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Building Brand's Value: Research on Brand Image, Personality and Identification

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The purpose of the study was to investigate and analyze the relationships among three research variables: brand Image, brand Identification and brand Personality. Standard surveys were administered to 1032 subjects who had knowledge of Volvo and the Volvo endorsement by Jeremy Lin and had purchased Volvo products. The study then used structural equation modeling to run path analysis. The results showed that: (1) brand image positively and significantly influenced brand identification, (2) brand personality positively and significantly influence brand identification, and (3) brand personality exhibited no mediating effect on the relationship between brand image and brand identification. The study found that enterprises should create high-value product attributes and brand personality to promote product value, and in doing this, enterprises can strengthen the overall brand image and enhance consumers' brand identification to help the sustainable management and competitiveness of the business.

Keywords: Consumer, brand identification, brand image, brand personality, structural equation modeling (SEM)

JEL: L83, O16

In a competitive consumer market, consumers are willing to line up and wait for a whole day to purchase a fashionable pair of popular limited-edition name brand sneakers or desire products endorsed by sports stars. Such an upsurge confirms the benefits of sports marketing (Ying, Lin and Hsu, 2014). Hung (2014) argued that because consumers adore celebrities, celebrity endorsers are critical. In the 21st century which is the era of an image-conscious society, improving product value to attract consumers necessitates considering both the functionality of products and the evolution of the spiritual aspect of consumers (Wu, 2015). Aaker (1996) reported that product marketing has a direct effect on consumers. Enterprises gain consumers through various methods including sponsorship. Consumers thus develop affection for the brand and thus establish brand personality. They choose brands based on their identification or self-expression and establish a positive relationship. Symbols reinforce consumers' brand identification. In the era of image consciousness, in addition to the basic functions and aesthetics of products, consumers pursue the sensory image of products and intend to satisfy certain spiritual needs through the messages created by products (Pink, 2008). In 2012, the American National Basketball Association (NBA) witnessed a phenomenon known as "Linsanity". Jeremy Lin was the endorser of American and Asian markets of Volvo, tasked with enhancing the

brand reputation and sales of Volvo in the global market. Therefore, enterprises employ well-known star player reliable image as product endorsements to achieve a positive advertising effect and reinforce brand reputation (Lee, Su and Yang, 2016). In sports marketing, it is a common practice for athletes to endorse sports products. However, regarding endorsers, finding sportspeople with large fans and followers, who can communicate with consumers is a crucial issue (Tsai and Kuo, 2015).

Brand image design must include different purposes and ideas as concepts of the product design. The creation of a successful brand image is not instantaneous. Apart from an excellent brand, a remarkable endorser, and highly functional products, there should be a positive brand image that increases consumers' personal pleasure and identification (Brown, 2009; Tsai and Kuo, 2015). In the new era of commercial economy, excellent brands and products must present their characteristics and brand personalities to consumers to obtain positive responses (Bhargava, 2008). However, the issue is to determine whether brand personality communicates with the consumers' real self or ideal self. One of the methods employed is to compare the differences between brand personality and consumers. Enterprises are increasingly exploring consumers' strong brand-emotion connections (Lucia *et al.*, 2011). The critical concept of connection relates to "self-consistency". This is the connection between consumers and brand personality or brand image (Aaker, 1996; Lucia *et al.*, 2011; Sirgy, 1982). However, brand personality refers to consumers' self-concepts associated with a brand (Chaplin and Deborah, 2005; Park *et al.*, 2010) and human characteristics related to a brand (Aaker, 1991; Aaker, 1995; Keller, 2003). Brand personality has been derived from consumers' direct and indirect associations with a brand (Plummer, 1985). Therefore, consumers' affection of self-consistency toward a brand serves as a critical factor for achieving a positive brand personality (Lucia *et al.*, 2011). As suggested by Romaniuk (2008), the formation of brand personality has become the most critical task of marketing managers.

In the light of above views of scholars, this study holds that brand can be applied to the main framework of customer identification. This research investigated the correlations between influence of brand personality and brand identification, and examined the influence of brand image and brand personality on brand identity. Following the cognition – affection – conation (CAC) model developed by Oliver (2010), this study regards the brand image as the external performance or expression of the brand; the brand personality is the emotional face; the brand identity is wanting to rebuy and commitment to buy, so the action surface.

This article is divided into the following sections: first, the literature review explains the three variables i.e., brand Identification, brand Image, and brand Personality and discusses the relationships between the variables in the light of literature; second, theoretical framework/hypotheses, describing the theoretical framework and introducing the hypotheses in the light of the theoretical framework; third

methodology and results are presented; and lastly, the paper concludes with a discussion of the results in the light of theoretical framework, as well as implications and limitations.

LITERATURE REVIEW

Brand Image

Brand image is the general perception and feeling of consumers for brands, and it affects consumer behavior (Zhang, 2015). Huang (2017) mentioned that brand image is the process of mutual communication between brand stimulation and consumer perception. Lee, Tseng and Chan (2019) argued that brand image comes from the evaluation of the brand consumers, and the brand image in the consumer's memory will become an important consideration for consumers' purchasing decisions.

According to the research, brand image strengthens customers' purchase intention (Chen, Yeh and Huan, 2014). In addition, enterprises can enhance brand value through brand image development, and brand equity can be accumulated to create intangible assets (Bailey and Ball, 2006). Successful brand image design can transform ordinary or boring concerns for customers into surprising or pleasant experiences. Thus, a positive brand image highlights the products for consumers (Lindgreen and Vanhamme, 2003; Ludden, Schifferstein and Hekkert, 2008). Based on these facts, brand image establishes a unique image of objects and obtains customers' identification and preference through visual transmission effects and product personality description, as well as brand perception, belief, and ideas.

Brand Personality

In brand theory, brand personality is a critical dimension of brand identification (Plummer, 1985; Keller, 2008). In the competitive business environment of the 21st century, excellent brands and products must specifically present their personalities to consumers with the intention of obtaining positive responses (Bhargava, 2008). In other words, similar to humans, brands have personalities. Aaker, Fournier and Brasel (2004) argued that with a brand personality similar to human beings, consumers can form a connection with brands. Consumers express their ideas through brand personality (Johar, Sengupta and Aaker, 2005). Sun and Li (2016) argued that brand personality represents the symbol of consumer personality trait association and is an indispensable auxiliary tool in product marketing. Huang and Lai (2017) advanced that when brand personality and consumer self-concepts are consistent, consumers may differ depending on brand personality. Lee and Li (2018) believed that in the process of building a brand, the core concept of the brand must be based on a unique brand personality.

Based on these concepts, brand personality refers to a group of characteristics related to consu-

mers' personality traits that are associated with a brand. This connection of brand and human personalities can explain the association between brands and humans. In other words, consumers form their own unique styles through brands to differentiate themselves from others.

Brand Identification

Aaker and Joachimsthaler (2000) argued that "brand identification" is the most influential and superior corporate asset. Brands that are actively managed by firms require "brand identification," which is the tool to guide brands and inspire the company's projection of a brands. Brand identification includes products or controllable elements of brands in enterprises, such as core, position, brand name, slogan, mark, information, and experience. These are the basic elements of sustainable brands (Perry and Wisnom, 2003). Brand identification refers to strong emotions attached to brands and a sense of belonging toward brands (Donavan, Janda and Suh, 2006). Aaker (1996), and Russell and Stern (2006) have argued that brand identification means that consumers purchase the product or service according to their views toward the brand. Yo *et al.* (2017) pointed out that brand identity is to strengthen emotional connections when consumers believe that brands can enhance or reflect a certain level of self-concept. Yeh (2017) believes that consumer identity allows consumers to view corporate brands as part of their self-extension. Chien and Chen (2017) pointed out brand identification can be defined as a personal commitment, and emotional involvement with a brand which incorporates psychological and behavioral aspects.

Based on this discussion of brand identification, this study argues that brand identification is the basis for brand design. Project managers must recognize the unique significance, objective, and image of self-identification in relation to brands. Through brand identification and the unique values presented in the specific image of a brand's product, consumers make a decision to purchase the product or service.

Relationship between Brand Image and Brand Identification

Establishing a unique brand image is an effective tool of product differentiation that is managed by marketing departments and organizations (Aaker, 1995; Keller, 2003). Sirgy (1985) suggested that consistency between the concept of self-image and product image reinforces a consumers' positive behavior and attitude toward products and also influences their preference for products and purchase intention. Thus, consumers tend to purchase goods that match their real self and ideal image (Sirgy, 1982). Sirgy and Su (2000) argued that when selecting products, consumers' attitude is influenced by the consistency between their perception of products and their self-image. A positive brand image creates intangible value for consumers and leads to their confidence in the brand (Tu, Wang and

Chang, 2012). For enterprises, brand image can help them differentiate themselves from their rivals. Thus, brand image becomes a corporate intangible asset and cannot be imitated (Huang, 2017).

Krippendorff (2009) proposed a communication theory model to discuss these concepts. Through product design and the interpretation of meanings, communication exists between designers and consumers. The effect of communication becomes a key concern in the relationship. Organizational culture and the cultural background of design elements are the factors that influence consumers. These factors lead to consumers' brand identification through the design of brand image. Morgan, Pritchard and Piggott (2002) suggested that managers must enhance the connection between product image and self-image, strengthen consumers' identification with a brand, and improve consumers' life-style. The reinforcement of brand characteristics includes designing exclusive colors, unique patterns, and personalized typefaces. A convenient structural design to convey the design concept can also enhance market accessibility of the brand. It results in increased consumer attention and identification and, therefore, increased sales (Asher, 2005). He and Lai (2014) stated that attraction to a brand image is one of the factors leading to consumers developing brand identification. Bellenger, Steinberg and Stanton (1976) demonstrated that consistency between self-image and product image enhances the construction of brand satisfaction, loyalty, and brand identification. Zhang (2015) proposed that brand image is the general perception and feeling of consumers for brands, and brand image will affect consumer behavior. Chang (2017) stated that the brand image is related to the brand association of consumers themselves. Tsai and Hsiao (2017) suggested that the brand image can be consistent with the identity of the self.

According to previous studies, a combination of product image and consumers' self-image is related to consumers' product identification, particularly the association among product brand image, brand identification and emotion. This study further explores the relationship between brand image and brand identification. Hence, following hypothesis is proposed:

H₁: Brand image significantly and positively influences brand identification.

Relationship between Brand Personality and Brand Identification

Brand personality tends to be conceived as an effective factor influencing a brand (Ekinic, 2003). Grohs and Reisinger (2014) argued that brand image is consumers' associations with specific brands through original thoughts and knowledge. For consumers, brand personality reveals the symbolic significance and function of self-expression (McCae, Costa and Busch, 1986). The characteristics of brand personality are derived from consumers' associations with brands. One of the main sources of consumers' association with brands is the image of product endorsers (McCracken, 1989). Kotler

(1999) suggested that powerful brands should present the unique characteristics of product personality. All brands have their own personalities that reflect their core values. This is shown by internal personalities of brands. Even new products are presented by unique personalities. In other words, brand personality refers to the combination of brand affection and consumers' self-presentation benefits.

Consumers develop a crucial attachment, namely brand affection, resulting in stronger brand loyalty and brand identification (Park *et al.*, 2010). Emotions connect consumers with brands they identify with. In a consumer-oriented approach, firms consider the self-perceptions of consumers in brand personality (Lucia *et al.*, 2011). Thus, brands are identified by consumers from their personalities through brands/alter their personalities through brands. Specifically, brand personality reflects consumers' identification of real self (Beverland and Francis, 2010). Sun and Li (2016) argued that brand personality can be clearly described by consumers or can clearly express consumers themselves, consumers will have a positive attitude towards the brand. Huang and Lai (2017) stated that the link between brand personality and consumer self-concept will be different due to different brand personality. Lee and Li (2018) pointed out that preference of positive brand personality by consumers will affect their behavior and self-esteem.

Based on previous studies, consumers' product affection transfer leads to brand identification. This is associated with the brand personality of products, particularly the association between consumers' product brand personality transfer and brand identification. In this study, the relationship between brand personality and brand identification is further explored. Thus, following hypothesis is proposed:

H₂: Brand personality significantly and positively influences brand identification.

Relationship among Brand Image, Personality and Identification

The formation of brand personality has become one of the most crucial tasks in marketing (Romaniuk, 2008). Brand identification has a positive effect on brand purchase decision-making for consumers. Consumers tend to use products that exhibit similar "personalities" to them or have the characteristics they expect (Sirgy, 1982). Thus, consumers use brand personality to present themselves to others (Belk, 1988) to gain the approval of friends. Brand identification is reflected by strong affection attached to brands and can be perceived as a sense of belonging toward brands (Donavan, Janda and Suh, 2006).

Consumers' brand image and brand identification are dynamic concepts. Fournier (1998) argued that a dynamic interaction exists between brands and consumers and that this interaction is not fixed. This suggests that brand knowledge influences consumers' responses to marketing activities (Keller,

2003). Brand image and brand identification are also associated with each other, and they are essential elements of well-established brands (Aaker, 1996; Nandan, 2005). If these two dimensions are reinforced, consumers' loyalty can be established (Clun and Davies, 2006; Minkiewicz, Mavondo and Bridson, 2007; Nandan, 2005).

Onkvisit and Shaw (1987) stated that consumers tend to purchase products that have a consistency between brand image and self-concept. Kepferer (1992) suggested that brand identification is the information source about products and it conveys information related to symbols, messages, and products to consumers. Graeff (1996) stated that consumers' brand evaluation is higher in brands with a consistency between self-concept and brand image.

Joachimsthaler and Aaker (1997) argued that brand identification is the basis for creating brand strategies. Enterprises must have profound, organized, and clear brand identification for the design and execution of projects to avoid supplying conflicting or confusing information to consumers. Wang and Tank (2016) stated that consumers' positive self-image consistency will positively influence brand identity. Wang *et al.* (2017) pointed out that the attractiveness of brand image is one of the factors that make consumers to recognize the brand. Huang and Lai (2017) mentioned that brand personality and self-conceptual similarity get higher satisfaction which leads to consumers' higher recognition of the brand. Based on these arguments, when consumers' brand image is favorable, their brand identification is more significant. Nevertheless, the scope of the concept of brand image is extremely broad, and consumers' views of product brand image are different. A detailed exploration of the different categories of brand image and their effects on brand identification, as well as an analysis of the association of variables in the process, can enhance the product endorsements of enterprises. Based on the mentioned arguments following hypothesis is proposed:

H₃: Brand personality mediates the relationship between brand image and brand identification.

METHODOLOGY

–Sampling and Procedure

By administering a questionnaire, this study analyzed consumers who had knowledge of Volvo and the Volvo endorsement by Jeremy Lin and had purchased Volvo products. The survey entailed analyzing consumers who had a brand image of Volvo after the endorsement of National Basketball Association (NBA) star Jeremy Lin. Applying convenience sampling technique, the sample was collected from 5 Taiwanese cities (New Taipei City, Taipei City, Taichung City, Tainan City, and Kaohsiung City). 1400 self-report standard questionnaires were distributed to consumers and related sales outlets at specific

times. After retrieving 1,123 questionnaires and deleting 91 invalid responses, this study obtained 1,032 valid responses (return rate for valid responses 73.71%).

–Measures

This study adopted the scale of brand image as proposed by Park, Jaworski and MacInnis (1986), and Bhat and Reddy (1998) after modifying the semantics. The dimensions of brand image included in this study are quality functional image, symbolic image, and experiential image. This study used 14 items to measure brand image.

Brand personality was measured with items as proposed by Aaker (1997) after modifying the semantics. The dimensions of brand personality in this study included namely excitement, competence, and endurance. This study used 11 items to measure brand personality.

Brand identification was tapped by using items as proposed by Aaker (1995) after modifying the semantics. The dimensions of brand identification in this study included namely product attributes, corporate attributes, and brand attributes. This study used 10 items to measure brand identification. Items used to measure brand image, personality and identification are shown in Appendix–V.

–Reliability Analysis of the Pretest Questionnaire

For the collection of pretest questionnaires, this study conducted a survey from December 7 to December 13, 2012, and distributed pretest questionnaires. A total of 100 pretest questionnaires were retrieved, of which 85 were valid. The valid return rate was 85 percent. Through Cronbach's alpha reliability coefficient, the study estimated the consistency of scale items such as "brand image", "brand personality", and "brand identification". Reliability analysis showed that the Cronbach's alpha value for brand image was .960, for brand personality was .973, and for brand identification was .947. According to Nunnally (1978), when Cronbach's alpha is higher than .70, scale reflects good reliability. Thus, the pretest reliability analysis results indicated that the reliability estimates of the study variables were higher than .70; all the Cronbach's alpha values of the variables were over .80, indicating that the questionnaire was highly reliable.

RESULTS

–Sample Characteristics

According to the analytical findings, 518 (50.2%) respondents were male and 514 (49.8%) were female. Concerning the distribution of age, 508 participants were aged "41–50 years" (49.2%); 247 participants were aged "30–40 years" (23.9%); 175 participants were aged "51–60 years" (17.0%); 53

participants were aged “21–30 years” (5.10%); 45 participants were aged “61–65 years” (4.40%); and 4 participants were aged 65 years or older” (0.40%). Regarding the distribution of educational background, 557 participants graduated from “university” (55.90%); 220 participants graduated from college (21.30%); 220 participants studied “above graduate level” (14.40%); and 35 participants (3.40%) were educated “below senior high school (vocational school) level”.

Concerning the distribution of occupation, 321 participants were employed in the “service industry” (31.10%); 169 participants were employed in “commerce” (16.40%); 156 participants were employed in the “electronic technology industry” (15.10%); and 135 participants (13.10%) were classified as “other”. Regarding monthly disposable income, 419 participants earned “NT\$ 50,001–NT\$ 65,000” (40.60%); 302 participants earned “NT\$ 35,001– NT\$ 50,000” (29.30%); 126 participants earned “NT\$ 65,001–NT\$ 80,000” (12.20%); 98 participants earned “NT\$ 20,001–NT\$ 35,000” (9.50%); 86 participants earned “NT\$ 80,001–NT\$ 95,000” (8.3%); and 1 participant earned “above NT\$ 95,001” (0.10%).

–Reliability and Validity Analysis

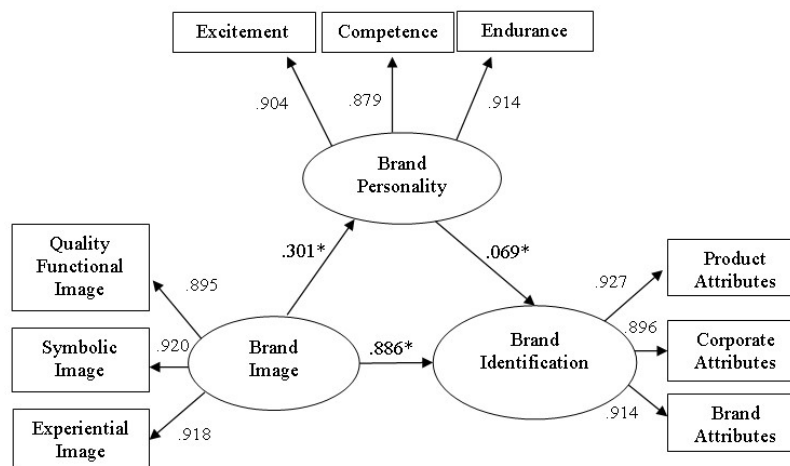
This study used AMOS statistical software to carry out confirmatory factor analysis and structural equation modelling for the dimensions of the variables. The measurement model had undergone testing for model fitness, reliability, and validity. In order to verify the relationship between each dimension and item, the study focused on the dimensions of brand image, identification, and personality in confirmatory factor analysis. According to Fornell and Larcker (1981), a composite reliability value (CR) over .60, and an average variance extracted (AVE) over .50, respectively, demonstrate that the scale has good convergent validity and reliability. Hatcher (1994) proposed that if the confidence values formed by covariance and standard error do not include 1, then it indicates good discriminant validity between the dimensions. Convergent validity and reliability of brand image, identification, and personality shown in Tables 1, 2, and 3 (see Appendix–I, II, & III). The study found that all factor loadings on the scales were greater than .50. Each item also reached the level of significance, with the CRs between .785 and .911 and the AVEs between .634 and .719, which indicated that the three variables had good convergent validity and reliability. Moreover, the potential construct discriminant validity analysis revealed the intervals formed by the covariance of the variable’s two dimensions and plus or minus two multiples of standard error, as presented in Table 4 (see Appendix–IV), which conformed to the standard established by Hatcher (1994). According to the analytical results, the dimensions of this study were obtained by weighting the factor loading of each item (the significance level of alpha was .05).

AMOS Empirical Analytical Results

The results of structural modelling for the effects of brand image and brand identification on brand personality are shown in Figure 1.

The regression coefficient of the effects of brand image on brand identification was .886, which reached a significant level ($p < .05$); hence, H₁ i.e., brand image significantly and positively influences brand identification was supported.

The regression coefficient of the effects of brand personality on brand identification was .069, which reached a significant level ($p < .05$); hence, H₂ i.e., brand personality significantly and positively influences brand identification was supported.



Source: Developed for this study

Figure 1. Structural Model

This study also explored mediating effect of brand personality on the relationship between brand image and brand identification. As illustrated in Figure 1, brand image positively influenced brand identification (.886, $p < .05$), brand image positively influenced brand personality (.301, $p < .05$), and brand personality positively influenced brand identification (.069, $p < .05$). According to the statement of Tyson (2008), if the direct effect between variables is less than the indirect effect, the mediator is influential. Thus, the variable should be valued. As shown in Figure 1, the direct effect of brand image on brand identification was .886. However, the indirect effect of brand image, through brand personality (regression coefficient: .301), on brand identification (regression coefficient: .069), was $.301 \times .069 = .021 < .886$. Thus, it was determined that brand personality did not demonstrate a mediating effect on the relationship between brand image and brand identification. According to the results of Tyson (2008) regarding mediating effects, brand image cannot indirectly influence consumers' brand identification through brand personality. Therefore, H₃ was not supported.

DISCUSSION

This study adopted Jeremy Lin's endorsement of Volvo as example. According to the regression coefficients of the dimensions of brand image, "symbolic image" has the best reflection effect, followed by "experiential image", and "quality functional image". Symbolic image, experiential image, and quality functional image have positive effect on brand image. This shows that brand image is meaningful for the participants whose greatest motivation to participate is the brand's perceived benefits. Symbolic image is meaningful for the participants whose greatest motivation to participate is brand symbolic image. This accords with the studies conducted by Norman (2002), and Almquist and Lupton (2010).

Regression coefficients of the dimensions of brand personality, "endurance" has the best reflection effect, followed by "excitement" and "competence". This shows that participants develop special endurance and excitement when Jeremy Lin's endorsed Volvo. Brand personality has a positive impact on participants, which is inline as suggested by Biel (1992), and Lee, Back and Kim (2009).

Results of brand identification's dimensions reflect that "product attributes" has the best reflection effect, followed by "brand attributes" and "corporate attributes". This shows that product attributes is vital for the sponsors of sport events and that patronage help sponsors create a good brand image. The result is inline with study conducted by Kepherer (1992).

CONCLUSION

This study shows that brand image positively and significantly influences brand identification; brand personality positively and significantly influences brand identification; brand personality exhibits no mediating effect on the relationship between brand image and brand identification. The study shows that brand image influences brand identification directly and not through brand personality. The total effect of the Brand image – identification path is greater than the total effect of the brand image – personality – identification path. So, the key to influencing consumers' brand image lies in creating brand identification by sponsoring sports stars to endorse products.

IMPLICATIONS

Designing a unique brand image, increasing brand identification, and creating high-value product attributes

Based on the findings of this study, a more positive corporate brand image can strengthen consumers' recognition of the corresponding symbolic image, and this reinforces consumers' brand identification for corporate products, particularly the brand identification for product attributes. To examine a pop-

ular example of this phenomenon, Volvo relies on the passion of momentum and innovation. Volvo reveals effective brand slogans such as “human-based design – designed around you” (Central News Agency, 2012). Thus, consumers perceive that Volvo reflects consumers’ social and economic statuses and personal styles.

The reinforcement of brand image enhances consumers’ brand identification. Specifically, when corporate products have a favorable brand image, consumers demonstrate greater brand identification for the products. Moreover, the sport stars offer companies an excellent opportunity to do things for the public interest and establish brand image, creating fruitful win-win results. This leads to greater brand identification for the products.

Creation of product brand personality and increase of product value

According to the study findings, creating a unique brand personality increases consumers’ brand identification. In other words, when corporate products demonstrate a unique or exclusive brand personality, consumers exhibit greater brand identification for the products. Managerial units should help sponsors to plan brand marketing and create a culture of participating for the brand, providing diverse brand activities, making the brand a part of people’s daily life, and motivating people to enjoy high-quality recreational lifestyles. This will widen the range of brand and shape a special culture for the brand.

According to these findings, creating a unique style of brand personality can strengthen consumers’ recognition of “endurance” in brand personality. This increases consumers’ brand identification for corporate products, particularly their brand identification for product attributes. Brand personality enhanced consumers’ brand identification for endorsement, including product characteristics and product purchases. The direct effect of brand image on brand identification is stronger than its indirect effect, through brand personality, on brand identification (Aaker, 1996; Russell and Stern, 2006). When enterprises design their brand image with a high degree of identification, they positively enhance consumers’ brand identification. However, this does not mean that they comply with consumers’ views. Brand image must reflect brand spirit, knowledge, and objectives (Aaker, 1995). For enterprises, strengthening total brand image strengthens consumers’ brand identification and considerably improves the sustainable operation and competitiveness of the enterprises.

Consumers are most impressed by endurance in the construction of brand personality, as indicated by the favorable brand personality of Jeremy Lin. Hence, the ability of brand marketing personnel to appropriately use brand personalities, such as individuals who are attractive, charismatic, indomitable, and passionate in athleticism, can enhance consumers’ perception of brand personality in sportspeople such as Jeremy Lin. This particularly signifies the effectiveness of endorsers with well-known brand personalities.

LIMITATIONS AND FUTURE DIRECTIONS

This study analyzed only Volvo consumers and those who had knowledge of Jeremy Lin's endorsement of Volvo. Different regions or industrial fields reveal different findings, and the result cannot be applied to other industries. This study distributed questionnaires in Taiwan metropolitan cities, and as such, the samples are not representative of the whole of Taiwan. Furthermore, the results in different regions or industrial fields might not be the same.

We suggest the following questions as worthy of future research. (1) Incorporate brand awareness into a brand-consumer relationship (such as brand equity, brand love and brand attitude) through brand awareness to examine the brand-consumer relationship of high and low brand awareness. (2) Explore the fit between brand and consumer personality. In addition, the star player effect (such as: the spokesperson effect or personal brand image recognition of the brand) is worth exploring.

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Dimension	Item Number	Standardized Factor Loading	Composite Reliability	AVG. Extracted Variance
Functional Image	C1	.876	.886	.661
	C2	.814		
	C3	.725		
	C4	.829		
Symbolic Image	C6	.797	.896	.634
	C7	.838		
	C8	.798		
	C9	.749		
	C10	.797		
Experiential Image	C11	.826	.904	.701
	C12	.863		
	C13	.868		
	C14	.790		

Fitness: RMR = .046; GFI = .900; TLI = .935; NFI = .943; CFI = .948; RMSEA = .094

Table 1. Confirmatory Factor Analysis Results for Brand Image Scale

Dimension	Item Number	Standardized Factor Loading	Composite Reliability	AVG. Extracted Variance
Excitement	D1	.872	.902	.697
	D2	.856		
	D3	.832		
	D4	.777		
Competence	D5	.768	.862	.676
	D6	.835		
	D7	.861		
Endurance	D8	.853	.911	.719
	D9	.863		
	D10	.880		
	D11	.792		

Fitness: RMR = .036; GFI = .932; TLI = .953; NFI = .961; CFI = .965; RMSEA = .091

Table 2. Confirmatory Factor Analysis Results for Brand Personality Scale

Dimension	Item Number	Standardized Factor Loading	Composite Reliability	AVG. Extracted Variance
Product Attributes	E1	.746	.911	.672
	E2	.886		
	E3	.847		
	E4	.830		
Corporate Attributes	E6	.716	.838	.634
	E7	.831		
	E8	.835		
Brand	E9	.923	.785	.651
Attributes	E10	.675		

Fitness: RMR = .038; GFI = .950; TLI = .957; NFI = .968; CFI = .971; RMSEA= .088

Table 3. Confirmatory Factor Analysis Results for Brand identification Scale

Scale	Pair Comparison of Dimensions	Confidence Interval (covariance ± 2 times of standard deviation)
Brand Image	Quality functional image \leftrightarrow Symbolic image	.748-.880
	Quality functional image \leftrightarrow Experiential image	.671-.839
	Symbolic image \leftrightarrow Experiential image	.701-.877
Brand Personality	Excitement \leftrightarrow Competence	.788-.988
	Excitement \leftrightarrow Endurance	.869-.993
	Competence \leftrightarrow Endurance	.757-.949
Brand Identification	Product attributes \leftrightarrow Corporate attributes	.582-.746
	Product attributes \leftrightarrow Brand attributes	.727-.915
	Corporate attributes \leftrightarrow Brand attributes	.585-.741

Table 4. Analytical Result of Discriminant Validity of Latent Dimensions of Scales

Brand Image

1. VOLVO product features meet my needs.
2. There are many types of VOLVO products.
3. VOLVO's products are of good quality.
4. VOLVO brand appearance to meet my needs.
5. VOLVO cars have a good reputation.
6. VOLVO cars are popular nowadays.
7. VOLVO cars can reflect my personal style.
8. My friends around me have a good image of the Volvo car.
9. Driving a Volvo car can be a symbol of social status.
10. VOLVO cars give a lively and interesting feeling.
11. VOLVO's products are quite sophisticated.
12. If I buy VOLVO products, I will be happy.
13. VOLVO cars can meet the needs of the pursuit of life.
14. VOLVO cars are distinctive.

Brand Personality

1. "Linsanity" brand style is brave.
2. "Linsanity" gives me the feeling that I am energetic.
3. "Linsanity" gives me the impression that I am imaginative.
4. "Linsanity" gives me a feeling of new fashion.
5. "Linsanity" gives me the feeling that I am trustworthy.
6. "Linsanity" gives me the feeling of being smart.
7. "Linsanity" gives me the feeling of success.
8. "Linsanity" gives me the feeling of quality.
9. "Linsanity" gives me the feeling that it is attractive.
10. "Linsanity" brand style is tough.
11. "Linsanity" gives me the feeling that I like outdoor activities.

Brand Identification

1. When I want to buy a car, I will consider the Volvo car.
2. I think VOLVO cars have good product features.
3. I think VOLVO cars have good product quality.
4. I think VOLVO cars have a "high value".
5. I think the product design of the Volvo car can impress me.
6. I think VOLVO cars are well-known companies.
7. It is more meaningful to purchase VOLVO car related products.
8. It is pleasing to buy VOLVO car related products.
9. I agree with the brand style of Volvo Cars.
10. My innovative thinking is similar to the brand thinking of VOLVO's "Designed Around You".

Table 4. Items of Scales