

**CHAPTER 2**  
**LITERATURE REVIEW**

## **CHAPTER 2 – LITERATURE REVIEW**

### **2.1 Introduction**

This chapter will review past and present literature to identify the variables of this research. The review of the literature will identify the various dimensions of the respective variables and how past researchers were conducted to examine the relationships between these variables. By understanding the various variables in the research, it helps to chart the research design in a more structured manner.

### **2.2 Virtual Brand Personality**

According to Kevin Keller (1993), A successful brand is "an identifiable product, service, person or place, augmented in such a way that the buyer or user perceived relevant, unique added values which match their needs most closely. Furthermore, its success results from being able to sustain these added values in the face of competition."

Da Silva and Syed Alwi (2007) highlighted that understanding corporate branding is vital because a positive corporate brand will help a company achieve higher levels of performance. In most cases, a reputable corporate brand will also increase the corporate profitability and increase of sales without having to spend enormous money for their advertising. In short, a 'good corporate brand' will speak for itself.

In the recent years, marketing experts and scholars have increasingly interested in understanding and measuring the meanings of brand in a symbolic measures (Aaker, 1997, Hogg, Cox and Keeling, 2000, Keller and Richey, 2006). Quite often than not, choosing a brand with the 'right fit to yourself' personality characteristics enables the individual to develop a unique representation of him or herself (Azoulay et. al., 2004, Aaker, 1997, 2001) or a favourable association in the memory (Keller, 1993). The attention of the symbolic meaning of the brands has emerged to be a new concept of brand personality research despite the traditional approach of only focusing on the functional attributes to consider the product symbolism (Solomon, 1983, Keller and Richey, 2006). As a result, brand personality is considered to be an important factor for the success of a brand in terms of preference and choice (Batral et. al. 1993, Biel, 1993)

While some scholars have interested in brand management have offered conceptualizations of brand that include symbolic components (Keller et. al. 2006, Mulyanegara et. al. 2007), there are only limited and few valid measurement instrument being developed that capture symbolic brand meanings. In addition, the measurement

instruments for virtual brand personality have also been limited, despite referring to brand personality traits developed by Aaker (1997).

According to Da Silva and Syed Alwi (2007), there has been a growing interest in the subject of corporate branding in recent years among academics and practitioners because there is a belief that a business operating in a competitive corporate market. Da Silva and Syed Alwi (2006) also aimed at identifying the dimensions that actually represent corporate brand personality particularly in the context of a virtual environment.

In addition, the corporate brand defined by Da Silva and Syed Alwi (2006) stated that corporate brand is more intangible and emotional values associated with a brand name, and therefore these values are important sources for competitive advantages.

One notable rigorous efforts in developing brand personality measurement framework by Aaker's (1997) has represented an important step towards enabling more experimental researchers to measure symbolic meanings of brands. Aaker's (1997) remarkable studies in brand personality has embarked to be one of the important theoretical frameworks of brand personality dimensions and was initially identified as a reliable, valid and generalizable scale that measures these dimensions (Austin et. al. 2003).

As corporate brand is more about the intangible and emotional values associated with a brand or company name, these values became the most sustainable source of competitive advantage. (de Chernotany, 2000).

Research on brand personality recently has attracted various focuses. Firstly, the focus was targeted on investigation of various dimensions of brand personality across countries and areas (Aaker, 1997). Second, the focus was put forward on the antecedents of brand personality or its fit (Lau and Phau, 2007), and the third one investigation of the consequences of brand personality or its fit (Freling and Forbes, 2005). Specific dimensions of brand personality were also arguably related to the perceived quality and its symbolic meaning of the attached brands.

Brand Personality has also been accepted by many practitioners (Plummer, 1985) and also by scholars (Davies et al. 2001, Aaker, 1997). Researchers have discussed the Brand Personality as a key issue that helps distinguish brands and develop an emotional side of the brand (Landon, 1974).

One of the most relevant studies to this research in recent year was developed by Aaker (1997) by developed Brand personality Scale. She developed a valid and reliable scale

that could be used worldwide to measure Brand Personality. She first performed a thorough review of the literature in the fields of psychology and marketing and culminated a total of 309 discrete traits. After identifying the traits, she then reduced the list to 114 traits based on respondents' ratings of how descriptive the traits were of brands in general.

In a series of studies in United States, she asked consumers to rate how well these different personality traits described 59 brands that were selected to represent a wide range of products and services. Aaker (1997) identified the following five underlying dimensions of Brand Personality as depicted in Table 2.1

Table 2.1 - Brand Personality Scale by Aaker (1997)

<b><u>Competence</u></b>	<b><u>Sincerity</u></b>	<b><u>Excitement</u></b>	<b><u>Sophistication</u></b>	<b><u>Ruggedness</u></b>
<ul style="list-style-type: none"> <li>• Reliable</li> <li>• Hardworking</li> <li>• Secure</li> <li>• Intelligent</li> <li>• Technical</li> <li>• Corporate</li> <li>• Successful</li> <li>• Leader</li> <li>• Confident</li> </ul>	<ul style="list-style-type: none"> <li>• Down to earth</li> <li>• Family oriented</li> <li>• Small town</li> <li>• Honest</li> <li>• Sincere</li> <li>• Real</li> <li>• Wholesome</li> <li>• Original</li> <li>• Cheerful</li> <li>• Sentimental</li> <li>• Friendly</li> </ul>	<ul style="list-style-type: none"> <li>• Daring</li> <li>• Trendy</li> <li>• Exciting</li> <li>• Spirited</li> <li>• Cool</li> <li>• Young</li> <li>• Imaginative</li> <li>• Unique</li> <li>• Up to date</li> <li>• Independent</li> <li>• Contemporary</li> </ul>	<ul style="list-style-type: none"> <li>• Upper class</li> <li>• Glamorous</li> <li>• Good looking</li> <li>• Charming</li> <li>• Feminine</li> <li>• Smooth</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoorsy</li> <li>• Masculine</li> <li>• Western</li> <li>• Tough</li> <li>• Rugged</li> </ul>

The Brand Personality Scale proposed by Aaker (1997) with 5 dimensions, include Excitement (11 items), Sincerity (11 items), Competence (9 items), Sophistication (6 items) and Ruggedness (5 items). The five dimensions reported a high degree of reliability for each of the dimensions of above 0.9. However, some criticism arised over the specific meaning of items such as cool, western, small town and original within the American culture, which could be an indication to the culture specific (Davies et.al. 2003)

Aaker (1997) Brand Personality Scale was then further developed and expanded by Aaker et. al. (2001) by exploring many commercial brand personalities in Japan and Spain, which includes the utilitarian and symbolic functions. In the Japanese study, 36 items of Brand Personality Scale was proposed in five dimensions: Excitement (12 items), Competence (9 items), Peacefulness (6 items), Sincerity (3 items) and Sophistication (6 items).

Again, the reliability test reported a high Cronbach's alpha ranging from 0.80 to 0.90. The same study applied to Spain and 33 item of Brand Personality Scale was proposed: Excitement (9 items), Sincerity (6 items), Sophistication (6 items), Peaceful (6 items) and

Passion (6 items). The Cronbach's alpha coefficients were all above the baseline of 0.7 suggested by Nunnally (1978).

Another empirical study of the five dimensions Brand Personality Scale was performed by Davies et. al. (2001). The study was carried out in UK companies aimed at exploring the application of Aaker's (1997) scale to the assessment of both internal (identity) and external (image) facets of reputation. Davies et. al (2001) found that the five dimension personality scale proposed by Aaker (1997) was not totally appropriate mainly because of the reliability problems. The ruggedness dimension was found to be the weakest for both the number of items and reliability. Argument was also made that some of the dimensions are constructed in negative words.

Davies et. al (2003) further developed a Corporate Personality Scale, which is intended to measure the stakeholder perception to the organization as a whole rather than products or services in specific. Seven dimensions scale with a total of 49 items from 93 retained after the pilot study. The dimensions of Corporate Personality Scale are: Agreeableness (12 items), Enterprise (9 items), Competence (8 items), Chic (8 items), Ruthlessness (6 items), Informality (3 items) and Machismo (3 items). All of the dimensions were identified as relevant to the customers and employees and met the reliability of the baseline coefficients of 0.7 except two, which is Machismo and Informality.

Table 2.2 Corporate Personality Scale by Davies et. al (2003)

<b>Dimension</b>	<b>Items</b>
<b>Agreeableness</b>	Friendly, pleasant, open, straightforward, concerned, reassuring, supportive, agreeable, honest, sincere, socially-responsible, trustworthy
<b>Competence</b>	Reliable, secure, hardworking, ambitious, achievement-oriented, leading, technical, corporate
<b>Enterprise</b>	Cool, trendy, young, imaginative, up-to-date, exciting, innovative, extrovert, daring
<b>Chic</b>	Charming, stylish, elegant, prestigious, exclusive, refined, snobby, elitist
<b>Ruthlessness</b>	Arrogant, aggressive, selfish, inward-looking, authoritarian, controlling
<b>Machismo</b>	Masculine, tough, rugged
<b>Informality</b>	Casual, simple, easy-going

As a whole, the 42 items Brand Personality Scale proposed by Aaker (1997) and Corporate Reputation Scale proposed by Davies et. al (2003) are to some extent similar

and sharing 20 identical items (Rojas-Mendez et. al., 2004), with Competence – Competence with 6 items, Sincerity – Agreeableness (3 items), Excitement – Enterprise (7 items), Sophistication – Chic (1 item), Ruggedness – Machismo (3 items).

A more relevant study into virtual brand personality was undertaken by Rojas-Mendez et. al. (2004) on the Ford Brand Personality in Chile. The Brand Personality Scale developed by Aaker (1997) was used as guidance of the study. The results indicated that Ruggedness dimension was not found to be reliable or valid and therefore it is not considered for the study of Ford Brand Personality in Chile. A revised 16-item of Brand Personality with each one comprised of four items seem to work in Chile automobiles industry as follows:

Table 2.3 Revised Version of Brand Personality Scale by Rojas-Mendez et. al. (2004)

<b><u>Competence</u></b>	<b><u>Sincerity</u></b>	<b><u>Excitement</u></b>	<b><u>Sophistication</u></b>
<ul style="list-style-type: none"> <li>• Confident</li> <li>• Hardworking</li> <li>• Secure</li> <li>• Intelligent</li> </ul>	<ul style="list-style-type: none"> <li>• Friendly</li> <li>• Cheerful</li> <li>• Wholesome</li> <li>• Down to earth</li> </ul>	<ul style="list-style-type: none"> <li>• Independent</li> <li>• Cool</li> <li>• Spirited</li> <li>• Exciting</li> </ul>	<ul style="list-style-type: none"> <li>• Smooth</li> <li>• Good looking</li> <li>• Glamorous</li> <li>• Upper class</li> </ul>

The study on the Chile automobiles Ford Brand Personality reported that Aaker (1997) Brand Personality Scale is not totally applicable and lack of consistency found among studies performed by Aaker (1997) and Aaker et. al (2001) with US, Japanese and Spanish samples respectively. The study also has contributed to reinforcing Aaker's proposition across cultures and similar meaning emerge and reveal that Sincerity, Excitement and Sophistication are always present in Brand Personality Studies. (Rojas-Mendex, 2004)

Okazaki (2006) in his study of a preliminary exploration of online brand personality reviewed that in an attempt to identify the brand personality dimensions, the firms intend to create in the mind of the online consumers by using “forms of online communications” partially based on Ghose and Dou's earlier study.

The five dimensions of brand personality stimuli identified by Okazaki (2006) were excitement, sophistication, affection, popularity and competence. The principal forms of online communications consist of stakeholder relations, direct and indirect sales, choice functions, connectedness, orientation, and product positioning.

In addition, the dimension of brand personality stimuli is also intrinsically traceable from the perspective of the creative advertising appeals that multinational (MNC) corporations attempt to employ on their web sites.

In his study of the American MNCs' websites, Okazaki (2006) conceptualized the brand personality as a combination of two sets of stimuli, which are functional and expressive. The assumption was made that the American MNCs are utilizing a series of online communications in the attempt to make consumers perceive a single "intended" brand personality across markets.

In the forms of online communications, Okazaki (2006) outlined the application of functional and expressive stimuli to online communications, such as investor relations, direct and indirect online transactions, company and brand information, promotions, cultural events, and so on, with the aim of making consumers perceive the intended brand personality.

As companies developed websites to promote its products or services, Internet is one of the stronger arenas that foster a one-way communication. Most organizational websites today feature a rich selection of information links for those interested in using them. More so when the use of Internet developed, discussion forums began to appear. Discussions forums present a different computer-mediated environment, one with greater interactivity and interpersonal use.

Loosley et. al (2004) in their research for the corporate brand linking to the online setting has also identified that the act of doing business online. In establishing the brand on the Internet, it is not sufficient to set up a website and then sit back and wait for business to come in. The directories and recommendations from other businesses are needed and crucial. Therefore, Loosley et. al. (2004) identified that some Internet links, especially through understanding the website personality traits are needed.

In a case study on the McDonald online branding conducted by Rowley (2004), she discussed that the role of brands and branding in the new economy are now characterized by digitization and globalization in attracting consideration attention. The campaign launched by McDonald "I'm lovin it" campaign was integrated through every element of the business including website. The internet has represented a useful opportunity to brand building and through website elements, the brand messages and overarching brand strategy themes such as community, globalization and channel integration were explored.

In most case, one could post a message while the originator will reply in timely basis. Another model involving two-way communications is where each other sending message to a forum and an immediate reply received (Pitta D. & Fowler D., 2005)

Loosley et al. (2004) completed a research on the effect of brand management when business migrates onto Internet; it covers many aspects of the brand online involving several areas of the law, such as advertising, trademark, copyright and consumer protection.

According to Kevin Keller (2005), brands that have succeeded on the Internet, be they traditionally based bricks and mortar brands or pure Internet brands have thrived because they view the Internet as a force that levels imbalances playing fields in favour of customers. These brands are based on revised business models, significantly improving the value equation through greater customer interactivity, enhanced consumer experiences, tailoring and rapid responses. Furthermore, successful brands on the Internet show commitment to web-based branding and they take a long-term view about brand building.

The rational, functional characteristic of the brand will have formed solid foundations, enabling management to develop more tailored experiences that reflect unique emotional and rational values.

Flavian C et. al. (2004) distinguished that measurement of image especially in the Internet banking field has become an important tool to help management of the banks operating on the Internet to make decisions. In the developed world, the Internet has therefore become a distribution channel that is used by all banks and this has enabled them to show Internet as an alternative channel of their clients. Despite efforts have been take, the number of clients who operate through the Internet has not increased as much as expected due to the strategies implemented by companies and the idiosyncratic characteristics of this new channel.

The Internet has also become a major challenge for banking business (Flavian et. al, 2004). Many authors considered that a strong corporate image is the most effective means for differentiation in banking (Richardson and Robinson, 1986) and as well as the start point for subsequent customer loyalty-building (Nguyen and LeBlanc, 1998)



Researchers have also measured the degree to which human traits and characteristics are extended into brands by employing human personality or character measures to describe consumers' imagery of brands (Aaker 1997, Hye-Shin K, 2000)

More often than not, brand personality was also said in the eye of the beholder, and individual may perceive a brand as a living entity with a personality and this may be based on how a brand is perceived to treat its customers, deliver its marketing communication, package its products and is committed to being socially responsible (Aaker, 1997, Bush & Gilbert 2005).

Hye-Shin Kim (2000) described that regardless of the uniqueness of each brand's personality, the brands with favourable brand attitude have favourable personality traits rating.

According to de Chernatony and McDonald (1992), the brand personality is a useful metaphor to appreciate the brand's values and this shows the brand's emotional and self-expressive capabilities. This is particularly useful for brands, which have only minor physical variations and are conspicuously consumed, for example brandy. In these instances, very few consumers can distinguish between the taste of different brands and the brand is used to make a statement about the user. The brand's personality can be identified through questions such as:

- If brand X came to life, what sort of person would it be?
- If brand X were to die, what would be written on its tombstone?
- What type of person do you think would use this brand?
- If brand X were a famous person, who do you think it would be?

Significantly, de Chernatony and McDonald (1992) conceptualized the brand personality as the emotional value of the utility a consumer perceived from the brand's ability to arouse particular feelings, such as the statement of love when a man gives a woman a gold necklace.

The personality of the brand grows from many sources. One of the main influences on the brand's personality comes from product or service itself. A brand of washing powder, for example, which cleans using the aggressive nature of enzymes, may be perceived to be more masculine than a brand, which cleans without the use of enzymes. Another major influence is advertising and the use of celebrities in endorsements. The events sponsored by the brand owners also influence the brand's personality. The challenge for the brand marketer is to manage all points of interaction their brand has with consumers to ensure a holistic brand personality.

Da Silva and Syed Alwi (2006) concluded that corporate brand image for an online context did not appear the seven dimensions in the online context. Thus, there are also several enactments that may represent the functional and emotional brand values online. The enactment for online brand values is those such as navigation or ease of use, site appearance, speed of download, physical delivery and personal support. (de Chernatony, 2004).

Aaker (1997), Davies et. al. (2003) and Da Silva et. al (2007) indicated that recently, the significance of studying virtual brand personality or characteristics online has been growing and given more abstract and intangible aspects of brand focus.

The present study examines Aaker's (1997) five dimensions of brand personality traits for the online banking industry. The overall intent is to examine how brands within the online banking industry can be differentiated based on personality traits in online environment. Perhaps better understanding of the virtual brand personality may help company to recognise whether the current brand values delivered online are consistent and effective with the company vision and mission. Most importantly, it also helps the company to identify the positioning and differentiation strategy and gains competitive advantage from the rivals.

### **Virtual Brand Personality – Previous empirical research**

Previous empirical researchers have extended the conceptualisation and measurement of brand personality to online environment to top South African Business Schools and food SMEs (Opoku et. al., 2006). The study simply determine the concept of brand personality applied to the online context and the study found that many of the dimensions used to describe MBA programmes are similar to those previously found for consumers brands related to Aaker's brand personality dimensions. Both study to top South African Business Schools and food SMEs industry presents starting point for investigation of brand personality in the online environment.

In addition, the empirical studies revealed that a well-established brand personality online has to be tough to heighten emotional ties with the brand, increase preference and patronage, and augment a sense of trust and loyalty but the combination of strategy, creativity and leadership has to be the key to success of global brands.

According to Opoku et. al. (2006), the associations between the websites and the brand personality dimensions co-exist. The five Virtual Brand Personality dimensions of

Competence, Excitement, Sincerity, Ruggedness and Sophistication is associated with a particular business school websites in ranking.

In addition to the study on top South African Business Schools, Opoku et. al. (2007) further researched on what brand an SME assessed based on communication by the brand personality online and how SMEs use websites to communicate brand personalities.

On the other hand, most empirical past studies have focused on offline brand image. Product brand and organizational name as a brand in general were carried out but the significance to study online brand personality has been limited. The metaphor study of personification approach by viewing company or brand as person has also been growing in various settings and countries.

Thus, most of the research on corporate branding has predominantly focusing on conceptual rather than empirical. Limited research in the virtual environment of marketing and branding development has significantly been encouraged and therefore, this study aimed to provide a basis of virtual brand personality and looking at the five dimensions and traits through an empirical study to the banking industry in Malaysia.

### **2.3 Customer Satisfaction**

Customer Satisfaction is one of the most widely research topics of marketing (Oliver, 1999; Henning-Thurau & Klee, 1997). Several authors have attempted to define Customer Satisfaction and one of the most popular definitions given by Oliver (1997), defined satisfaction as “the summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with prior feelings about consumer experience”. It is a judgement that a product or service feature, or the product or service itself, has provided a pleasurable level of consumption-related fulfilment.

Oliver (1999) went on to summarise satisfaction as pleasurable fulfilment. Customer Satisfaction is also defined as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance (Homburg & Giering, 2001).

Customer satisfaction generally means customer reaction to the state of fulfilment, and customer judgement of the fulfilled state (Oliver, 1997). There are many benefits for a company to obtain high customer satisfaction level. It heightens customer loyalty and prevent customer churn, lower customers' price sensitivity, reduce cost of failure in

marketing and new customer creation, reduce operating cost due to customer number increases, improves the effectiveness of advertising and enhance business reputation (Fornell, 1992)

Szymanski and Hise (2000) conceptualize e-satisfaction as the consumers' judgement of their Internet retail experience as compared to their experiences with traditional retail stores.

Evanschitzky et. al (2004) replicated Szymanski and Hise (2000) studied on e-satisfaction in Germany and concluded that e-satisfaction and its associated drivers are important in the context of Internet firm strategies in Germany. Additional values to the consumers in terms of convenience and easily navigable site design is also important to customer satisfaction in the virtual environment, which is the same for the US customers (Szymanski et. al, 2000)

Given the numerous definitions in customer satisfaction, the researcher aims to identify whether virtual brand personality has a relationship with customer satisfaction in general for online banking industry in Malaysia.

## **2.4 Brand Loyalty**

Loyalty has been defined as “a deeply held commitment to re-buy or re-patronise a preferred product or service consistently in the future, thereby causing repetitive same-brand-set purchasing, despite situational influences' and marketing efforts' having the potential to cause switching behaviour” (Oliver, 1999). Loyal customers have been found to be price insensitive, purchase more and generate additional business from new customers through positive word of mouth (Oliver, 1997, 1999)

Aaker (1997) identified four major sources of brand value as brand loyalty, brand awareness, perceived quality, and brand associations. Brand loyalty is defined as “the degree to which the buyer has repeatedly purchased a particular brand during recent years, tempered by the significance of that expenditure in terms of the total outlay for that type of product.” (Han and Sung, 2008).

Opoku et. al (2006) reported that brand personality can influence brand processing, brand attitudes and brand loyalty. Brand loyalty also exists in the markets when the buyers' willingness to pay a price premium for their preferred brand (Hutton, 1997). Benefits from brand-loyal buyers include their willingness to recommend the brand to peers and to give special consideration to another product with the same brand name (Hutton, 1997). Brand

loyalty has also been identified as the primary brand-equity generating variable (Michelle et. al., 2001)

With the valid perception on brand loyalty to brand personality, the researcher aims to identify whether virtual brand personality has a relationship with brand loyalty in general for online banking industry in Malaysia.

## **2.5 Relationship among Variables and Hypotheses Development**

Many studies have shown that there is a strong link between corporate brand image and satisfaction. (Davies et. al. 2003 & 2002). In the Corporate Reputation Chain by Davies et. al (2003), the framework suggested that customer satisfaction has a direct relationship with corporate brand image but an indirect relationship with loyalty intention. (Da Silva et. al., 2006). Furthermore, it is also suggested that relationship between satisfaction and loyalty may also be due to brand reputation (Selnes, 1993).

Several studies have attempted to examine the relationship among variables. There is also common assumption that satisfaction is likely to increase loyalty (Oliver, 1980; Patterson et.al. 1997). There result is also reporting a strong correlation of greater than 0.6 (Cronin et.al. 2000) and implies that satisfaction and loyalty are highly correlated. Strong positive relationships could also imply that satisfaction and loyalty may not be different concepts.

Selnes (1993) in his study of brand reputation, satisfaction and loyalty confirmed that there is a direct effect of corporate brand image on brand loyalty. Selnes F. (1993) explained that the most important finding in his study is that brand reputation has a strong positive direct effect on brand loyalty and this has been consistent throughout the companies in the study but the quality performance is used in offline setting.

In addition to that, Selnes (1993) experimented that customer satisfaction will have a direct effect on brand loyalty and the relationship occurred between corporate brand image, satisfaction and loyalty.

According to Bennet and Ruddle-Thiele (2004), customer satisfaction and loyalty are highly associated with positive relationship, If customer experience high levels of satisfaction, there are likely to be predisposed attitudinally to the service brand and intend to repurchase. However, the results indicated that satisfaction and loyalty are not the same constructs. While satisfaction levels can anticipate particular attitudinal loyalty

levels, they cannot precisely predict them. It is thus prudent for managers not to rely exclusively on satisfaction scores to predict actual purchase. Rather, they should also collect attitudinal loyalty levels as well.

Davies Chun (2003) discovered that Corporate Brand Image has an indirect effect on brand loyalty via customer satisfaction when personality traits are used to portray corporate brand image in offline setting.

Merrilees and Louise Fry (2002) also demonstrated, in contrast, that corporate brand image has a direct impact on brand loyalty when the brand attributes are used in an online setting.

Da Silva and Syed Alwi (2007) also discovered that the direct and indirect effects for online corporate brand image or value on customer satisfaction and suggested that the value could play a vital part in creating customer satisfaction and loyalty. However, corporate brand values could directly influence customer loyalty intention. Da Silva and Syed Alwi (2007) also distinguished that corporate brand image is a strong predictor to both satisfaction and loyalty.

Based on the above discussion, three hypotheses are expressed as follows:

**H1: There is a positive relationship between Virtual Brand Personality and Customer Satisfaction**

**H2: There is a positive relationship between Virtual Brand Personality and Brand Loyalty**

**H3: Customer Satisfaction mediates the relationship between Virtual Brand Personality and Brand Loyalty**

## **2.6 Chapter Summary**

In this chapter, the researcher aimed to establish an extensive review of the past and present literature in relationship with the Virtual Brand Personality, Customer Satisfaction and Brand Loyalty. The relationship among the variables was reviewed in an effort to develop the hypotheses of the study.