confidence in their expectations of the extension brand. There is a significantly strong relationship between high confidence and behavior (Ajzen, White, & Timko, 1982). When the brand extension fits well into the brand concept and product similarity is high, customers are comfortable with the brand name on the extension product. If the fit is poor, the desired associations will not transfer and customers will lack confidence in the brand (Aaker & Keller, 1990; Gronhaug, 2002). Confidence is defined as, "a cognitive component that reflects the degree of convictions or certainty with which a belief or attitude is held" (Krishnan & Smith, 1998, p276). For people with high confidence, the relationship between attitude

and behavior is strong but not for those with low confidence. (Ajzen, White, & Timko, 1982). Customer confidence in products or services and their attributes significantly influence purchase behavior (Park and Lessig, 1981).

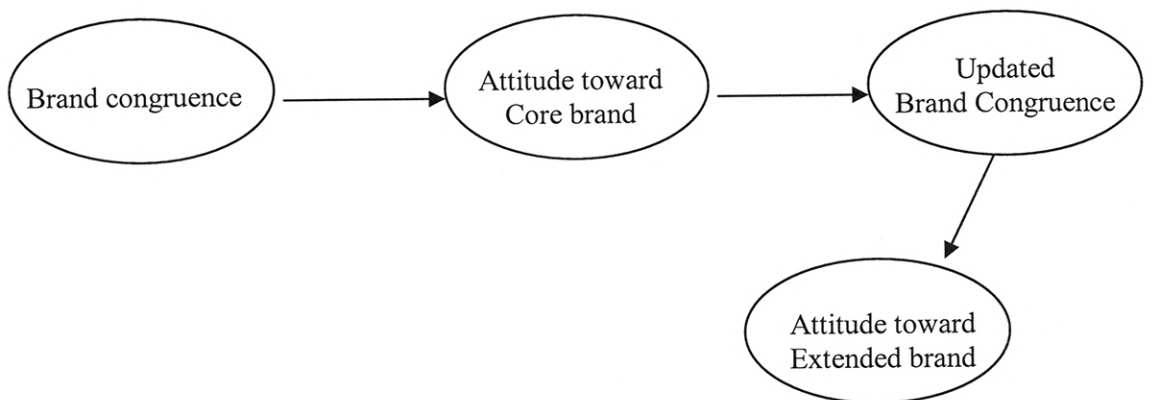
Extending the brand could affect the brand's personality (Diamantopoulos, Smith, & Grime, 2004). Loken and John (1993) also found that unsuccessful brand extension could dilute a brand name by diminishing the favorable attitude and beliefs that consumers have learned to associate with the brand name. Ajzen and Fishbein (1980) stated that attitude directly influences behavior, so in this study, we expect that brand extensions (similar and less similar) will affect customer attitudes toward a brand with a concomitant change in customer behavior due to brand congruence level and brand choice.

H2: Attitude toward the core brand is positively associated with updated brand congruence.

A customer's experience with brand extension leads to a cumulative knowledge of product or service. This knowledge is stored in the customer's memory as product or service related intimacy and information (Goff & Gibbs, 1993; Park, Mothersbough, & Feick, 1994). A new attitude forms or an existing attitude is retrieved from previous memory (Yi & Bagozzi, 1989). Thus, the updated brand congruence formed by brand extension may affect the customer's post experience attitude toward a brand.

H3: Updated brand congruence positively affects one's attitude toward the extended brand.

Figure 2. Conceptual Model Showing Relationship Among Brand Congruence, Attitude Toward Core Brand, Updated Brand Congruence, and Attitude Toward Extended Brand.



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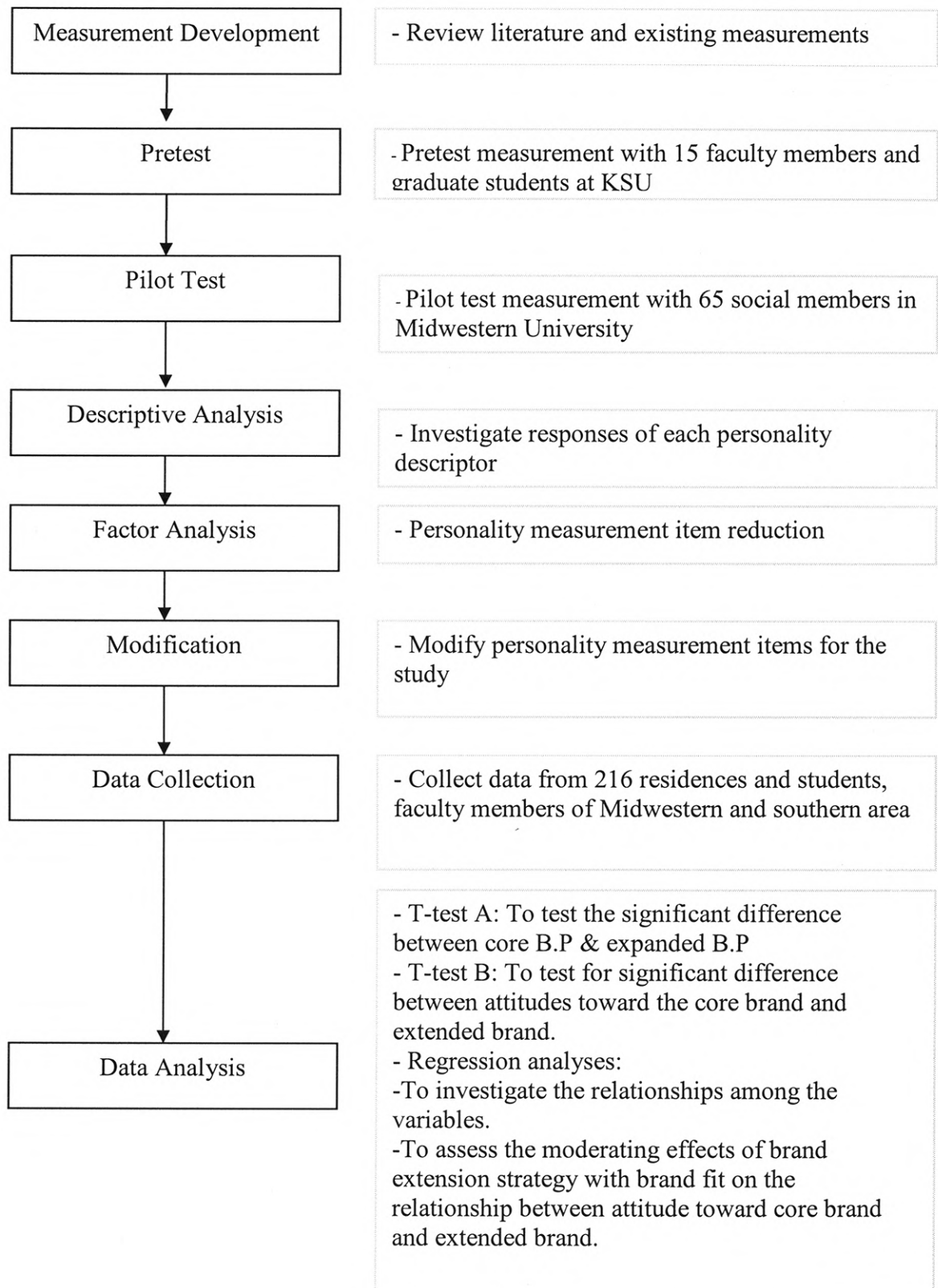
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CHAPTER III

METHODOLOGY

This chapter presents the methods used in this study, namely sampling, data collecting procedure, questionnaire development, survey administration, and data analysis. The main goal of this study is to identify the relationship between brand extension and brand personality in the lodging industry. The research procedure that used in this study is presented in Figure 3.

Figure 3. Flow of Research Procedure



Research Procedure for the Study

Brand Personality Measurement Modification

Aaker's (1997) brand personality trait (BPT) was adapted to represent respondent perceptions based on personality congruence of the total experience with a hotel brand. The hotel brand's personality measure is comprised of 5 dimensions, 15 facets, and 42 traits.

Aaker's (1997) BPT was defined as a set of direct associations with a brand by different people. In this case, the researcher needs to choose the descriptors are related to the situation and the most applicable measuring instrument.

One of the objectives of the pilot test was to reduce the number of personality traits while maintaining the diversity of brand personality associated with the hotel. Thus, in the pilot test, participants were asked to indicate how relevant each personality descriptor was to their congruency with a hotel brand personality. In doing so, Aaker's 42 personality traits (1997) that customers are likely to experience with a hotel brand were chosen for the survey.

Measurement Development

The questionnaires contained seven sections. The first section measured a hotel's brand personality and customer's personality congruence with that hotel brand. The second section included measurements of objective personality congruence with that hotel brand. The third section measured a customer's attitude toward that hotel brand. The forth section measured personality of the extended brand and brand extension fit (Case1 was retirement community, Case2 was organic food store). The fifth section was

measured objective personality congruence of the extended brand. The sixth section was measured a customer's attitude toward the extended brand. The last section asked subjects to provide demographic data, such as gender, age, major, and ethnic background.

Brand personality

Aaker's (1997) 42 brand personality descriptors were adapted to represent respondents' self-congruency with a hotel brand. To select the most suitable brand personality descriptors for a hotel brand, a convenience sample of 65 social members in a Midwestern university asked to indicate how relevant each brand personality descriptor was to their perception of a hotel brand.

The participants were asked to "Take a moment to think about _____ hotel, and then describe this hotel by personality adjectives such as *friendly*, *confident*, *exciting*, *secure*, *original*, or any personality expression listed below." Perceptions from the BPT were evaluated using a five-point Likert-type scale from 1, "not at all," to 5, "extremely."

Self-concept

The 42-scales to measure customer self-concept were adapted from Aaker (1997). 5-Point Likert-type scales for customer self-concept (e.g., "I am charming", "I am friendly") were used to assess the customer's self-concept.

Brand personality congruence

The four items to measure personality congruence was adapted and modified from Serge's congruence theory (1982). A 7-point Likert-type scale for personality congruence (e.g., "The typical guest at the Marriott hotel has personality characteristics similar to mine as perceived by others.") was used to assess brand personality congruence.

Brand Extension fit

To measure brand personality and brand extension, brand name and service differentiation were applied as a treatment. Categorization judgment and the transfer of parent brand associations to the extension brands are particularly affected by consumer perceptions of fit (Aaker and Keller, 1990). The more similar the extension is to a parent brand, the more likely consumers are to identify the parent characteristics with the extension (Bhat and Reddy, 1997). In this study, two extension scenarios were presented.

Attitude toward the extended brand

Personality of the extended brand was evaluated by assessing the respondents' attitudes toward the extended brand and the brand personality congruence to the core brand. Attitude toward the extended brand was adapted from Oliver (1993), (1997). A 7-point Likert-type scale (e.g., "When I need to go to a hotel, this hotel brand is the first hotel brand in my mind") was used to discover the attitude toward the extended brand.

Pre-test

A pre-test was conducted to refine the research instrument. Graduate students and faculty members (15) in a hospitality program at a Midwestern university were asked to evaluate the survey instrument. Participants were asked to identify any ambiguity of questions and measurements. Modifications were made accordingly (e.g., wording, deleting unnecessary questions).

Pilot test

Following the pre-test, a pilot test of the instrument was conducted prior to data collection as a preliminary test of the final questionnaire. The pilot test was modified to in further refine Aaker's (1997) BPT to increase construct validity for the lodging industry. A convenience sample of 65 social members in a Midwestern university was asked to participate in the pilot test. Personality descriptors were modified based on participant responses. A \$2 donation per survey was provided as a token of appreciation.

Reliability of Measurement

Reliability of the measurements was estimated using Cronbach's coefficient alpha. The alpha values for brand personality (42 items) and extended brand personality (42 items) were .92 and .96, respectively. Values were all above the suggested cut-off .70 indicating internal consistency (Nunnally, 1978).

Data Collection and Procedures

Participants. 458 include residences in Midwest and Southern area and, undergraduate/graduate students from a variety of majors as well as faculty members at a Midwest and Southern universities were asked to participate in the study. To maximize response rate, an incentive was provided (two dollars donation to organization).

Brand Personality Recalling. The pictorial induction technique exposed participants to recall the Marriott hotel's brand personality. Participants were shown color pictures representing the Marriott hotel. This approach was used to help participants recall their hotel experiences and advertisement. After reading the instructions, participants were given five minutes to think about the Marriott hotel brand and their

experience of the recent hotel stay. This exercise occurred prior to participants' using the items to evaluate their perception about the Marriott Hotel.

Brand personality, customers' personality and attitudes toward brand evaluation.

The purpose of the study was explained to respondents as a study to understand the complexity of customer self-concept and its congruence of brand personality as well as their purchasing behaviors in the lodging industry and to identify the terminology that lay people use to describe their personality related to hotel experiences. After reading the instructions, participants identified their own personality and the core brand personality of the Marriott brand, and then they were asked to read two brand extension scenarios (retirement center and organic grocery store). Respondents then indicated their post-brand personality (extended brand personality) and their revised attitude toward the extended brand. Finally, participants were thanked for their voluntary participation and debriefed after all the questionnaires were completed.

Analysis

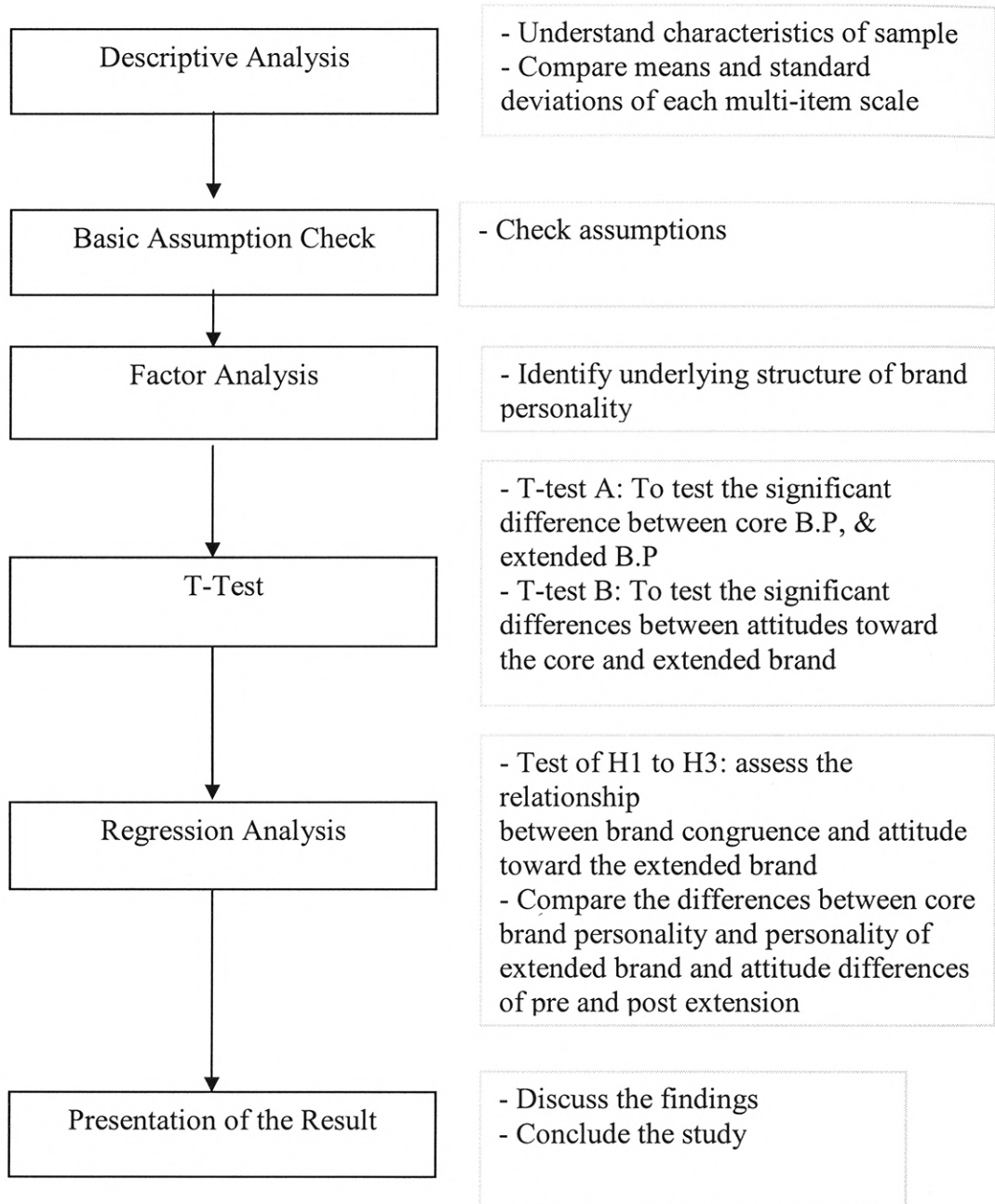
Descriptive statistics were calculated to examine characteristics of the sample and to compare means and standard deviations of each multi-item scale. A basic assumption checked was conducted to satisfy assumptions. Basic assumptions for multiple regression analysis were tested using SPSS 13 (George & Mallery, 2001).

A factor analysis was performed on the measure to identify the dimensions of brand personality in the lodging industry. The factor analysis showed the possible number of brand personality dimensions in the lodging industry.

For the hypothesized relationship in the proposed model, a series of t-test and regression analyses were performed to investigate the relationships among brand personality, brand congruence, and attitude toward extended brand. Figure 4 illustrates the data analysis procedure.

Data Analysis

Figure 4. Data Analysis Procedure



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CHAPTER IV

EFFECTS OF BRAND EXTENSION ON THE UPDATED HOTEL BRAND PERSONALITY AND ATTITUDE TOWARD THE BRAND

Abstract

The goal of this study was to identify how different types of brand personalities affect brand extension and to then identify the most appropriate brand extension types for hotel brands. A total of 215 samples were used to test hypotheses formulated for this research. The hypothesis tests were t-tests and a series of regression analyses. According to the findings, brand congruence for both the retirement community (Case 1) and organic food store (Case 2) significantly influenced customer attitudes toward the core brand. Second, attitudes toward the core brand did not have a significant impact on updated brand congruence for both cases. Third, the updated brand congruence between customer self-image and a well-established brand personality for the organic food store enhanced customer attitude toward the extended brand. However, this updated brand congruence did not influence customer attitude toward the extended brand in case 2 (organic food store).

Study results showed that customers' brand congruence had a greater impact on the customers' positive attitudes toward the core brand. However, customers' attitudes toward the core brand had no impact on the updated attitude. The findings provide some theoretical and practical implications for hotel operators. The results suggest that hotel marketers should develop marketing information systems that continuously monitor hotel customers' perceptions of hotel brand image. When operators decide to extend the

current brand, they should do so cautiously. Since lodging services are characterized by intangibility, the act of creating and maintaining a consistent brand image with overall images of prime target market is crucial. This is more applicable in the upscale market segment, where customers purchase not only the products but also the symbols of luxury, pride, and status.

Introduction

Due to the intangible characteristics of the hospitality industry, it is very difficult to measure the level of service. The purchase of service is more risky than the purchase of goods (Iacobucci & Ostrom, 1996). Service is determined by its degree of intangibility (Iacobucci, 1992, 1998) through labor-intensive structure and human performance, and formed by the customer's experience and emotions toward that service brand (Berry, 2000). Some researchers insist that using an emotional branding strategy enables service marketers to effectively increase the intangible nature of service to a more tangible one (Berry, 1986, p. 6; Levitt, 1981, p.101). In other words, the meaning of a brand in the service business is said to be mainly influenced by the customer's experience with the company.

Furthermore, brand personality is built and judged by a customer's emotional evaluation of the brand, which is based on their feelings and previous experience. Brand personality also helps to establish in a consumer's mind the belief that no two brands are alike when the brands to which consumers are loyal compete with similar products (King, 1973; Oh, 2001). Many researchers have found that brand personality is the key issue in distinguishing a brand, developing an emotional side to that brand, and increasing the

personal meaning of the brand to customers (Crask & Laskey, 1990; Landon, 1974; Levy, 1959; Ouwersloot et al., 2001). Furthermore, Kotler (1988) stated that personality produces a reasonably more consistent and stable outcome than image in environmental stimuli. Ouwersloot (2001) argued that one of the advantages of having a strong brand personality is that it helps consumers differentiate between brands. Aaker (1997) insisted that brand personality has a positive impact on customers' brand choice. Further, brand personality is useful evaluation tool when looking at customers' brand acceptance. It is apparent then that brand personality may affect hotel brand extension and lead to better positing of strategies.

One more key concept in brand extension is extension 'fit', which is the degree of similarity between parent and extended brands. Many brand extension studies explained that if there is a congruence between parent and extended brands, customers' acceptance level of those extended brands is very high (Broniarczyk & Alba, 1994). Consumers will more positively or negatively evaluate an extended brand based on the congruence of brand personality between extension and the core brand (Bhat & Reddy, 1997). Consumers may modify their perceptions about the personality of a specific brand after being exposed to the extended brand. Almost no research has studied on the relationship between pre- & post-brand personality to brand extension, especially in the hospitality industry.

Thus, the objective of this research was to identify how brand personality affects brand extension and to address how hotels should extend their brands. Findings will offer marketers a better position from which to assess the broader impact of the extension strategy.

Theoretical Foundation and Hypotheses

Many studies have treated brand personality as the key issue in distinguishing a brand. Brand personality can be the single association used by consumers to differentiate between products (Ouwersloot et al., 2001). Because human and brand personality share many similar concepts (Epstein, 1977), brand personality can trigger a deep and strong relationship between the customer and a brand, creating a special and personal meaning for a customer (Aaker, 1993). A well-established brand personality can lead consumers to form stronger emotional ties and congruence with a brand that might create more enduring values with a far better chance of achieving a long-term relationship (Kotler, 2003). Brand personality provides the brand with more depth, with a 'soul' that is crucial for the brand image (Ouwersloot et al., 2001). Brand personality should enable customers to consider themselves as a part of the brand itself (Aaker, 1999).

In addition, many marketing researchers have attempted to use the self-concept theory to explain consumer-purchasing behaviors (Gardner & Levy, 1955; Sirgy, 1985). Self-concept theory as applied to marketing research assumes that individuals have an actual self-concept based on who they think they are, and an ideal self-concept based on who they think they would like to be (Timothy, 1996). A customer's self-concept might influence their attitudes and purchase decisions (Aaker, 1999). The matching concept refers to congruence between customer self-concept and a brand, which manipulates customer's behavior and attitude toward the brand (Back, 2001; Sirgy, 1985). Dolich (1969) suggested that there is a considerable amount of congruity between self-image and

brand choice. Customers will enhance their self-concept by purchasing and using a particular brand (Graeff, 1997).

According to the literature, extending the brand may impact its personality dimensions and customer attitudes toward a brand and service (Diamantopoulos, Smith, & Grime, 2004). An affect-transfer process frequently is invoked to describe how consumers evaluate brand extension. King (1973) also claimed that brand congruence was useful in evaluating a consumer's attitude level toward a brand. Thus, the greater the congruence with the brand personality, the more appealing and favorable the attitude toward the brand extension will be. Based on findings from previous studies, several hypotheses were formulated. Each is presented below, with explanations.

- H 1: Brand congruence is positively associated with attitude toward the core brand.

A customer's experience with brand extension results in an accumulation of knowledge of a product or service. This knowledge is stored in the customer's memory as product- or service-related intimacy and information (Goff & Gibbs, 1993; Park, Mothersbough, & Feick, 1994). A new attitude forms or an existing attitude is retrieved from previous memory (Yi & Bagozzi, 1989). Thus, the updated brand congruence formed by a brand extension may affect the customer's post-experience attitude toward a brand. Extending the brand could affect the brand's personality (Diamantopoulos, Smith, & Grime, 2004). Loken and John (1993) also found that unsuccessful brand extension could dilute a brand name by diminishing the favorable attitude and beliefs that consumers have learned to associate with the brand name. Ajzen and Fishbein (1977)

stated that attitude directly influences behavior. In this study, it is expected that brand extensions (similar and less similar) will affect customer attitudes toward a brand with a concomitant change in customer behavior due to brand congruence level and brand choice. Thus, based on the findings from the previous research, the following hypothesis was developed.

- H2: Attitude toward the core brand is positively associated with updated brand congruence.

According to the attitude-behavior relationship theory (Schward, 1985), a new attitude derives from the sum of the memories. The formation of an attitude influences one's behavior. There are three kinds of attitudinal perspectives: cognitive, affective, and conative. The cognitive aspect of attitude is based on either prior knowledge or experience-based information about a brand. Affective attitude refers to a liking or positive attitude toward a brand based on cumulatively satisfying usage occasions. The conative aspect of attitude is defined as a customer's behavioral intention to continue purchasing products in the future (Oliver, 1997).

The affection associated with the original brand is transferred to the extension brand, and this transfer occurs most directly when similarity between the two products is high. In other words, consumers will evaluate the extended brand more favorably when the similarity between core brand personality and extension brand personality is high. Bhat and Reddy (1997) stated that the more similar the extension is to a parent brand, the more likely consumers are to identify with the parent characteristics in the extension. Broniarczyk and Alba (1994) proposed that parent brand trait associations moderated the

effect of product–level similarity on extension. Bhat and Reddy (2001) also concluded that consumers seem to view the fit between the parent brand and its extension by the similarity of their images and not the similarity of their product categories. Similar brand extensions make customers of a brand choice more confident in these extensions. When brand extension is very similar to brand personality, a customer may have stronger confidence in their expectations of the extension brand. There is a significantly strong relationship between high confidence and behavior (Ajzen, White, & Timko, 1982). When the brand extension fits well into the brand concept and product similarity is high, customers are comfortable with the brand name on the extension product. If the fit is poor, the desired associations will not transfer and customers will lack confidence in the brand (Aaker & Keller, 1990; Gronhaug, 2002). Confidence is defined as “a cognitive component that reflects the degree of convictions or certainty with which a belief or attitude is held” (Krishnan & Smith, 1998, p. 276). For people with high confidence, the relationship between attitude and behavior is strong but not for those with low confidence (Ajzen, White, & Timko, 1982). Customer confidence in products or services and their attributes significantly influences purchase behavior (Park & Lessig, 1981).

- H3: Updated brand congruence positively affects one’s attitude toward the extended brand.

The proposed hypotheses were illustrated in the study model (see Figure 4.1).

Insert Figure 4.1

Methodology

Measurement development

Aaker's (1997) 42 brand personality descriptors were adapted to represent respondents' self-congruency with a hotel brand. Aaker's (1997) 42 brand personality descriptors were adapted to represent respondents' self-congruency with a hotel brand. To select the most suitable brand personality descriptors for a hotel brand, a convenience sample of 65 social members in a Midwestern university asked to indicate how relevant each brand personality descriptor is to their perception of a hotel brand.

The participants were asked to "Take a moment to think about _____ hotel, and then describe this hotel by personality adjectives such as friendly, confident, exciting, secure, original, or any personality expression listed below." Perceptions from the BPT will be evaluated using a five-point Likert-type scale from 1, "not at all," to 5, "extremely." The 42-items to measure customer self-concept was adapted from Aaker (1997). A 5-point Likert-type scale for customer self-concept (e.g., "I am charming", "I am friendly") was used to assess the customer's self-concept.

The 4 items to measure personality congruence was adapted and modified from Serge's congruence theory (1982). A 7-point Likert-type scale for personality congruence (e.g., "The typical guest at the Marriott hotel has personality characteristics similar to mine as perceived by others.") was used to assess brand personality congruence.

To measure brand personality and brand extension, different segment and service

differentiation were applied as a treatment. Categorization judgment and the transfer of parent brand associations to the extension brands are particularly affected by consumer perceptions of fit (Aaker and Keller, 1990). In this study, two extension scenarios were presented. Case 1 (retirement community) has the similar segment and provide comparable style service to the core brand (Marriott hotel). Bhat and Reddy (1997) stated that the more similar the extension is to a parent brand, the more likely are consumers to identify the parent characteristics with the extension. So, Case1 names as a good fit. Case2 was initiated as bad fit. Organic food store is totally different segment and provide different type of service to customers.

Extended brand personality was evaluated by assessing the respondents' attitudes toward the extended brand and the brand personality congruence to the core brand. Attitude toward the extended brand was adapted from Oliver (1993), (1997). A 7-point Likert-type scale (e.g., "When I need to go to a hotel, this hotel brand is the first hotel brand in my mind") was used to discover the attitude toward the extended brand.

Pre-and Pilot Test

Modifications were made based on feedback from a pre-test, such as underlining a negative verb and deleting repetitive questions. A pilot test was conducted with a convenience sample of 65 social members in a Midwestern university was asked to participate in the pilot test before their bible study as a preliminary test of the final questionnaire to ensure the appropriateness of measurements.

One of the purposes of the pilot test was for modifying Brand personality trait (BPT) to make it suitable for application in the lodging industry. Modification of the

personality descriptors was performed based on the participants' responses to each personality descriptor through the pilot test. Participants' responses of personality descriptors were used to determine if the descriptor was suitable for the study. A factor analysis, descriptive analysis, and reliability analysis were performed on the consumption emotion measure for item reduction. One factor and 27 personality descriptors were eliminated, leaving 13 brand personality descriptors for the questionnaire.

Sample and Data Collection Procedure

The sample population in this study was composed of include residences in Midwestern Southern area and, undergraduate/graduate students from a variety of majors as well as faculty members at a Midwestern and Southern universities.

The questionnaire consisted of the modified 13 personality descriptors, 13 self concepts, 4 subject brand personality and 4 attitudes toward brand. After reading the instructions, participants responded to a series of brand personality and self personality - describing adjectives, assessing attitude toward core and extended brand. 458 include residences in Midwestern Southern area and, undergraduate/graduate students from a variety of majors as well as faculty members at a Midwestern and Southern universities were asked to participate in the study. To maximize response rate, an incentive was provided (two dollars donation to any organization which participator willing to donate). Two hundred sixteen responses were returned out of 458 distributed questionnaires, resulting 32% of response rate.

Sample Characteristics

Table 4.1 presents the description of the respondents. The mean for respondents' hotel stay was 6 days per year and the standard deviation was 7.5. The majority of respondents (64.8%) indicated that their annual household income was in the range of \$20,001 to \$50,000. Fifty-six percent of the respondents were female, and the mean age was 27 years old. Also, most respondents (54%) were Caucasian.

Insert Table 4.1

Descriptive Analysis

Descriptive analyses were performed on all attributes of brand personality, customer personality, brand personality congruence and extended brand personality and updated brand congruence in the questionnaire. These descriptive analyses included means and standard deviations. A factor analysis, descriptive analysis, and reliability analysis were performed on the brand personality measure for item reduction. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy, which indicates the appropriateness of using factor analysis, was .68, which is an adequate level for conducting factor analysis (George & Mallery, 2001). Principal component analysis with VARIMAX rotation extracted three components, which accounted for 68.1% of the total variance explained. The variables “sophistication” and “competence” were combined into one factor—“sophistication”. The variable “ruggedness” did not have a strong relationship

with any component. Thus, this brand personality descriptor was dropped.

Insert Table 4.2

Participant responses to personality descriptors were used to determine whether the descriptor was suitable for the study. Based on the descriptive analysis of the pilot test data, some personality descriptors that did not represent respondents' view of brand personality congruence with hotel brand personality were excluded. A factor analysis was performed on the brand personality measure for item reduction. A factor analysis is the usual technique for item reduction in scale development (Richins, 1997).

Insert Table 4.3

A total of 3 factors and 13 brand personality items were finalized after the factor analysis. Table 4.4 presents the summary of means and standard deviations for each item. For Case1, the mean for the Personality item, "successful", had the highest value (4.4), followed by "upper class" (4.3), "confident" (4.2), "good looking" (4.2), "Leader" (4.0), "glamorous" (4.1), "trendy" (3.9), "real" (3.9), "cool" (3.7), "exciting" (3.7), "sincere" (3.6), "spirited" (3.4), and "wholesome" (3.4). These mean values for the Marriott hotel

brand personality items indicated that respondents recognize the Marriott hotel brand as “successful”, “upper class”, “confident”, “good looking”, and “leader” in the hotel industry.

Insert Table 4.4

Descriptive Analysis Results for Updated Brand Personality Questions (Case 1).

The mean for the Updated Personality item, “upper class”, had the highest value (4.2), followed by “leader ” (4.0), “successful” (3.9), “good looking” (3.9), “confident” (3.9), “glamorous” (3.9), “real” (3.7), “sincere” (3.6), “wholesome” (3.6), “spirited” (3.5), “exciting” (3.5), “trendy” (3.4), and “cool’ (3.1). Respondents described the brand personality of the Marriott retirement community as upper class, leader, successful and good looking.

Descriptive Analysis Results for Updated Personality Questions (Case 2).

The mean for the personality item, “upper class”, had the highest value (3.8), followed by “trendy” (3.8), “wholesome” (3.7), “confident” (3.6), “successful” (3.6), “good looking” (3.5), “real” (3.5), “cool’ (3.3), “sincere” (3.7), “leader” (3.6), “glamorous” (3.4), “spirited” (3.3), and “exciting” (3.2). Respondents described the brand personality of the Marriott organic food store as upper class, trendy, wholesome, and confident.

Although the brand personality of the extension brand was changed, the highest scored personality, “upper class”, was still the highest brand personality item that described the Marriott brand as in fact brand extension Case 1 and Case 2,

Insert Table 4.5

Paired Sample T-test

To verify the relationship between brand personality and extended brand personality, and attitude toward core brand and attitude toward extended brand, a series of paired sample t-tests were performed. The first paired T-test result showed that the means for the 6 brand personality items included successful and confident had the highest mean value in expressing brand personality. In Case 1, there were significant differences between core and extended brands. In Case 2, the means for most extended brand personality items were significantly different from those for core brand personality, except for “wholesome” and “trendy”.

The second paired sample T-test showed that the attitude toward core brand and attitude toward extended brand, that the mean scores of attitude 2 (4.68) to (3.68) (I intend to continue to use this hotel in the future) and 4 (5.23) to (4.40) (Overall, I like this brand) changed from Case1 to Case 2 (4.95) to (4.34): “This hotel brand is superior to other brands” 2 (4.97) to (3.64); “I intend to continue to use this brand in the future” and 4 (5.44) to (4.07) “Overall, I like this brand” have changed.

The third paired sample T-test showed that for the core brand congruence and updated brand congruence, the mean score for sincere (.96) to (.69) and wholesome (1.05) to (.74), upper class (1.57) to (.61), glamorous (1.39) to (.75), good looking (1.00) to (.62) differ significantly from core band congruence to updated brand congruence in Case 1.

In Case 2, only successful (.72) to (.96), upper class (.59) to (.90) have changed.

Insert Table 4.6

Insert Table 4.7

Insert Table 4.8

Data Quality Testing

Reliability and Validity Testing

A reliability test was performed to assess the internal consistency of the result measurements. The coefficient alpha is the most popular measure of reliability for a multi-item scale (Sekaran, 1992). It was used to assess the internal homogeneity existing among the items scale in this study. Values were all above the suggested cut-off of .70 (brand congruence = .77; attitude toward core brand = .82; updated brand congruent = .85; attitude toward extended brand = .88), thus indicating internal consistency (Nunnally, 1978). The results indicated that these multiple measures are highly reliable for measuring each construct.

Construct validity assesses the degree to which a measurement represents and logically connects, via the underlying theory, the observed phenomenon to the construct (McDaniel & Gates, 1993). Convergent and discriminant validity are either considered subcategories or subtypes of construct validity. Convergent and discriminant validity checks were conducted using the correlation matrix because the correlation patterns may suggest whether the measures have good convergent and discriminant validity (Campbell & Fiske, 1959; Churchill, 1979). Table 4.9 presents the correlation matrix; the information in this table provides evidence for both convergent and discriminant validity, and therefore construct validity. Table 4.9 suggests that acceptable convergent and discriminant validity exist because the within-construct item correlations (A, B, C, and D) are generally greater than the between-construct item correlations (E, F, G, H, I, and J) except brand congruence. That is, correlation patterns within constructs (A, B, C, and D)

differ from the correlation patterns between constructs (E, F G, H, I, and J), suggesting that the measures have acceptable convergent and discriminant validity.

Insert Table 4.9

Relationships among Theoretical Constructs

Table 4.10 presents the results for the series of regression analyses. In regression Equation 1, as predicted in Hypothesis 1, brand congruence had a significant positive impact on customer attitude toward the core brand ($p < .01$). Specifically, brand congruence for both the retirement community (Case 1) and organic food store (Case 2) significantly influenced customer attitudes toward the core brand. The results from regression model 1 showed that the coefficient (Standardized) value was .32 for Case 1 and .32 for Case 2. The independent variable across two cases explained 10.40% and 10.00% of the total variance in attitude toward the core brand, respectively.

In regression model 2, the effects of attitude toward the core brand on updated brand congruence were found to be insignificant ($p > .01$). Thus, hypothesis 2 was not supported. These results indicate that attitude toward the core brand did not have a significant impact on updated brand congruence for both cases.

In regression model 3, the results showed that while updated brand congruence for the retirement community was not significantly associated with customer attitude toward the extended brand ($p > .01$), updated brand congruence for the organic food store

significantly affected customer attitudes toward the extended brand ($p < .01$). Thus, hypothesis 3 was partially supported. The coefficient (Standardized) value for the updated brand congruence for Case 2 was .42 in the relationship between updated brand congruence and attitude toward extended brand. This result indicated that the updated brand congruence between customer self-image and a well-established brand personality for the organic food store enhanced customer attitudes toward the extended brand. However, this updated brand congruence did not influence customer attitude toward the extended brand in Case 2 (organic food store).

In regression model 4, the attitude toward the extended brand was regressed on all independent variables, including core brand congruence, attitude toward the core brand, and extended brand congruence. For both Cases 1 and 2, attitude toward the core brand exerted a significant influence on attitude toward the extended brand.

Insert Table 4.10

DISCUSSION

Brand Congruence.

Findings from this research revealed that brand congruence played a significant role in the formation of customers' attitude toward core brand personality. According to Aaker's brand personality theory, in the synchronized relationship between self-concept and brand personality, the more congruent one's own self-concept was with a brand, the more accurate and active the brand personality information to be provided. Brand personality also influenced customer preferences for the brand (Aaker, 1997). For this reason, customer's brand congruence was used to measure the relationship between attitude toward core brand and attitude toward extended brand.

This result confirmed that for the higher congruence consumers, the self-image ad fostered more favorable attitudes (Timothy, 1996). The results also showed that customers' brand congruence significantly influenced their attitude toward core brand, and updated brand congruence partially influenced customer attitude toward extended brand, respectively.

According to the result for the third paired sample t-test, there was a significant difference between brand congruence and updated brand congruence in Case1 but not in Case2. The significant change in Case 1 was due to the characteristics of the sample. The mean age of respondents was 27 years old, so they were not thinking about a retirement community yet, even though the Marriott brand was attractive. In other words, it was very hard to connect young people's personality with a retirement community.

However, the results for Case2 confirmed that only 2 items were significantly different at the .01 level.

Brand Extension

Study results were consistent with the study done by Aaker and Keller (1990) that consumer evaluations of brand extensions were determined primarily by the quality of the core brand and the fit between the original and extension products categories. For the most part, brand acceptance and favorable attitude toward the extended brand were helpful in measuring the effect of brand extensions in terms of the benefit of extension. Further, the attitude toward the extended brand can reinforce the core product's value, brand image, and personality, as opposed to weakening it (Delvecchio & Smith, 2005). The results also indicated that hotel brand can achieve a higher successful rate for the brand extension by consistently engendering positive attitudes that stem from the customer' brand congruence.

Relationship between Core Brand Congruence and Attitude Toward Extended Brand

The results of the regression analysis showed a positive relationship between brand congruence and attitude toward core brand, and that attitude toward core brand was positively related to attitude toward extended brand. Once a customer connected with a brand, they showed a positive attitude toward a core brand. In the event of a brand extension they maintained a positive attitude toward the extended brand. This confirmed the study by Timothy (1996) that consumers achieve self-consistency by holding positive attitudes toward and purchasing brands that they perceive to be similar to their self-

concept. Further, consumers positively or negatively judge an extended brand based on its congruence with the brand personality of the core brand (Bhat & Reddy, 1997). The customers' desire for self-consistency applied not only to the core brand but also to the extended brand. This study found that customers' core brand congruence played one of the most important roles in the brand extension study.

Theoretical Implications

This study provided empirical evidence for Aaker's (1999) finding that a customer's self-concept might influence their attitudes and purchase decisions. Sirgy's (1985) study refers to congruence between customer self-concept and a brand, which manipulates customer's behavior and attitude toward the brand.

The finding emphasized the important role of customers' personality congruence with a brand to better understand customers' actual behaviors and attitudes toward a brand. Therefore, hospitality researchers should incorporate brand personality into brand extension studies. Also, this study defined the special needs for a descriptor for hotel brand personality. The Marriott hotel brand personality items, such as the ruggedness factor, include 5 personality descriptors that have the lowest mean value among 5 brand personality factors. Thus, to clarify true hotel brand personality, new brand personality descriptors are strongly needed.

Brand personality congruence, based on Sirgy's image congruence theory, had a greater impact on customers' attitudes toward core brand personality. Thus, marketers should focus on establishing a strong and unique brand personality and increase hotel brand personality by identifying the hotel's target customers and their personality in order to maximize customer loyalty in the lodging industry. A customer with a positive

attitude toward a brand may maintain or enhance their attitude toward an extended brand. For this reason, the brand extension study should emphasize the roles of positive attitude in branding.

Practical Implications

The results of this study have several managerial implications for marketing directors and managers in the lodging industry. First, this study confirmed that brand personality congruence plays a significant role in customers' attitude toward a brand. As stated by Kotler (2003), a well-established brand personality can cause stronger emotional ties and congruence in customers. Also, Aaker (1999) argued that a customer's self-concept might influence their attitudes and purchase decisions. Thus a better understanding of the personality factors can help lodging managers develop more effective ways to enhance the customers' positive attitude toward core brand and extend this positive attitude to the brand. In addition, advertising should be carefully developed based on research results. According to Timothy (1996), advertisement manipulation has a significant effect on image congruence relationships as well as one of the biggest impacts on the creation of brand personality for customers. Brand personality congruence responses could be achieved via atmospheric hotel planning and personality congruence advertising.

The marketer should increase customers' brand congruence in order to facilitate development of a positive attitude toward a brand to success brand extension. Results of this study indicate that attitude toward core brand is positively associated with attitude toward extended brand which can measure success of brand extension (Kotler, 2003).

Once customers connect themselves to a brand, they may not always continue to show the same attitude toward an extended brand. Therefore, it is important for hotel marketers and managers to encourage customers to repurchase the service.

Second, study findings revealed that when customers connect themselves to well-established brand personality, it has a greater impact on customers' attitude toward that core brand. Thus, to maximize customer satisfaction and repeat visit intentions, marketers in the lodging industry should focus on establishing a strong and unique personality and increasing customers' brand congruence level by identifying the hotel's target customers and their major personality. Doing so will maximize customers' brand congruence.

In summary, study results showed that customers' core brand congruence has a greater impact on their positive attitude toward a core brand. Furthermore, customers' attitude toward a core brand effects significant changes in attitude toward an extended brand. The findings provide some theoretical and practical implications for hotel operators. This study suggests that hotel marketers should develop marketing information systems that continuously monitor hotel customers' perceptions of hotel brand image.

Limitations and Suggestions for Future Research

Study findings need to be interpreted with caution. First, although this study was carefully designed to recall participants' brand personality using a pictorial technique, personality was not always recallable, and brand extension was artificial setting of brand extension may not quit influence to customer's attitude. Higher external validity of the

study results can be achieved by using actual hotel customers and actual brand extension case.

Second, the majority of the sample population in this study was students and faculty members at a Midwestern university and residents of Midwestern and southern areas using a convenience sampling method. Also, the mean of age was too low (27 years) to assume an actual hotel user age group. The interpretation and generalization of findings to all lodging purchase decisions should be done cautiously. In future studies, examination of the proposed model using a wider sampling range may complement the sampling limitation.

Finally, for future studies, it is recommended that other attitudes toward a brand be included, such as switching intentions or complaining behaviors, customers' purchasing behaviors in the lodging industry. In addition, the inclusion of actual behavior measures, such as frequency of visitation of a specific hotel brand, in the model would improve the explanatory power of the model tested in this study.

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Table 4.1 Description of the Respondents

Age	Mean 26.72	Std. Deviation .50
Gender	Frequency	Percent
Female	120	55.6
Male	96	44.4
Total	216	100
Ethnic	Frequency	Percent
Caucasian/ white	117	54.2
Asian or pacific Islander	47	21.8
Hispanic/ Spanish/ Latin American	31	14.4
African American	17	7.9
Native American/Alaskan native	1	.5
Mexican/ Mexican American		
Other	3	1.4
Total	216	100
Hotel Stay (days)	Mean 6.01	Std. Deviation 7.48
Education	Frequency	Percent
High school diploma	112	52
4-year College / Bachelor degree	53	24.5
2-year College/ Associate Degree	23	10.6
Masters Degree	18	8.3
Doctoral degree	9	4.2
Other	1	.5
Total	216	100
Income	Frequency	Percent
\$20001-50000	140	64.8
Under \$20000	44	20.4
\$50001-80000	14	6.5
\$80001-110000	13	6
\$110001 more	5	2.3
Total	216	100

Table 4.2 Factor analysis result

	Component		
	Sophistication	Excitement	Sincerity
Upper class	.85		
Successful	.83		
Good looking	.79		
Leader	.77		
Confident	.73		
Glamorous	.71		
Exciting		.85	
Spirited		.82	
Trendy		.73	
Cool		.63	
Sincere			.81
Real			.81
Wholesome			.80

Table 4.3. Marriott hotel brand personality descriptors Included for the Final Questionnaire

Marriott hotel Brand personality		
Item	Mean	Std. Deviation
Successful	4.4	.87
confident	4.2	.88
Upper class	4.2	.84
Good looking	4.1	.86
Leader	4.0	.94
Glamorous	4.0	.88
Trendy	3.9	.93
Real	3.9	.98
Exciting	3.7	.96
Sincere	3.7	.84
Cool	3.7	.97
Spirited	3.5	.95
Wholesome	3.5	.90

The mean score stated as 1 (not at all descriptive) to 5 (extremely descriptive)

Table 4.4. Marriott hotel Brand personality

(Case1: retirement community N = 106) (Case2: organic food store N= 110)

Item	Mean	Std. Deviation	Mean	Std. Deviation
Sincere	3.6	.85	3.8	.84
Real	3.9	.98	3.8	.98
Wholesome	3.4	.92	3.7	.90
Trendy	3.9	.96	3.9	.93
Exciting	3.7	1.04	3.7	.96
Spirited	3.4	1.00	3.5	.95
Cool	3.7	1.06	3.8	.97
Successful	4.4	.88	4.4	.87
Leader	4.0	1.02	4.0	.94
Confident	4.2	.95	4.1	.88
Upper class	4.3	.84	4.2	.84
Glamorous	4.1	.91	3.9	.88
Good looking	4.2	.90	4.1	.86

The mean score stated as 1 (not at all descriptive) to 5 (extremely descriptive)

Table 4.5. Updated Brand Personal

(Case1: retirement community N = 106) (Case2: organic food store N= 110)

Item	Mean	Std. Deviation	Mean	Std. Deviation
Sincere	3.6	.93	3.5	.87
Real	3.7	1.04	3.5	.95
Wholesome	3.6	.96	3.7	.93
Trendy	3.4	1.17	3.8	1.07
Exciting	3.5	1.09	3.2	.10
Spirited	3.5	.95	3.3	.93
Cool	3.1	1.16	3.3	1.10
Successful	3.9	.91	3.6	1.02
Leader	4.0	.93	3.6	1.05
Confident	3.9	.89	3.6	.92
Upper class	4.2	.87	3.8	.102
Glamorous	3.9	1.04	3.4	1.09
Good looking	3.9	1.02	3.5	1.05

The mean score stated as 1 (not at all descriptive) to 5 (extremely descriptive)

Table 4.6. Extended Brand Personality

Retirement community (Case1)					Organic food store (Case2)				
	BP	UBP				BP	UBP		
	M	M	SD	t Value		M	M	SD	t Value
Sincere	3.58	3.59	.99	-.10		3.75	3.45	1.00	3.15*
Real	3.88	3.66	1.13	1.98		3.84	3.45	1.06	3.79*
Wholesome	3.39	3.61	1.02	-2.29		3.65	3.69	.97	-.40
Trendy	3.91	3.41	1.28	4.02*		3.90	3.77	1.15	1.16
Exciting	3.71	3.45	1.29	2.04		3.68	3.21	1.18	4.21*
Spirited	3.42	3.52	1.09	-.99		3.51	3.27	1.07	2.33*
Cool	3.66	3.12	1.35	4.09*		3.80	3.32	1.23	4.13*
Successful	4.42	3.92	.945	5.43*		4.35	3.57	1.14	7.22*
Leader	4.00	3.95	1.09	.45		4.04	3.59	1.00	4.67*
Confident	4.22	3.89	1.00	3.40*		4.09	3.65	.96	5.04*
Upper class	4.30	4.16	1.02	1.43		4.15	3.79	1.08	3.44*
Glamorous	4.14	3.88	1.14	2.38		3.87	3.39	1.16	4.35*
Good looking	4.20	3.92	.99	2.94*		4.06	3.53	1.19	4.74*

**p < .05.

BP: Brand Personally

UBP: Updated Brand personality

The mean score stated as 1 (not at all descriptive) to 5 (extremely descriptive)

Table 4.7. Attitude Toward Core Brand & Updated Attitude Toward Extended Brand

Retirement community (Case1)					Organic food store (Case2)				
	CB	UB				CB	UB		
	M	M	SD	t Value		M	M	SD	t Value
ATT 1	5.09	4.93	1.41	1.17		4.95	4.34	1.62	3.96*
ATT 2	4.68	3.68	1.72	5.99*		4.97	3.64	1.89	7.42*
ATT 3	3.53	3.53	1.72	.00		3.83	3.62	1.73	1.27
ATT 4	5.23	4.40	1.58	5.42*		5.44	4.07	1.71	8.35*

*p < .05.

ATT1: This brand is superior to other brand

ATT2: I intend to use this brand in the future

ATT3: When I have a need to go, this brand my first choice

ATT4: Overall, I like this brand

The mean score stated as 1 (strongly disagree) to 7 (strongly agree).

Table 4.8. Updated Brand Congruence

Retirement community (Case1)

Organic food store (Case2)

	BC	UBC				BC	UBC		
	M	M	SD	t Value		M	M	SD	t Value
Sincere	.96	.69	.95	2.96*		.66	.70	1.07	-.36
Real	.82	.75	1.17	.66		.70	.75	1.11	-.43
Wholesome	1.05	.74	.10	3.21*		.75	.62	.94	1.42
Trendy	1.02	.99	1.30	.22		.88	.80	1.16	.74
Exciting	.82	.93	1.27	-.92		.70	.89	1.05	-1.90
Spirited	.90	.76	1.06	1.28		.76	.73	.99	.39
Cool	.93	1.05	1.31	-.89		.59	.90	1.08	-3.00*
Successful	.94	.71	1.02	2.38		.72	.96	1.10	2.34
Leader	.90	.69	1.14	1.87		.61	.77	1.04	-1.66
Confident	.89	.67	1.03	2.16		.49	.66	1.08	-1.69
Upper class	1.57	.61	1.46	6.71*		1.05	.72	1.24	2.85*
Glamorous	1.39	.75	1.36	4.80*		.79	.83	1.23	-.31
Good looking	1.00	.62	1.06	3.65*		.61	.90	1.18	-2.60

*p < .05.

BC: Brand Congruence**UBC: Updated Brand Congruence**

The mean score stated as 1 (not at all descriptive) to 5 (extremely descriptive)

Table 4.9. Correlation Matrix of Variables (N=216)

Measures	BC1	BC2	BC3	UBC1	UBC2	UBC3	ATC1	ATC2	ATC3	ATC4	ATE1	ATE2	ATE3	ATE4
A														
BC1	1.000													
BC2	.150	1.000												
BC3	.179	.464	1.000											
E														
UBC1	.180	.200	.079	1.000										
UBC2	.178	.216	.163	.390	1.000									
UBC3	.178	.072	.117	.403	.530	1.000								
B														
C														
ATC1	.176	-.124	-.044	-.065	.034	-.017	1.000							
ATC2	-.191	-.273	-.257	-.031	-.053	.000	.438	1.000						
ATC3	-.252	-.234	-.262	-.070	-.100	-.040	.434	.618	1.000					
ATC4	-.170	-.214	-.086	-.024	-.024	.049	.528	.648	.517	1.000				
F														
G														
H														
ATE1	-.231	.019	.065	-.179	-.219	-.305	.309	.217	.291	.285	1.000			
ATE2	-.220	-.240	-.282	-.190	-.209	-.209	.213	.366	.475	.324	.526	1.000		
ATE3	-.222	-.152	-.203	-.168	-.214	-.214	.247	.428	.529	.325	.549	.731	1.000	
ATE4	-.293	-.128	-.094	-.142	-.171	-.171	.295	.365	.403	.372	.641	.663	.723	1.000
D														
I														
J														

Note. BC: Brand Congruence, UBC: Updated BC, ATC: Attitude Toward Core Brand ATE: Attitude Toward Extended Brand.

Table 4.10. Regression Estimates of Equations

	Independent Variable Dependent Variable	Regression Coefficients		t Value
		Unstandardize d	Standardized	
Regression 1	Brand Congruence (Case1) Attitude Toward Core Brand	.87	.32	3.48**
	Brand Congruence (Case2) Attitude Toward Core Brand	.91	.32	3.47**
	R^2 (adjusted R^2) = .104 (.096) (Case1) R^2 (adjusted R^2) = .100 (.920) (Case2)			
Regression 2	Attitude Toward Core Brand (Case1) Updated Brand Congruence	.04	.11	1.16
	Attitude Toward Core Brand (Case2) Updated Brand Congruence	-.01	-.02	-.25
	R^2 (adjusted R^2) = .013 (.003) (Case1) R^2 (adjusted R^2) = .001 (-.009) (Case2)			
Regression 3	Updated Brand Congruence (Case1) Attitude Toward Extended Brand	.55	.17	1.72
	Updated Brand Congruence (Case2) Attitude Toward Extended Brand	1.01	.42	4.75**
	R^2 (adjusted R^2) = .028 (.018) (Case1) R^2 (adjusted R^2) = .173 (.165) (Case2)			

Regression 4	Attitude Toward Extended Brand (Case1)			
	Brand Congruence	.61	.19	2.16
	Updated Brand Congruence	.10	.03	.36
	Attitude Toward Core Brand	.68	.56	6.99**
	Attitude Toward Extended Brand (Case2)			
	Brand Congruence	.09	.03	.30
	Updated Brand Congruence	1.02	.42	5.29**
	Attitude Toward Core Brand	.51	.41	4.96**
	R^2 (adjusted R^2) = .421 (.404) (Case1) R^2 (adjusted R^2) = .349 (.331) (Case2)			

**p < .01.

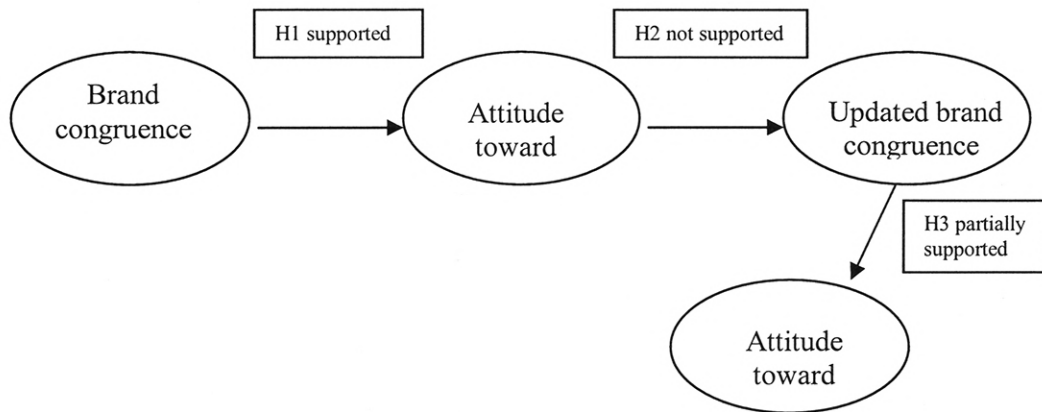


Figure 4.1 The proposed hypotheses illustrated in the study model

CHAPTER V

SUMMARY AND CONCLUSION

The objectives of this study were 1) to address the impact of brand congruence on customers' attitude toward core brand; and 2) to investigate the impact of brand extension on the customers' attitude toward extended brand. To achieve these objectives, three hypotheses were proposed. To test the hypothesized relationships, a conceptual model was developed and tested using t-test and a series of regression analyses. A total of three simple regression and one multiple equation was used: 1) regressing the predictor (Attitude toward core brand) on the independent variables (Core brand congruence); 2) regressing the dependent variable (Updated brand congruence) the independent variables (Attitude toward core brand); and 3) regressing the dependent variable (Attitude toward extended brand) on the independent (updated brand congruence) and in the additional multiple regression regressing (Core brand congruence, attitude toward core brand, updated brand congruence) on independent variable (Attitude toward extended brand). Hypothesized findings are summarized in Table 5.1.

Brand congruence was found to exert a significant positive impact on attitude toward core brand ($p < .01$). The independent variables explained approximately 10.4% of variance in customer satisfaction. Thus, Hypotheses 1 was supported.

Table 5.1. Summary of the Hypothesized Findings

	Hypothesis	Finding
H1	Brand congruence is positively associated with attitude toward the core brand	Supported
H2	Updated brand congruence positively affects one's attitude toward the extended brand	Not Supported
H3	Attitude toward the core brand is positively associated with updated brand congruence	Partially Supported

The effect of updated brand congruence was found to not affect ($p < .01$) as a result of regression 2, hypothesis 2 was not supported. The effect of attitude toward the core brand was positive only in Case 2 as result of regression 3, Hypotheses 3 was partially supported.

Conclusions and Implications

The primary objective of this study was to address the impact of brand congruence and brand extension on customer's attitude toward core and extended brand. Due to the intangible characteristics of the hospitality industry, it is very difficult to measure the level of service, and the purchasing of service is more risky than the purchasing of goods (Iacobucci and Ostrom, 1996). Service is both determined by its degree of intangibility (Iacobucci, 1992, 1998)—through labor-intensive structure and human performance, and formed by the customer's experience and emotions toward that service brand (Berry, 2000). Some researchers insist that using emotional branding strategy enables the service marketers to effectively increase intangible nature of service to tangible (Berry, 1986, p. 6; Levitt, 1981, p.101). In other words, the meaning of a

brand in the service business is said to be mainly influenced by the customer's experience with the company.

Furthermore, brand personality is built and judged by a customer's emotional evaluation of the brand, which is based on their feelings and previous experience. Brand personality also helps establish in a consumer's mind that there are no two brands alike when the brands they are loyal to compete with similar products (King , 1973; Oh, 2000).

Many researchers have found that brand personality is the key issue in distinguishing a brand, developing an emotional side of that brand, and increasing the personal meaning of the brand to the customers (Crask & Laskey, 1990; Landon, 1974; Levy, 1959; Ouwersloot et al, 2001). Furthermore, Kotler (1988) stated that personality produces a reasonably more consistent and stable outcome than image in environmental stimuli. Ouwersloot (2001) argued that one of the advantages of having strong brand personality is that it helps consumers differentiate between brands. Aaker (1997) insisted that brand personality has a positive impact on customers' brand choice. He also found that brand personality is a useful evaluation tool to identify customers' brand acceptance. It is apparent then, that brand personality possibly has considerable effect on hotel brand extension for better positing strategies

One more key concept in brand extension is called extension 'fit', which is the degree of similarity between parent brands and extended brands. Many brand extension studies explained that if there is congruence between parent brands and extended brands, customers' acceptance level of those extended brands are very high (Broniarczyk and Alba, 1994). Consumers will more positively or negatively evaluate extended brand based on the congruence of brand personality between extension and the core brand (Bhat

and Reddy, 1997). Consumers may modify their perceptions about a brand personality of a specific brand after exposed to the extended brand. Almost no research has ever been done on the relationship between pre & post brand personality to brand extension, especially in the lodging industry.

The objective in this study was fulfilled by investigating the relationship among brand personality brand congruence, attitude toward core and extended brand.

A conceptual model in the formation of customers' brand personality congruence was proposed and tested for lodging industry. The results support the finding that brand personality congruence has a significant positive effect on customer attitude toward core brand. Also, the finding is consistent with the results of previous studies that customer's self-concept, matching concept might influence their attitudes and purchase decisions, which manipulates customer's behavior and attitude toward the brand (Aaker, 1999, Sirgy, 1985). And the customer's positive attitude will maintain and effect on attitude toward extended brand.

Theoretical Implications

This study provided empirical evidence for Aaker's (1999) finding that a customer's self-concept might influence their attitudes and purchase decisions. Sirgy's (1985) study refers to congruence between customer self-concept and a brand, which manipulates customer's behavior and attitude toward the brand.

The finding emphasized the important role of customers' personality congruence with a brand to better understand customers' actual behaviors and attitudes toward a brand. Therefore, hospitality researchers should incorporate brand personality into brand extension studies. Also, this study defined the special needs for a descriptor for hotel

brand personality. The Marriott hotel brand personality items, such as the ruggedness factor, included 5 personality descriptors that have the lowest mean value among 5 brand personality factors. Thus, to clarify true hotel brand personality, new brand personality descriptors are strongly needed.

Brand personality congruence, based on Sirgy's image congruence theory, had a greater impact on customers' attitudes toward core brand personality. Thus, marketers should focus on establishing a strong and unique brand personality and increase hotel brand personality by identifying the hotel's target customers and their personality in order to maximize customer loyalty in the lodging industry. A customer with a positive attitude toward a brand may maintain or enhance their attitude toward an extended brand. For this reason, the brand extension study should emphasize the roles of positive attitude in branding.

Practical Implications

The results of this study have several managerial implications for marketing directors and managers in the lodging industry. First, this study confirmed that brand personality congruence plays a significant role in customers' attitude toward a brand. As stated by Kotler (2003), a well-established brand personality can cause stronger emotional ties and congruence in customers. Also, Aaker (1999) argued that a customer's self-concept might influence their attitudes and purchase decisions. Thus a better understanding of the personality factors can help lodging managers develop more effective ways to enhance the customers' positive attitude toward core brand and extend this positive attitude to the brand. In addition, advertising should be carefully developed based on research results. According to Timothy (1996), advertisement manipulation has

a significant effect on image congruence relationships as well as one of the biggest impacts on the creation of brand personality for customers. Brand personality congruence responses could be achieved via atmospheric hotel planning and personality congruence advertising.

The marketer should increase customers' brand congruence in order to facilitate development of a positive attitude toward a brand to success brand extension result of this study provide that attitude toward core brand positively associated with attitude toward extended brand which is can measure success of brand extension (Kotler, 2003). Once customers connect themselves to a brand, they may not always continue to show the same attitude toward an extended brand. Therefore, it is important for hotel marketers and managers to encourage customers to repurchase the service.

Second, study findings revealed that when customers connect themselves to well-established brand personality, it has a greater impact on customers' attitude toward that core brand. Thus, to maximize customer satisfaction and repeat visit intentions, marketers in the lodging industry should focus on establishing a strong and unique personality and increasing customers' brand congruence level by identifying the hotel's target customers and their major personality. Doing so will maximize customers' brand congruence.

In summary, study results showed that customers' core brand congruence has a greater impact on their positive attitude toward a core brand. Furthermore, customers' attitude toward a core brand effects significant changes in attitude toward an extended brand. The findings provide some theoretical and practical implications for hotel operators. This study suggests that hotel marketers should develop marketing

information systems that continuously monitor hotel customers' perceptions of hotel brand image.

Caution should be taken when the operators decide to extend the current brand. Since lodging services are characterized by intangibility, the act of creating and maintaining a consistent brand image with overall images of prime target market is crucial. Specifically, this is more applicable for the upscale market segment, where customers purchase not only the products but also the symbol of luxury, pride, and status.

Limitations and Suggestions for Future Research

Study findings need to be interpreted with caution. First, although this study was carefully designed to recall participants' brand personality using a pictorial technique, personality was not always recallable, and brand extension was artificial setting of brand extension may not quit influence to customer's attitude. Higher external validity of the study results can be achieved by using actual hotel customers and actual brand extension case.

Second, the majority of the sample population in this study was students and faculty members at a Midwestern university and residents of Midwestern and southern areas using a convenience sampling method. Also, the mean of age was low (27 years) to assume as actual hotel user age group. The interpretation and generalization of findings to all lodging purchase decisions should be done cautiously. In future studies, examination of the proposed model using a wider sampling range may complement the sampling limitation.

Finally, with regard to future studies, it is recommended that other attitudes toward a brand be included, such as switching intentions or complaining behaviors, customers' purchasing behaviors in the lodging industry. In addition, the inclusion of actual behavior measures, such as frequency of visitation of a specific hotel brand, in the model would improve the explanatory power of the model tested in this study.

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APPENDIXES

Appendix A

Evaluation Form of Questionnaire

Evaluation of Questionnaire

We need your help to make sure that the cover letter and questionnaire are clear and easy to complete. Please assist us by answering the following questions after you complete the questionnaire. Also, please feel free to give us any suggestions regarding the questionnaire. Your comments are sincerely appreciated.

1. How long did you take to complete the questionnaire?
_____ Minutes
2. Are the cover letter and instructions clear?
_____ Yes _____ No
3. Are the survey questions stated clearly and concisely?
_____ Yes _____ No
If no, please indicate suggestions for improvements to the survey questions.
4. Is the format of the questionnaire appropriate?
_____ Yes _____ No
If no, please indicate suggestions for improvements to the questionnaire.
5. Is the measurement scale easy to understand?
_____ Yes _____ No
If no, please indicate suggestions for improvement to the scale.

Please indicate any additional suggestions for improving the questionnaire.

Thanks for your assistance.

Appendix B

Cover Letter for Survey



Date:

Dear participant,

We are conducting a research project to better understand how brand personality affects brand extension in the lodging industry. The results of this study will help hotel operators develop better marketing and service strategies for retaining customers.

Your help is important for the success of this study. Please take about 15 minutes to complete this questionnaire. Your participation is strictly voluntary. Return of the completed questionnaire indicates your willingness to participate. You must be at least 18 years old of age to participate. All responses will remain confidential and anonymous. No individual responses will be shared. Only aggregate responses will be reported.

Your cooperation and contribution are greatly appreciated.
Sincerely,

Bobby (Hyungseo) Ryu
Master's candidate
Dept. of Hotel, Restaurant, Institutional Management and Dietetics
Kansas State University

Deborah D. Canter, Ph.D
Professor and Department Head
Dept. of Hotel, Restaurant, Institutional Management and Dietetics
Kansas State University

For additional information, please feel free to contact Bobby (Hyungseo) Ryu at (785) 532-2213 (or hsr8989@ksu.edu) or Deborah D. Canter at (785) 532-5507 or (canter@ksu.edu)

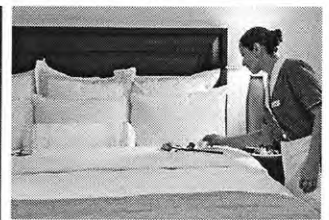
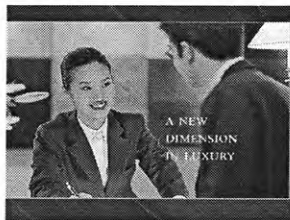
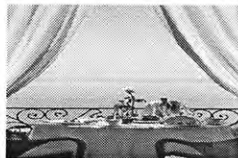
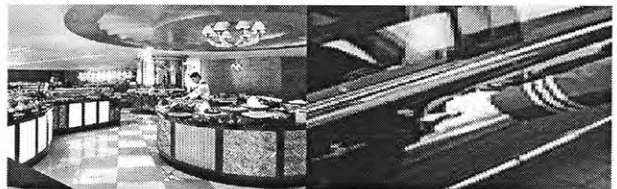
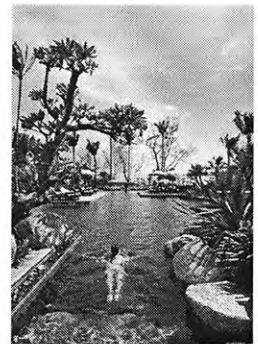
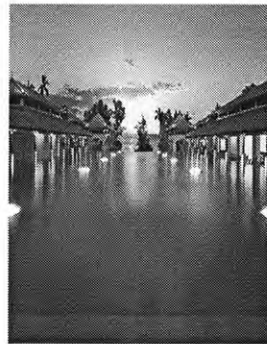
If you have any questions regarding to the rights as a participant or the manner in which the study is conducted, please contact the Kansas State University Institutional Review Board at (785) 532-3224. 1 Fairchild Hall, Kansas State University, Manhattan, KS 66506.

Appendix C

Survey Questionnaire

Survey Question

DIRECTIONS: The following pictures are snapshots that help you get an idea of the Marriott hotel image. Please take one or two minutes to look carefully at the pictures below and think about the Marriott as a general hotel brand. It is also very important to recall your past experiences with the Marriott and any types of Marriott advertisements to which you have previously been exposed.



PART 1

DIRECTIONS: For the section below on the left, we would like you to think of the “Marriott” as though it is a person. We are interested in finding out those personality traits or human characteristics come to mind when you think of this hotel brand. Rate each characteristic from 1 (not at all descriptive) to 5 (extremely descriptive). For the section below on the right, rate yourself on each of these characteristics from 1 (not at all descriptive) to 5 (extremely descriptive).

There are no right or wrong answers! We are interested in a number that best reflects your personality as well as the hotel’s personality

Marriott Hotel Brand Personality						Customer Self Personality					
	Not at all descriptive				Extremely descriptive		Not at all descriptive				Extremely descriptive
1. Marriott is sincere.	1	2	3	4	5	1. I am sincere.	1	2	3	4	5
2. Marriott is real.	1	2	3	4	5	6. I am real.	1	2	3	4	5
3. Marriott is wholesome.	1	2	3	4	5	7. I am wholesome.	1	2	3	4	5
4. Marriott is trendy.	1	2	3	4	5	13. I am trendy.	1	2	3	4	5
5. Marriott is exciting.	1	2	3	4	5	14. I am exciting.	1	2	3	4	5
6. Marriott is spirited.	1	2	3	4	5	15. I am spirited.	1	2	3	4	5
7. Marriott is cool.	1	2	3	4	5	16. I am cool.	1	2	3	4	5
8. Marriott is successful.	1	2	3	4	5	29. I am successful.	1	2	3	4	5
9. Marriott is a leader.	1	2	3	4	5	30. I am a leader.	1	2	3	4	5
10. Marriott is confident.	1	2	3	4	5	31. I am confident.	1	2	3	4	5
11. Marriott is upper class.	1	2	3	4	5	32. I am upper class.	1	2	3	4	5
12. Marriott is glamorous.	1	2	3	4	5	33. I am glamorous.	1	2	3	4	5
13. Marriott is good looking.	1	2	3	4	5	34. I am good looking.	1	2	3	4	5

PART 2

DIRECTIONS: The following set of statements relates to how you compare yourself to the Marriott. Circling 1 means that you strongly disagree with the statement, and circling a 7 means that you strongly agree.

There are no right or wrong answers! We are interested in a number that best shows your congruence with the hotel.

	Strongly Disagree				Strongly Agree		
1. The typical guest at the Marriott has an image similar to how other people (i.e., business associates) see me.	1	2	3	4	5	6	7
2. The typical guest at the Marriott has personality characteristics similar to mine as perceived by others.	1	2	3	4	5	6	7
3. The typical guest at the Marriott has an image similar to how I would like other people (i.e., business associates) to see me.	1	2	3	4	5	6	7
4. The typical guest at the Marriott is very much like the kind of person I would like others to see in me.	1	2	3	4	5	6	7

PART 3

DIRECTIONS: The following set of statements relate to your attitude toward the Marriott brand. Circling 1 means that you strongly disagree with the statement, and circling a 7 means that you strongly agree.

There are no right or wrong answers! We are interested in a number that best shows your attitude towards the hotel.

	Strongly Disagree				Strongly Agree		
1. The Marriott hotel brand is superior to other hotel brands.	1	2	3	4	5	6	7
2. I intend to continue to use the Marriott hotel brand in the future.	1	2	3	4	5	6	7
3. When I need a hotel, a Marriott hotel brand is the first hotel brand that comes to mind.	1	2	3	4	5	6	7
4. Overall, I like the Marriott hotel brand.	1	2	3	4	5	6	7

Case 1

This hotel brand launched a retirement community

Using the brand name “Marriott,” this retirement community promises service that provides up-scale hotel grade service to people who are retired. The logo says **“Wake up in a luxury hotel room and be served like a VIP guest every day.”** This facility is comparable to a luxury hotel for people who retired.

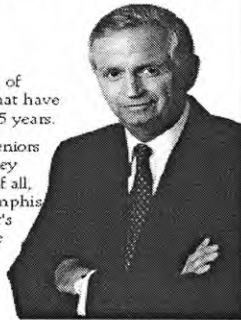
When I put my name on a senior living community, it's going to feel like home, like family.

At Marriott Senior Living Communities,

seniors experience the high standards of hospitality, service and quality care that have been a Marriott tradition for nearly 75 years.

At our more than 150 communities, seniors live in a warm, social setting where they enjoy active and fulfilling lives. Best of all, Marriott's Brighton Gardens of Memphis provides assisted living and Alzheimer's care, so your loved one can receive the type of care that's right for them.

Come experience the same family-friendly service and care you have come to expect from Marriott.



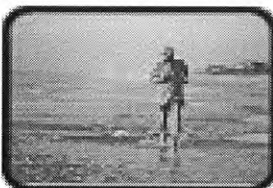
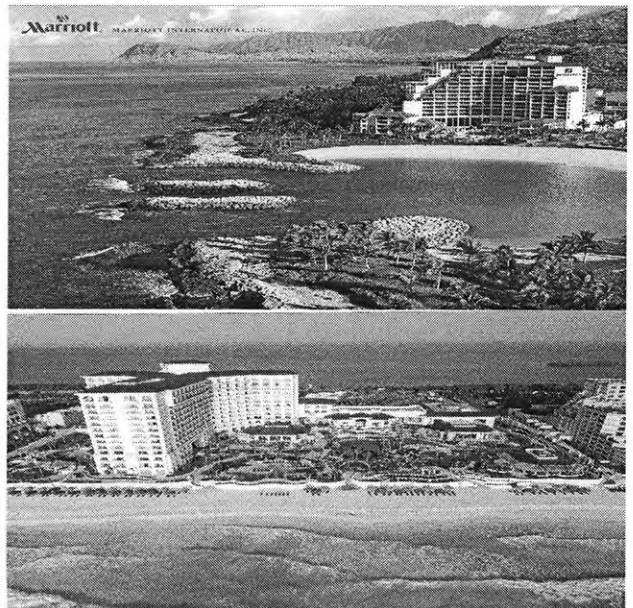
J.W. Marriott, Jr.
Chairman & CEO
Marriott International, Inc.

Brighton Gardens of Memphis
1645 West Massey Road
Memphis, TN 38120
(901)763-3232

Assisted Living • Alzheimer's Care



www.marriottseniorliving.com



PART 4

DIRECTIONS: In the following section, we would like you to think of the new extended brand the retirement community as though it is a person. We are interested in finding out what personality traits or human characteristics come to mind when you think of retirement community. Rate each characteristic from 1 (not at all descriptive) to 5 (extremely descriptive)

There are no right or wrong answers! We are interested in a number that best shows your attitude towards the retirement community.

Case 1 (Retirement community)

	Not at all descriptive					Extremely descriptive				
1. This Marriott retirement community is sincere.	1	2	3	4	5					
2. This Marriott retirement community is real.	1	2	3	4	5					
3. This Marriott retirement community is wholesome.	1	2	3	4	5					
4. This Marriott retirement community is trendy.	1	2	3	4	5					
5. This Marriott retirement community is exciting.	1	2	3	4	5					
6. This Marriott retirement community is spirited.	1	2	3	4	5					
7. This Marriott retirement community is cool.	1	2	3	4	5					
8. This Marriott retirement community is successful.	1	2	3	4	5					
9. This Marriott retirement community is a leader.	1	2	3	4	5					
10. This Marriott retirement community is confident.	1	2	3	4	5					
11. This Marriott retirement community is upper class.	1	2	3	4	5					
12. This Marriott retirement community is glamorous.	1	2	3	4	5					
13. This Marriott retirement community is good looking.	1	2	3	4	5					

PART 5

DIRECTIONS: The following set of statements relate to how you compare yourself to “Marriott.” Circling 1 means that you strongly disagree with the statement and circling a 7 means that you strongly agree.

There are no right or wrong answers! We are interested in is a number that best shows your congruence with the facility.

	Strongly Disagree				Strongly Agree		
1. The typical resident at this Marriott retirement community has similar image with how other people (i.e., business associates) see me	1	2	3	4	5	6	7
2. The typical resident at this Marriott retirement community has personality characteristics similar to mine as perceived by others.	1	2	3	4	5	6	7
3. The typical resident at this Marriott retirement community has an image similar to how I would like other people (i.e., business associates) to see me.	1	2	3	4	5	6	7
4. The typical resident at this Marriott retirement community is very much the kind of person I would like others to see in me.	1	2	3	4	5	6	7

PART 6

DIRECTIONS: The following set of statements relates to your attitude toward your chosen hotel brand. Circling 1 means that you strongly disagree with the statement, and circling a 7 means that you strongly agree.

There are no right or wrong answers! We are interested in a number that best shows your attitude toward the extended brand.

Case 1 (retirement community)

	Strongly Disagree				Strongly Agree		
1. This Marriott retirement community brand is superior to other retirement community facilities.	1	2	3	4	5	6	7
2. I intend to use this Marriott retirement community brand in the future.	1	2	3	4	5	6	7
3. When I need to go to a Marriott retirement community, this retirement community is vary first choice.	1	2	3	4	5	6	7
4. Overall, I like this Marriott retirement community brand.	1	2	3	4	5	6	7

Case2

This hotel brand launched a retail store of natural organic foods called the “Marriott Market”. Using the same brand name “Marriott,” this facility offers highly valued products and promises them to be of the highest organic quality. The logo says, **“Retaining the Marriott quality – the highest standard products.”** This facility is an organic store for everyone.

World's Leading Natural and Organic Foods Supermarket



PART 4

DIRECTIONS: In the following section, we would like you to think of the new extended brand the organic food store as though it is a person. We are interested in finding out which personality traits or human characteristics come to mind when you think of the organic food store. Rate each characteristic from 1 (not at all descriptive) to 5 (extremely descriptive)

There are no right or wrong answers! We are interested in a number that best shows your attitude towards the retirement community

Case 2 (Organic food store)

	Not at all descriptive			Extremely descriptive		
1. This Marriott organic food store is sincere.	1	2	3	4	5	
2. This Marriott organic food store is real.	1	2	3	4	5	
3. This Marriott organic food store is wholesome.	1	2	3	4	5	
4. This Marriott organic food store is trendy.	1	2	3	4	5	
5. This Marriott organic food store is exciting.	1	2	3	4	5	
6. This Marriott organic food store is spirited.	1	2	3	4	5	
7. This Marriott organic food store is cool.	1	2	3	4	5	
8. This Marriott organic food store is successful.	1	2	3	4	5	
9. This Marriott organic food store is a leader.	1	2	3	4	5	
10. This Marriott organic food store is confident.	1	2	3	4	5	
11. This Marriott organic food store is upper class.	1	2	3	4	5	
12. This Marriott organic food store is glamorous.	1	2	3	4	5	
13. This Marriott organic food store is good looking.	1	2	3	4	5	

PART 5

DIRECTIONS: The following set of statements relate to how you compare yourself to “Marriott.” Circling 1 means that you strongly disagree with the statement and circling a 7 means that you strongly agree.

There are no right or wrong answers! We are interested in is a number that best shows your congruence with the facility.

	Strongly Disagree				Strongly Agree		
1. The typical customer at this Marriott organic food store has similar image with how other people (i.e., business associates) see me	1	2	3	4	5	6	7
2. The typical customer at this Marriott organic food store has personality characteristics similar to mine as perceived by others.	1	2	3	4	5	6	7
3. The typical customer at this Marriott organic food store has an image similar to how I would like other people (i.e., business associates) to see me.	1	2	3	4	5	6	7
4. The typical customer at this Marriott organic food store is very much the kind of person I would like others to see in me.	1	2	3	4	5	6	7

PART 6

DIRECTIONS: The following set of statements relates to your attitude toward your chosen hotel brand. Circling 1 means that you strongly disagree with the statement, and circling a 7 means that you strongly agree.

There are no right or wrong answers! We are interested in a number that best shows your attitude toward the extended brand.

Case 2. (Organic super store)

	Strongly Disagree				Strongly Agree		
1. This Marriott organic food store brand is superior to other organic food store.	1	2	3	4	5	6	7
2. I intend to use this Marriott organic food store brand in the future.	1	2	3	4	5	6	7
3. When I have a need to go to an organic food store, this Marriott organic food store brands my first choice.	1	2	3	4	5	6	7
4. Overall, I like this Marriott organic food organic food store brand.	1	2	3	4	5	6	7

PART 7

Information about your self

INSTRUCTIONS: Please answer the following background questions. We will use this information for research purposes only.

1. What is your gender? ____ Male ____ Female

2. What is your age? _____

3. What is your annual house hold income?

(1) Under \$20000 ____ (2) \$20001 – 50000 ____ (3) \$50001 – 80000 ____

(4) \$80001 –110000 ____ (5) \$110001 more ____

4. How often do you stay at a hotel during the year?

5. What is your ethnic background?

____ African American ____ Native American / Alaskan Native

____ Asian or Pacific Islander ____ Hispanic / Spanish / Latin American

____ Mexican / Mexican American ____ Caucasian/White

____ Other

6. Education?

____ High school diploma ____ 2-year College / Associate Degree

____ 4-year College / Bachelor degree ____ Masters Degree

____ Doctoral degree

Thank you for your participation. Please verify the name and address of an organization, and we will donate \$2 for your participation in this survey.

Name of the organization.

Address of the organization

Thank you for your participation