

New Prespective of Brand Personality in Indonesia

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Abstract:

The footwear industry is one of the industry sectors that has a prospective influence on the growth of the Indonesian economy. The need for footwear is now transforming into a part of a lifestyle. The aim of this research is to look at and analyze what brand personality factors are appropriate in the context of developing countries, especially Indonesia, based on literary studies by Aaker (1997), Geuens (2009), and Davies. (2018). This research provides a new insight into brand personality in the context of Indonesia's perspective. The sample is a local shoe user with a set sample quota in the five provinces that have the most shoe companies registered with the Ministry of Industry. The study used a total of 225 respondents. The results show that the brand's personality dimension has formed. The study provides a new perspective on the brand personality dimension from an Indonesian perspective, given that no study specifically defines brand personality. This research has become interesting because there are still very few articles describing the concept of brand personality in developing countries, which limits researchers' preparation of research. In the future, it is expected that business owners will begin to consider the importance of the essence of a brand so that brand personality is created for local brands in Indonesia.

Keywords: Brand Personality, Brand Personality Dimension, Analysis Factor, Develop Country, Marketing

INTRODUCTION

The footwear industry is one of the industry sectors that has a prospective influence on the growth of the Indonesian economy (Putra & Maulana, 2019). This is supported by the footwear industry growth figures that are increasingly showing a positive increase each year, which also has an impact on the increase in the number of UMKM industries in Indonesia, which by 2021 will reach 18.657 units with 247.843 absorbent people. This has an opportunity to raise the added value of the industry with an export-oriented partnership reinforcement program, so this potential also impacts the rise in domestic consumption. (Kemenperin.go.id, 2021). In addition, many local brands that dominate the Indonesian footwear market are considered quite successful in implementing their competitive strategy; five of them include Ventella, Aerostreet, NAH Project, Compass, and Geoff Max Footwear. (Tokopedia, 2021). Another article also states that the five brands are local footwear brands that have a good reputation and can be said to be the best local brands today. (Alfarizky, 2022; Syahrani, 2021). This is reinforced by the opinion of a pre-survey conducted by researchers on 60 respondents who used local shoes, where researchers asked about local footwear brands that were top of mind based on the five brands considered to dominate the Indonesian footwear market: Ventella, Aerostreet, NAH Project, Compass, and Geoff Max Footwear. Then, the researchers conducted a pre-survey to determine the brand object to be studied. The result was that 38 people voted for Ventella, then 31 for Compass, 22 for Aerostreet, and the rest for NAH Project and Geoff Max Footwear. From that, the research made the local footwear brands Ventella, Compass, and Sparta Shoes the objects of his research. The phenomena taken in this study are based on most that move away from the conventional system rather than the business management they do. Researchers see that brands exist only as passive labels that should be owned without taking into account the essence of brands in them. Moreover, in an effort to win increasingly competitive market competition, companies must be able to increase their competitive advantage by creating differentiation strategies among their competitors (Heng, 2021).

In today's global knowledge age, a company's competitive advantage depends heavily on its ability to acquire key knowledge related to competitiveness (Mubarok, 2018). One is through the management of strategic assets, where strategic assets are one of the assets that can be used to create a source of sustainable competitive advantage. Flamholtz and Randle argue that not all assets can be strategic assets. An asset can be categorized as strategic if it meets two criteria: the first criterion is that the asset must be able to create competitive differences that bring profits and be a source of profits for the company. According to Mubarok (2018), brands can be classified as intangible assets that can be strategic assets because of their high economic value. The brand is not only specifically associated with the product itself but also with the various strategies that the company carries out (Knapp, 2002; Riyadh & Surahman, 2022). Effective brand management will create an identity and become an instrument of differentiation and competitive advantage. Then, when consumers realize the benefits, satisfaction, and suitability of their expectations through the purchase of a brand, they tend to make continuous purchases, which might be said to indicate their loyalty to the brand (Sudarso et al., 2020).

Based on this phenomenon, one of the strategies that companies can use to increase consumer loyalty to a brand is to provide a personality reflection between the consumer and the brand with a touch of emotional bond. Moreover, consumer behavior in making purchases today is not limited only to the need for a product but is linked to a brand that gives a special impression on him. Then this is backed up by Keller and Kotler's statements that consumers tend to choose brands that match their concepts (Kotler & Keller, 2006). When consumers can communicate their personalities through a brand, they will be satisfied with the brand they use. So, referring to

Ouwersloot and Tudorica, companies can consider brand personality as a tool to help them in their efforts toward the goal of consumer satisfaction. Brand personality is important because it is one of the main dimensions of brand equity, which refers to the emotional side of brand image (Güven & Yakın, 2020; Ouwer & Tudorika, 2001).

The phenomenon in this study found that most that depart from conventional are less able to manage the brand. Companies tend to consider the brand only as a name or attribute that complements a business and do not see the brand as a value; this condition causes the brand personality to not be managed well and results in its existence and lagging behind competitors (Rangkuti, 2004; Sudarso et al., 2020). This research will consider whether the brand personality dimensions presented by the three authors can be applied to specific cultures, in particular the context of the country of Indonesia. Using the perspective of Indonesia in this study is considered important because, so far, there has not been any research that establishes brand personality in specific countries of Indonesia, and this is why the brand personality dimension cannot be generalized in a particular cultural context. Furthermore, it is important to emphasize that this research will focus on the study that is considered to be the most influential on the evolutionary course of brand personality to this day, namely the research by Aaker (1997), Geuens (2009), and Davies (2018).

Framework

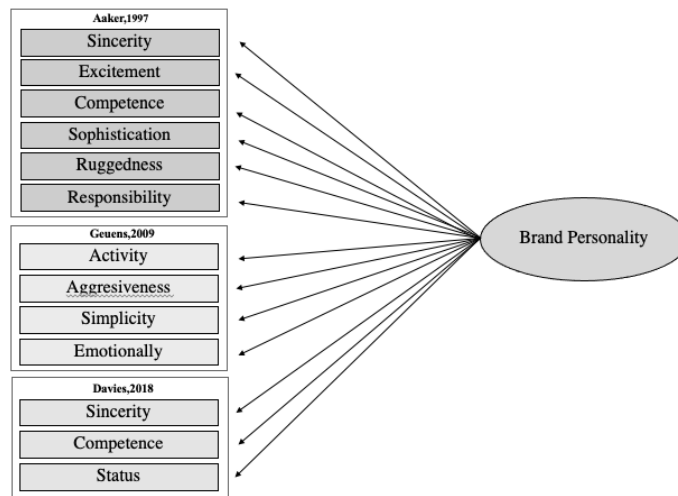


Figure 1: Research Model

LITERATURE REVIEW

Value Creation Theory

The basic reference in this research is based on the concept of value creation theory, which uses a service-dominant (S-D) logic perspective. The emergence of S-D logic began with a shift in marketing perspective that focused on invisible resources, value creation, and relationships (Vargo & Lusch, 2004). In 2004, Professor Robert Lusch and Professor Stephen Vargo introduced a new logic, namely S-D logic, in their research entitled "Evolving to a New Dominant Logic for Marketing." In this research, Vargo and Lusch explain the latest thinking paradigm for recognizing changes in the value of a product by a company. This S-D logic paradigm is an evolution of the traditional paradigm known as goods-dominant (G-D) logic. This research focuses on "The Enterprise Can Only Make Value Proposition," where when a company offers a

product, it has gone through the research process that underlies the creation of that product. It could be said that a product being offered has potential "knowledge" embedded in it for potential consumers. Therefore, consumers must determine their own values. In this context, consumers must determine what values are suitable for themselves. In exploring the concept of Service-Dominant (S-D) Logic, Vargo & Lusch use the term "evolving" to explain the collaborative nature of value creation. (Ardi, 2016; Vargo & Lusch, 2004). S-D Logic explains one of the transitional aspects of G-D Logic to S-D Logic, namely that in value delivery, G-D Logic only focuses on products while S-D Logic places more emphasis on the value proposition offered (Vargo, 2009). Through this research, the theory of value creation using a service dominant logic perspective was chosen because researchers see brand as a value. More specifically, this research sees brand personality as a value owned by the company, and the value creation process is already created when the company makes the product. Because of this assumption, it is important for companies to manage their value effectively and efficiently. This value management prioritizes value-in-use, where value-in-use is created through an exchange process that occurs at the customer level (Grönroos & Voima, 2013) through the integration of resources between the customer and the company. The customer value proposition is used as a strategic tool for companies to communicate value to customers (Eggert et al., 2018). So it is important for companies to have a brand personality so that consumers can assess the value obtained from a product.

Brand Personality

According to the American Marketing Association (AMA), a brand is a name, term, sign, symbol, design, or a combination of these that is used to differentiate a product or service from its competitors (Keller, 2013). Consumers see brands as an important part, and the existence of a brand also provides a guarantee regarding trust and quality in a product. Every consumer has personality characteristics that influence their consumption behavior (Kotler & Armstrong, 2013). Personality here is very relevant for analyzing consumer choices for certain brands. It can be said that consumers tend to choose a brand that has a personality that suits their own personality (Kotler & Keller, 2006). Brand personality is one component of brand image (Jinadasa et al., 2020). Brand personality is defined as a combination of human characteristics that are attributed to a product, as if the product were a human (Solomon et al., 2012). Kotler & Keller (2006) also describe brand personality as a specific mix of human traits that can be attributed to a particular brand. Aaker first conceptualized brand personality as a construct in marketing and consumer research, then defined brand personality as a combination of human traits that are associated with a brand and can represent how customers relate to a particular brand (Aaker, 1997; Robertson et al., 2019). There has been a lot of research discussing brand personality from its inception by Aaker in 1997 until today, so it is necessary to look at different points of view from each research study related to brand personality. This research focuses on the perspectives of three research studies by Aaker (1997), Geuens (2009), and Davies (2018).

Brand Personality by Aaker (1997)

The brand personality brought by Aaker is based on psychological research and the dimensions of "The Big Five" human personality theory, a theoretical methodology that discusses global and comprehensive personality (McCrae & John, 1992; Radler, 2018). When it was first coined and conceptualized that brand personality was a construct in marketing and consumer research, Aaker said brand personality was "the set of human characteristics associated with a brand," or it could be said that brand personality is a combination of human characteristics associated with a brand. Brand personality is formed through consumer attitudes towards certain brands, and it can be said that the personality of a brand is formed directly and indirectly through

direct experience through the use of products or marketing efforts. Meanwhile, Aaker (1997) suggests that brands have five different personality dimensions known as the Brand Personality Scale (BPS). These dimensions include: (1) sincerity; (2) excitement; (3) competence; (4) sophistication; and (5) ruggedness.

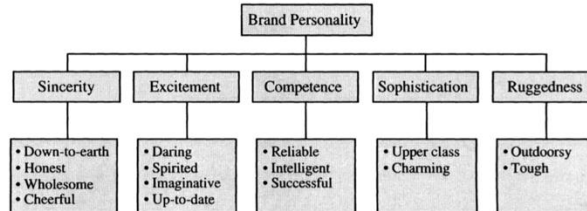


Figure 2: BPS Framework by Aaker

Brand Personality by Geuens (2009)

Apart from the studies presented by Aaker (1997), research related to brand personality also continues to develop. Aaker's Brand Personality Scale (BPS) represents the most frequently researched operationalization of brand personality; the model has been the subject of some criticism in Geuens et al. (2009). The criticisms that Geuens brings to Aaker are: first, the researchers argue that the Aaker scale measures brand identity rather than brand personality; second, the Aaker scale is considered too general and simple; third, the scale does not include negative factors, which means that the scale cannot be generalized and used cross-culturally (Geuens et al., 2009a). This criticism led researchers to create another alternative to BPS Aaker. This research by Geuens draws similarities from "The Big Five Structure" and BPS Aaker, as well as other researchers who researched specific brand personalities in their respective countries. Geuens et al. (2009) reviewed and developed a new measure of brand personality that includes five dimensions: (1) responsibility, (2) activity, (3) aggressiveness, (4) simplicity, and (5) emotionality. Geuens' scale provides a higher affinity for the Big Five model than Aaker & Geuens' BPS and has also been proven to be valid and reliable for all brands, product categories, and cultures (Matzler et al., 2016). The following are the dimensions of brand personality as described by Geuens:

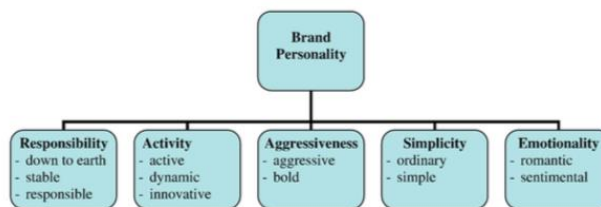


Figure 3: Brand Personality Framework by Geuens

Brand Personality by Davies (2018)

The study of brand personality continues to develop after it was first proposed by Aaker in 1997, one of whom was Davies, who emerged with his research criticizing the human personality theory used as the basis for brand personality and proposed it with signaling theory and the Stereotype Content Model (SCM). SCM defines two basic dimensions of human perception, namely, warmth and competence, and these dimensions are predicted by competition and perceived status (Cuddy et al., 2008). So Davies sees that brand personality dimensions can be identified as more relevant in certain contexts (brand type, respondent, or language) (Davies et

al., 2018). Regarding the theory and dimensions of brand personality, Davies reviewed 23 dimensions of brand personality and produced 3 dimensions, namely: (1) sincerity, (2) competence, and (3) status. Davies suggests that the literature on brand personality dimensions should be able to be taken into account to be applied to the context of place (city, region, or country). Therefore, although the model presented by Aaker (1997) is used as a research basis for theoretical and methodological adaptation, this model must also be applied to the country context. With this, a new framework was introduced by Davies (2018) to strengthen understanding and identify the theoretical dimensions of a country's brand personality (Gondim Mariutti & de Moura Engracia Giraldi, 2020).

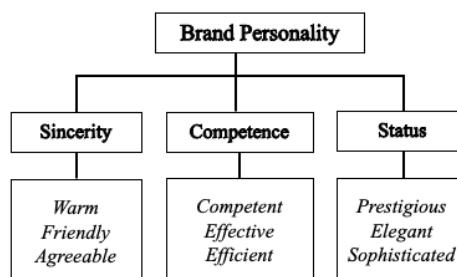


Figure 4: Brand Personality Framework by Davies

RESEARCH METHODOLOGY

The population in this study were local shoe users in Indonesia. The sample was determined based on a non-probability sampling technique, namely purposive sampling with several criteria and a distribution area using the quota sampling method. The respondents in this study are local shoe users aged 18–55 who are familiar with or understand the shoe brands Ventella, Compass, and Sparta. The samples that were collected according to the criteria were 225 respondents. This sample quota is focused on the five provinces that have the most footwear companies registered with the Ministry of Industry. The sample from this research was local shoe users aged 18–55 who were familiar with or understood the shoe brands Ventella, Compass, and Sparta. This sample quota was set in the 5 provinces that have the most footwear companies registered with the Ministry of Industry. In this research, the number of samples refers to the formula of Hair et al. (2018), namely the number of indicators multiplied by 10. So, the total sample collected according to the criteria was 225 respondents. This research method uses factor analysis with SPSS Statistics 25. Factor analysis is used because the aim of this research is to look at the factors formed by the brand personality dimensions in the footwear context from the perspective of a developing country, Indonesia. The data processing stage goes through several filtering stages, namely analysis using exploratory factor analysis (EFA), confirmatory factor analysis (CFA), reliability, and common method biases. Validity testing in this research uses exploratory factor analysis (EFA) through the KMO-Bartlett's test, where the KMO value must be > 0.5 , then the Measure of Sampling Adequacy (MSA) test > 0.5 , then the variable extraction stage via principal component analysis, which refers to eigenvalues > 1 and a rotated component matrix test with factor loadings > 0.4 . The value of this factor is obtained from the factor loading table according to the research sample. Then confirmatory factor analysis (CFA), which refers to eigenvalues > 1 and factor loadings > 0.5 , Then the next stage is reliability testing with a Cronbach Alpha value > 0.6 and a corrected item-total correlation value > 0.50 . Testing will continue with common method bias (CMB), where testing is carried out so that each operational item does not have a relationship that will cause errors. Then, based on the factors formed through the next

stage, namely naming the factors, Factor naming is carried out based on the characteristics possessed by each construct in one factor, adjusted to the context that is formed in order to strengthen the naming of these factors, which will also be supported by previous journals related to brand personality.

RESULT

Exploratory Factor Analysis (EFA)

This research will carry out a factor reduction process with three screenings, namely Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Reliability. Then use Common Method Bias (CMB) to confirm whether all the resulting construct items show error issues or not, and then name the factors at the final stage. Initial testing to determine the feasibility of the factor analysis to be carried out is said to be feasible if the KMO value is above 0.5. The first stage of the testing process is to determine the feasibility of the factor analysis that will be carried out. Factor analysis can be carried out if the calculated KMO value is higher than 0.5; conversely, if the calculated KMO value is below 0.5, then factor analysis is not feasible. The KMO test results obtained the results that can be seen in Table 1.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.917
Bartlett's Test of Sphericity	Approx. Chi-Square	5732.441
	df	1128
	Sig.	.000

Then carry out a feasibility test for variables that can be used in factor analysis by looking at the anti-image matrices table in the anti-image correlation section, where a variable with an MSA value of 1 is said to be a variable that can be predicted without error by other variables. If the MSA value is > 0.5 , variables can be predicted and analyzed further. The results obtained are that all 48 construct items have an MSA value of more than 0.5, and no variables are eliminated. Then, the next stage is carrying out the variable extraction process using principal component analysis to determine the number of factors formed. This information can be seen in Table 2.

Table 2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.399	34.164	34.164	16.399	34.164	34.164	3.837	7.994	7.994
2	2.577	5.368	39.533	2.577	5.368	39.533	3.419	7.123	15.117
3	1.769	3.685	43.217	1.769	3.685	43.217	3.387	7.056	22.173
4	1.625	3.385	46.602	1.625	3.385	46.602	3.241	6.752	28.924
5	1.450	3.022	49.624	1.450	3.022	49.624	2.955	6.157	35.081
6	1.386	2.887	52.511	1.386	2.887	52.511	2.784	5.800	40.881
7	1.274	2.654	55.165	1.274	2.654	55.165	2.550	5.312	46.193
8	1.171	2.439	57.603	1.171	2.439	57.603	2.140	4.458	50.651
9	1.150	2.396	59.999	1.150	2.396	59.999	2.134	4.447	55.098
10	1.056	2.199	62.198	1.056	2.199	62.198	2.061	4.294	59.392
11	1.013	2.109	64.308	1.013	2.109	64.308	1.717	3.577	62.969
12	1.003	2.090	66.397	1.003	2.090	66.397	1.646	3.428	66.397

Extraction Method: Principal Component Analysis.

Based on Table 2, Total Variance Explained shows the value of each variable to be analyzed and the results of the Principal Component Analysis method, where eigenvalues greater than 1 indicate the number of factors formed. There are 12 factors, as seen from the Eigenvalues value, which is more than 1. It can be said that from the 48 variable construct items, 12 factors were formed, which are in accordance with the brand personality context from the Indonesian perspective. Then the next extraction stage is the Rotated Component Matrix using the Varimax Rotation method, where this method is used to show the loading structure where each variable only has a strong factor coefficient on one factor and a small value on the other factors. According to Hair et al. (2018), the research sample in the study influenced the factor loading value, and the number of samples in the study was 225, so the factor loading value used was 0.40. So all constructed items that have a factor loading value below 0.40 are not used. From the results of the rotated component matrix, it can be concluded that in the first screening of exploratory factor analysis (EFA), 12 factors were formed, supported by 48 constructs that had been selected and were valid.

Confirmatory Factor Analysis (CFA)

Then the next process is to carry out the second stage of validity screening, namely confirmatory factor analysis (CFA) on all constructs that have passed the first stage of screening. This CFA stage is aimed at confirming whether the entire construct clusters in each component or not. Factors formed from statement constructs that are said to have passed and can be separated from the elimination process at the CFA stage must meet the following requirements: 1) have eigenvalues > 1 (considered significant); 2) have factor loading values ≥ 0.5 . And the results obtained were that in this second stage of screening, the entire construct was confirmed and could be said to be valid because it met the specified criteria.

Reliability Test

The third stage of the screening process is the reliability test. This test is used by researchers to ensure that the factors formed meet the criteria after passing the previous screening. The approach to this test uses two approaches, namely the Cronbach Alpha value and the corrected item correlation value. The criteria used so that a component can be said to be reliable are: 1) having a Cronbach Alpha value > 0.6 , and if it has a value below that, then the component needs to be reduced or eliminated; 2) having a corrected item-total correlation value exceeding 0.50 and a correlation between items exceeding 0.30 (Hair et al., 2018).

Table 3: Reliability Test

<i>Variable</i>	<i>Item</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha If Item Deleted</i>	<i>Cronbach's Alpha</i>	<i>Explanation</i>
1	C3	0,595	0,816	0,839	Reliable
	C4	0,559	0,822		
	RU5	0,593	0,816		
	RE2	0,617	0,814		
	RE4	0,581	0,819		
	A5	0,625	0,812		
	SI3	0,573	0,820		
	C1	0,505	0,785		
2	RU1	0,587	0,762		
	RU2	0,653	0,740		
	RU3	0,613	0,752		
	SI1	0,562	0,768		

<i>Variable</i>	<i>Item</i>	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted	Cronbach's Alpha	<i>Explanation</i>
3	S5	0,468	0,824	0,830	Reliable
	SO1	0,598	0,804		
	RE7	0,603	0,804		
	SI2	0,585	0,806		
	ST1	0,571	0,809		
	ST2	0,638	0,797		
	ST3	0,581	0,881		
4	E1	0,597	0,767	0,802	Reliable
	E3	0,628	0,747		
	C2	0,635	0,744		
	A3	0,626	0,750		
5	E4	0,528	0,760	0,788	Reliable
	RE3	0,531	0,759		
	RE5	0,615	0,732		
	RE6	0,590	0,743		
	EM2	0,575	0,747		
6	E2	0,595	0,657	0,754	Reliable
	SO3	0,615	0,633		
	SO4	0,540	0,719		
7	EM3	0,789	0,620	0,760	Reliable
	EM4	0,579	0,620		
8	S4	0,433		0,604	Reliable
	RU4	0,433			
9	SO5	0,538	0,714	0,758	Reliable
	RU6	0,579	0,692		
	A1	0,582	0,687		
	A2	0,538	0,712		
10	S6	0,452	0,589	0,660	Reliable
	RE1	0,512	0,513		
	A4	0,452	0,592		

Referring to the processing results attached to table 4.21, it was found that the factors formed and selected based on the third stage screening criteria, namely 10 factors represented by 42 constructs, were declared reliable. The eliminated item constructs are E3, E4, E5, RU1, and A3. These five constructs represent the variables excitement, ruggedness, and activity. In the third screening, there were two factors that were reduced because they did not match the criteria for the Cronbach Alpha value and the corrected item correlation value.

Common Method Bias Test

Before analyzing each component, there is a test that needs to be carried out, namely the Common Method Bias (CMB). This test is needed to prevent the tendency for errors to occur in measuring or testing data because common method bias is something that may occur in research. This testing method includes all constructed items that have passed the three screening stages, which then results in a result of 35.554%. These results show that this research meets the rules of thumb for the Common Method Bias Test below 50%, which shows that there were no errors in testing the data.

Component Analysis Results

This research has gone through several processes to look at the factors that might create brand personality in a brand. There are several steps that have been carried out, namely the exploratory factor analysis (EFA)–KMO stage, confirmatory factor analysis (CFA), reliability test, and Common Method Bias Test (CMB). Based on the testing stage, initially 12 factors were formed, which were represented by 48 constructs, but at the end of the twelve factors formed, there were 2 factors that were invalid and reliable, so these two factors were removed from further analysis. So in this research, 10 factors were formed, which were represented by 42 constructs, which were then named based on the properties possessed by each construct in one factor. Then the naming of factors will be adjusted to the context formed and supported by previous journals, which can confirm the existence of a relationship between the new variables and brand personality.

Table 4: Brand Personality Dimension of Indonesian Context

Item	Indicators	Variable Name	Supporting Journal
Component 1	Reliability, Modern, Responsible, Empowerfull	Bargaining Power	Olsson & Sandru (2006)
Component 2	Outdoorsy, Bold, Simple	Ruggedness	Aaker (1997)
Component 3	Beneficial, Cool, Prestige, Sophistication	Prestigious	Choi & Hyun (2017)
Component 4	Newest, Eye-catching, Unique, Stand Out	Uniqueness	Kao (2013)
Component 5	Active, Novelty, Trendy, Innovative	Newness	Zentes et al (2008)
Component 6	Imaginative, Delicate, Light colour	Attractiveness	Hurriyati & Setiawan (2017)
Component 7	Romantic	Emotionally	Geuens (2009)
Component 8	Pleasant, Affirmity	Affirmation	Vander Shee et al (2020)
Component 9	Classy, Consistent, Competitive	Consistence	Garcia-Salirrosas & Gorfilo (2020)
Component 10	Original, Stable, Collaboration	Reputation	Rojas-Mendez et al (2004)

Bargaining Power

This dimension describes the strength a brand has to survive business competition. The naming of this dimension is supported by studies in the marketing context that say that in conditions of increasingly tight business competition, it is important for a business to have "more strength," which can be used as a differentiating factor from competitors (Olsson & Sandru, 2006). In this research, the results obtained were that one of the important aspects of highlighting the personality of a brand is competence. This is in line with component 1, which is also supported by two competence construct items, and both also use the Brand Personality Framework reference in the same journal, namely a study by Aaker entitled "Dimensions of Brand Personality." So it can be concluded that the first factor formed is called bargaining power, with supporting indicators including reliability, modernity, responsibility, and empowerment. Reliability refers to a brand's ability to be reliable. Modern refers to a brand's ability to display modern variants of design and show a brand personality that is easy to understand. Responsible refers to a brand's ability to be trustworthy. Empowerful refers to a brand's ability to create change, a strong position, and success in competition.

Ruggedness

The second factor that was formed was ruggedness. The naming of this second factor is based on the dominance of the ruggedness variable construct, so it can be said that the formation of the brand personality factor in the Indonesian context is still relevant to the Brand Personality Framework indicators by Aaker (1997). The ruggedness dimension is a description of a tough personality. The indicators that form the ruggedness factor are outdoorsy, bold, and simple. Outdoorsy refers to a brand's flexibility in its branding. Bold describes a brand as having a masculine personality and tends to contain dark colors in its brand depiction. Simple shows that a brand has a simple personality, which is easy for consumers to understand.

Prestigious

Then it was found that the third factor that was formed was prestige, where this factor was formed based on quite diverse construct items, namely sincerity, sophistication, responsibility, simplicity, and status. The prestige dimension describes a luxurious impression created by a brand that can be felt by consumers. The naming of this dimension is supported by a journal in the context of contemporary hotel management by Choi & Hyun (2017), where the journal discusses that brand personality plays an important key to building the prestige of a brand, and companies must create different brand personality traits and communicate them to consumers. So it can be concluded that the second factor formed is prestige, with indicators including beneficial, cool, prestige, and sophistication. Beneficial refers to the usefulness of a product for customers. Cool refers to the classy and cool variant model offered. Prestige shows the company's ability to highlight a brand personality that has a luxurious and elegant impression. Sophistication refers to a brand's ability to create an aspect of sophistication.

Uniqueness

Next, the fourth factor was formed, represented by four constructs, namely, emotion, competence, and activity. Then, referring to this, the researchers gave this second factor the name uniqueness. The uniqueness dimension shows the uniqueness of a brand. This naming is supported by research conducted by Kao (2013), where the results of this research suggest that consumers's need for uniqueness individuals express lower brand switching intentions towards products with a strong brand personality compared to brands with a weak personality. Then it can be said that the uniqueness aspect has a positive connection with the brand personality. In the uniqueness dimension, there are 4 indicators that represent this element, namely: newest, eye-catching, unique, and stand out. Newest refers to the novelty carried out in product launches by prioritizing the latest concepts. Eye-catching refers to designs that can attract consumers' attention. Unique refers to the ability of a brand to have differentiating factors that other brands do not have. Standout refers to the competency of a brand to be able to stand out from similar brands.

Newness

Then the fifth factor that was formed was newness. This factor is formed based on different constructs, namely sincerity, sophistication, responsibility, simplicity, and status. The naming of this factor is based on the marketing study journal by Zentes et al. (2008), which states that service, reliability, quality, and innovation are relevant aspects related to the creation of brand personality. Therefore, it can be said that the name Newness can be used because it is in accordance with the context of brand personality, which is more directed towards the innovation, novelty, and creativity of a brand. So it can be concluded that the fifth factor formed is called newness, with supporting indicators including active, novelty, trendy, and innovative. Active refers to an active personality; active here can be interpreted as massive movement and full of energy. Novelty relates to the creation of newness by a brand. Trendy refers to the personality of a brand that

follows developing trends. Innovative describes a brand as having an innovative nature, always prioritizing new innovations.

Attractiveness

The sixth factor that was formed was attractiveness, represented by three emotional and sophisticated construct items, where the sophistication aspect dominated the formation of this variable. The choice of the name of the attractiveness variable was based on the constructs formed, namely imaginative, delicate, and light color. The naming of the attractiveness variable is supported by Hurriyati & Setiawan (2017) in a study journal in the tourism context, which states that there is a positive influence between destination personality and brand attractiveness, where every increase in destination personality will contribute to a very high increase in brand attractiveness. Therefore, it shows that naming the attractiveness dimension can be used and is appropriate in the context of brand personality. This attractiveness dimension describes the form of expression that a brand creates to be accepted by consumers. Imaginative refers to the imaginative colors in the logo. Delicate refers to the subtlety of the font design used, and the light color indicator refers to the colors applied to marketing content that tend to be light in color.

Emotionally

The next variable formed is emotional. The formation of this factor is represented by the emotional construct item from the brand personality scale by Geuens (2009), so it can be said that the seventh component formed is very representative and in accordance with one of the variables on Geuens' scale, namely emotional. The emotional dimension describes the feelings evoked by a brand that are felt by consumers. The representative indicator is romantic, where this indicator offers the potential to be useful for marketers where the feeling aspect dominates over facts, which is then represented by the construct including the nature of wanting to own in product selection and the feeling of luck that arises when consumers use the chosen product. So it can be concluded that the seventh factor formed is emotional, with romantic indicators as its support.

Affirmation

Apart from that, the seventh factor formed is labeled affirmation. The constructs that build the affirmation factor are sincerity and ruggedness. The naming of this variable is based on the journal article by Vander Shee et al. (2020), which states that brand outcomes identify the relationship between brand and consumer through brand involvement, which is categorized into status, disposition, attribute, connection, affirmation, and rejection. Therefore, the name label given can be said to be appropriate because it is relevant because there is a relationship between the affirmation and the brand personality context. This affirmation dimension describes a form of brand personality that is likened to that of an assertive person. The representative indicators are pleasantness and affirmation. Pleasant refers to how the design of the products of a particular brand is pleasing to customers, referring to the trait of a pleasant personality. Affirmity refers to the personality trait of being assertive.

Consistence

Then the ninth factor is formed by the construct variables sophistication, roughness, and activity. The indicators for the consistency variable are classy, consistent, and competitive. The choice of this name is supported by a journal regarding the context of technological innovation, markets, and complexity, which explains that it is important for companies to continue to consistently improve their brand personality according to certain conditions (García-Salirrosas & Gordillo, 2021). So it can be concluded that there is a relationship between consistency and brand personality. This persistence dimension refers to the company's ability to maintain the quality and superiority of its brand amidst market competition. The classy indicator shows an elegant or classy brand personality. Consistency refers to the stability of the quality of a brand. Competitive refers to a company's ability to compete in the industry.

Reputation

The last factor formed in this research is reputation. Reputation is formed from the construct variables sincerity, responsibility, and activity. Reputation describes a company's ability to maintain the quality and excellence of its brand. The naming of the reputation dimension is based on a journal with a marketing context that states that brand strategy is a system implemented to create a good reputation for the company (Rojas-Mendez et al., 2004). So it can be said that there is relevance to brand personality studies, so the naming of the reputation variable can be used in this research. The indicators that form this dimension are originality, stability, and collaboration. Original refers to the authenticity of a brand where the products offered are original, not imitations. Stable refers to the company's ability to be stable in product launches, and collaboration refers to the company's ability to collaborate.

DISCUSSION

Based on the research that has been carried out regarding the dimensions of brand personality in the Indonesian context, it is hoped that companies can pay attention to aspects of the brand personality dimensions to use as a basis for selecting strategies in order to win in increasingly competitive markets. The intended strategy is based on the brand personality dimensions that are formed, namely leading to a value management concept that focuses on the first factor, namely bargaining power. Bargaining power refers to how companies create strength to survive or win competition in the shoe industry in Indonesia. What needs to be considered in creating bargaining power are the aspects of reliable quality, maintaining uniqueness, always innovating, and having the courage to create changes in the industry so that brand strength is formed that can strengthen its position in industrial competition.

Ruggedness shows a brand has a tough personality. The aspect that a brand needs to pay attention to in implementing this is creating a new, dominant personality impression so that the brand can compete with other brands. The dominant impression that can be implemented is the creation of new products specifically aimed at male targets with a masculine impression, portraying a tough brand through marketing content that contains dark colors. However, it is important to remember that the application of brand personality dimensions must still be adjusted to brand values so as not to damage the essence of the brand's basic concept.

Prestigious refers to a company's ability to give a luxurious impression to its brand that can be felt by consumers. In creating an impression of prestige, aspects that companies need to pay attention to are product design variants, quality, and the overall brand concept. The impression of luxury does not always refer to expensive prices; the implementation that can be done is conceptualizing the brand's appearance to be elegant and classy. One thing that can be applied is a promotion concept on social media that is simple, clean, has a warm tone, and uses professional copywriting. This creates a luxurious personality for the brand in the minds of consumers.

Uniqueness refers to a company's ability to show its uniqueness. Competition for local Indonesian shoes is currently competing to be "accepted" by consumers by highlighting unique aspects that can attract attention, especially as new players tend to dare to take risks to be able to outperform old players. Companies must be able to create certain unique or differentiating factors that attract consumer attention. What researchers suggest can be implemented is collaboration with the concept of cross-brand and cross-industry collaboration. Cross-brand collaboration is meant by collaborating between local brands to create a product so that it is hoped that the collaboration can attract both brand markets and be successful in the collaboration project. The implementation of cross-brand collaboration that has been carried out is, for example, the

Supreme brand, which collaborated with Oreo in the creation of a new product that was initially identical to Oreo in black and then presented in a distinctive red color and embossed with the Supreme logo, which attracted the attention of consumers because of its unique concept—something that was fresh, expensive, and exclusive.

Newness refers to how a brand can create newness through innovation. One aspect that can be done is by always prioritizing innovation, regularly launching products, and being creative in product creation. The effects that will arise through the implementation of Newness are: (1) the brand will be more competitive compared to other brands that do not innovate; (2) the brand will continue to develop and be recognized by the public; and (3) it will increase brand standards because the creation of innovation cannot lower standards but raise standards and will indirectly increase the company's value in the minds of consumers.

Attractiveness describes the form of expression of attractiveness that a brand creates to be accepted by consumers. What companies need to pay attention to in their efforts to create visual appeal is color. This is important because someone will see color more quickly than shape or model. Then, through variations in product design, attractive packaging, and supported by illustrations or typography that contain the product identity.

Emotionally refers to the feelings a brand evokes. The aspect that needs to be considered when implementing the emotional factor is taking a more personal approach to consumers so that it can create positive feelings towards the brand. One approach that can be applied is implementing an emotional marketing strategy by creating advertisements or campaigns that encourage consumer emotions to create an attachment between the brand and consumers. For example, the campaign carried out by The Body Shop invites consumers to be directly involved in sustainability programs through acts of kindness to save the environment. It is also important to deliver personalized marketing messages to create positive emotions so that consumers feel closer and more attached to the brand. The effect caused by emotional marketing is the creation of a strong market because of the attachment between consumers and the brand, which then increases consumer trust in the brand because of the emotional appeal.

Affirmation refers to a form of brand personality that is likened to a firm personality. A form of implementation that can be done is by paying attention to the brand's presentation, one of which is through straightforward marketing content design in copywriting so that consumers' reception of product-related information can be transparent and conveyed clearly.

Consistency refers to the consistency of a brand in market competition. One thing that can be done to create consistency in a brand is to set a brand color. This brand color scheme is used constantly and continuously, thereby increasing brand recognition and creating a brand image. For example, the Shopee application consistently characterizes itself with the color orange; the promotional content that Shopee provides is also dominated by the color orange; even the endorsement concept; and when brand ambassadors promote Shopee, they also use orange clothing and props. With this, Shopee's identity as an orange shop is created in the minds of consumers because of the nuance it creates. This is important because if a brand is able to implement a consistency strategy correctly, a brand identity will be created and benefit the brand amidst increasingly competitive business competition.

Apart from that, the last factor that is no less important in creating brand personality is the reputation dimension. Reputation refers to a company's ability to maintain the quality and excellence of its brand. Aspects that need to be considered so that the company can maintain its reputation are maintaining product originality, maintaining quality, being stable in product launches, and continuing to innovate and collaborate in order to maintain brand reputation amidst high business competition.

CONCLUSION

Based on the results of the data analysis and discussion of the research that has been carried out, it can be concluded that the study regarding Brand Personality specifically in Indonesia refers to research that researchers consider to be the most influential in the evolution of brand personality, namely Aaker (1997), Geuens (2009), and Davies (2018). The results showed that the dimensions formed were Bargaining Power, Ruggedness, Prestigious, Uniqueness, Newness, Attractiveness, Emotionally, Affirmity, Consistence, and Reputation. Considering that this research is an initial study related to the formation of Brand Personality from the Indonesian perspective, further studies are needed to confirm each factor formed, so that it can become a new Brand Personality framework that can later be used as a theory in Brand Personality study research. Then, referring to the results of the formation of Brand Personality factors by this research, it is hoped that business owners can start considering the importance of the essence of a brand so as to create Brand Personality in local Indonesian brands. Based on the limitations of this research, of which so far there are very few articles explaining the concept of Brand Personality in developing countries, it is possible that in future studies, new research will emerge that can be used as a reference as a new point of view so that it will improve future research.

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