Research Paper

Linking Brand Attractiveness for Brand Personality Development- Local, National and Global Brand in the Processed Food Industry of India

Dr Rinalini Pathak Kakati[1], Mrs. Anubhuti Deorah[2]

[1]Professor, Department of Business Administration, Gauhati University, Guwahati-781014, Assam, India
[2]Senior Research Fellow, Department of Business Administration, Gauhati University, Guwahati-781014, Assam, India

Corresponding Author: Anubhuti Deorah

ABSTRACT

This study examines the intriguing relationship between brand attractiveness and personality among local, national and global brands in the processes food industry sector of India. Though this study has been carried out in the North Eastern part of India, but the findings of the study may be applicable to other parts, as national and global brand differences in packaged milk may be same in other regions also. Objectives of the paper include defining brand attractiveness (42 variables), quantifying the same for the three brands and finding if there is any link between their brand attractiveness and brand personality. Survey technique has been used to collect consumer data. Various statistical tools like scale reliability & validity, exploratory factor analysis, quantitative calculations, Cronbach's alpha, Hotelling t squared, mean scores, standard deviations, one sample t-test and multiple regression have been applied. The findings reveal that the local brand enjoys very high brand attractiveness score compared to the national and global brand but fails in carving out distinct personality dimensions. The national brand is influenced by personality dimensions 'Original' and 'Reliable' even though it has comparatively low brand attractiveness, mainly because of positioning strategy. The global brand is influenced by personality dimension 'Unique' and enjoys comfortable attractiveness. This study has been able to show that variations in brand attractiveness occur for local, national and global brands for packaged milk in Processed Food Industry (FMCG sector), despite sharing the common shelf space.

Keywords: Brand Attractiveness, Brand Personality, Local Brand, National Brand, Global Brand, Processed Food Industry

INTRODUCTION

Marketers often find themselves trying to lure customers by making their products more attractive than that of their competitors. Branding products and services is a strategic problem that requires coordination of many functional areas. The ability to manage it effectively affects a company's growth and profitability in long run and builds consumer loyalty directly than any other strategic decision. Many studies relating to different aspects of branding like positioning, measuring brand equity, growth etc. have enriched the literatures with well-developed models and relationships among factors affecting branding issues. A new area which has been relatively untouched upon by researchers is the impact of brand personality and different aspects of brand attractiveness.

According to the Oxford dictionary, 'Attractiveness' means the quality of being pleasing or appealing to the senses, also the possession of qualities or features that arouse interest. Brand attractiveness is considered as a powerful, intangible force, which goes much beyond the physical aesthetics of a brand. It is an invisible,

overwhelming pull, which subliminally, but irresistibly draws audiences towards itself (TRA, 2017). Brand Personality is defined as 'the set of human characteristics associated with a brand' (Aaker, 1997). A brand personality is something to which the consumer can relate, and an effective brand personality will increase its brand equity by having a consistent set of traits. This is the added value that a brand gains, aside from its functional benefits (Keller and Kotler, 2006).

LITERATURE REVIEW

Extensive studies of the body of literature available on Brand Attractiveness have been done. Following are some of the notable studies which have helped in analysing the gaps in the existing literatures. Lewis and Stubbs (1999) in the journal 'National Expansion of British regional brands: parallels with internationalization' talk about the expansion motive of regional brands and presented case study of five companies from UK food and drink sector. They found that national and global brands are trying to capture market by tailoring their brands for regional market, while regional brands are looking to expand. Batra *et al* (2000) mention that Brand Attractiveness of brand perceived as having non-local origin, are attitudinally preferred to brands seen as local, for reasons not only of perceived quality but also of social status. Till and Busier (2000) presented two studies. These studies inspected attractiveness role and proficiency in the "match-up hypothesis." The first study inspected the physical attractiveness as the factor and its influence on brand attitude, intention to buy and fundamental brand beliefs. The findings reflect on physical attractiveness for matching a brand with appropriate endorser. Rungman and Verbeke (2004) have documented regional and global strategies of Multinational Enterprises after analysing data of 500 largest MNEs. They emphasize the importance of the *locus of destination* and conclude that there was no major difference

in internationalization strategy of global and regional strategies employed. Bronnenberg *et al* (2007) point out surprising styled findings related to geography in CPG industries. They observed that the geographical variation in market shares, perceived quality levels and local players' presence is so high that there is no relevance of a national/ global brand. Spiegler *et al* (2012) argue that the focus now is how both social media and outdoor advertising can be used to attract potential and existing customers and make strong relationships with the brand in question. The notable studies in Indian context are as follows. TRA (2013), a Comniscient Group company has developed two proprietary matrices: Brand Trust and Brand Attractiveness dedicated to understanding and analysing stakeholder behaviour. They compute mathematically the Attractiveness Quotient for all brand, with four Attractiveness Appeals- Rational, Emotional, Aspirational and Communication, and get woven into the Attractiveness Quotient. Mishra (2014) talk about physical attractiveness w.r.t. the effectiveness of Cartoon Spokes- Character and Human Spokesperson. Balmer and Chen (2016) examine the attractiveness of a Chinese corporate heritage tourism brand and its significance to the national identity. Customers associate multiple role identities (as a projection of self) to the brand- national, corporate, temporal, familial, and imperial. Elbedweihy *et al* (2016) postulate that value congruence and customer-to-customer similarity drives consumer–brand identification directly and indirectly through brand attractiveness. There is a direct connect of brand identification (feeling of similarity with the brand) and attraction, also once a consumer identifies with the brand, it ignores any negative information about the brand.

After reviewing the literature on Brand Attractiveness, it is seen that there are studies and researches that talk about physical attractiveness of the brands (Till and Busier, 2000; Underwood, 2003; Klein, 2003), but few talk about holistic brand

attractiveness (TRA, 2013). Niffenberger, White and Marmet (1980); Obenniller and Spangenberg (1989);Parameswaran, Ravi and Attila (1987); Martin and Romeo (1992); Shimp, Terence, Sainiee and Madden (1993); Tse and Gorn (1993) have studied various influence of Country of origin (COO) effect on brand attractiveness and product evaluations. As research in this domain evolves more depth and sophistication is seen in the literature. Various factors have been linked to brand attractiveness by various authors, but a comprehensive study is missing. For e.g., trustworthiness (Till and Busier, 2000), reference group influences (Baerden and Etzel, 1982), presence of private labels (Baltas, Doyle and Dyson, 1997), packaging and advertising, perceived quality and brand prestige (Underwood, 2003), ingredient branding strategies (Desai and Keller, 2002), CSR (Pérez, Alcañiz and Herrera, 2009), etc. All these along with more variables cited by various scholars has been incorporated in this study- Attitudinal and behavioural variables (Pérez, Alcañiz and Herrera, 2009), Consumers' privacy concerns (Spiegler, Hildebrand and Michahelles, 2012), consumer involvement effect on brand attractiveness phenomenon of global brands (Batra et al , 2000), humour appeal and relatedness (Puranik, 2011), role of cartoon spokes-characters' and endorsers' gender (Mishra, 2014), visual equity, product imagery and functional and experiential design elements on the construction of brand identity, consumer-brand relationships (Underwood, 2003), etc. Thus this research is going to attempt to include the above variables. Moreover, most of the studies focus on students as respondents, hence the findings are not generalizable, are restricted to a product category or two and a specific region (Thakor and Pacheco, 1997; Desai and Keller, 2002; Benedict et all, 2003; Pérez, Alcañiz and Herrera, 2009; Batra et al, 2000, Puranik, 2011).

Research on Brand Personality started in 1980s, but most remarkable studies could be traced from 1990s onwards. Aaker (1997) pioneering study has mainly identified five types of brand personalities: excitement, sincerity, ruggedness, competence and sophistication by using a generalizable measurement scale based on 114 traits. However, Azoulay and Kapferer (2003) criticized Aaker's scale for being based on a loose definition of personality. Fournier (1998) has empirically tested how consumers develop relationships with their brands through three in depth case studies. On analysing the 112 brand stories the researcher has put forward that (i) brands can and do serve as viable relationship partners; (ii) consumer brand relationships are valid at the level of lived experience and (iii) consumer-brand relationships can be specified in many ways using a rich conceptual vocabulary that is both theoretically and managerially useful. Siguaw and Mattila (2003) have re-examined the generalizability of the Aaker (1997) brand personality measurement framework for restaurant brands. The study has been able to highlight that the personality measurement framework of Aaker (1997) does not generalize to individual brands within one product category (restaurants) to which it has been intended to generalize. Ang and Lim (2006), investigated whether metaphors in advertising have a synergistic or compensatory effect on brand personality perceptions of utilitarian and symbolic products. Advertising attitudes, brand attitudes, and purchase intention have been measured with metaphoric advertising. The study suggests that metaphors can be strategically used to influence brands. Bosnjak *et al* (2007) have undertaken a study on the dimensions of brand personality attributions as a person-centric approach in the German cultural context. Research on the symbolic use of commercial brands has shown that individuals prefer those brands matching their own personality. The study found the impact of positive and negative personality dimensions. Grohmann (2009) conducts

seven studies regarding gender aspects of brand personality. This study highlights that brand fit in terms of gender dimensions of brand personality and extension category perceptions results in more positive extension evaluations and greater purchase likelihood. Swaminathan *et al* (2009) validate the hypotheses regarding brand personality and attachment style differences which systematically influence brand outcomes, including brand attachment, purchase likelihood, and brand choice. According to Pandey (2009) tried to understand consumer perception of Brand Personality for brand Dove in India. To understand brand personality, Aaker's Brand Personality Scale (BPS) has been used. The brand is perceived as aspirational, honest, sincere, real, energy, freshness and high spirits. These personalities were given the dimension name 'charismatic'. According to Merabet and Benhabib (2012) study, the impact of persuasive advertising on the perception of brand personality has a significant impact on the personality traits formation of the brand in Algeria. The study further tests the causal relationship between Brand Personality and its consequences: Attitude towards brand (Ab) and Purchase Intention (PI). Avis (2012) critically reviews all brand personality factor-based models. This paper introduces and explains the problems of category confusions, domain meaning shifts, and the descriptor selection problem. The paper concludes that Brand Personality factor research has drawn heavily on the research methods utilized in the human Five Factor Model (FFM) of personality, the brand personality five factor model (BPFFM) of Aaker (1997) and the new Brand Personality models sought to remedy perceived problems such as the lack of negative factors. Niros and Pollalis (2014) in their paper, try to define brand personality and show its linkages to consumer equity through a theoretical framework. The big five brand personality traits i) Sincerity ii) Excitement iii) Competence iv) Sophistication and v) Ruggedness have been found to influence

the Brand Image, Perceived Quality, Brand Attachment as well as Consumer Behaviour through word of mouth and customer loyalty.

On reviewing the literature available on brand personality, several research gaps emerge. None of studies reflect the relationship between brand personality and brand attractiveness, i.e. if brand personality can trigger consumer interest and lead to purchase intention. Also relationships between brand personality and others should be exploited like brand equity and brand loyalty (Ahmad and Thyagaraj, 2014; Bhadra, 2016). This research is going to include elements which trigger the same. Unlike some studies (Avis, 2012) this research does away with category confusion, domain adjustment, congruency and descriptor selection.Most of the studies have focused on Brand Personality Scale (Aaker, 1997) or Big Five human brand personality dimensions (Goldberg, 1990) or 40 mini markers (Saucier, 1994). In this study a selection of more comprehensive list of brand personality dimensions that reflect Processed Food Industry have been considered. These dimensions are shortlisted after carefully going through all the literature available (Church and Burke, 1994; Aaker, 1997; Rekom, Jacobs, Verlegh, 2006; Swaminathan, Stilley and Ahluwalia, 2009; Grohmann, 2009; Romaniuk, 2008; Bosnjak, Bochmann and Hufschmidt, 2007; Geuens, Weijters and De Wulf, 2009). It is also found that most of the studies are theory based, either building on the present scales of measurement or critiquing the same (Geuens, et al 2009; Pandey, 2010; Arora and Stoner, 2009), which leaves a void in research that is oriented towards discovering (rather than testing) the dimensions of personality. The research has made a humble attempt to overcome all the above limitations.

Research Objectives

What is understood after review of various research studies is that, different aspects of branding influence customers' perception and purchase behaviour. In the

race to increase sales, marketers try to create favourable brand perceptions by manipulating aspects like attractiveness, personality, loyalty, attitude formation and so on. Marketers while trying to position their products is seen to rely heavily on the underlying concept of creating positive brand attractiveness by developing affective brand personality dimensions. This study defines brand attractiveness as different from brand attitude; it is taken as something more which enables a brand to draw a consumer to itself, by connecting rationally, emotionally and creating desire or aspiration.

The highly competitive FMCG sector is facing the challenges of brand switching and creation of a unique selling proposition (USP) from branding perspective is highly desirable. This study wants to examine (i) how brand attractiveness varies for local, national and global brand, (ii) how personality dimensions may affect brand attractiveness and if there is any relationship which exists between brand personality and brand attractiveness for local, national and global brand belonging to Processed Food Industry (Packaged Milk) in India.

METHODOLOGY

The study has been carried out in the capital city of Guwahati, Assam, which happens to be the most developed region in the entire North East of India. (GMDA, Government of Assam, 2015). The period of the study is from 2015 to 2017. Most of the global, national brands are available in almost all supermarkets, departmental stores along with local brands belonging to Packaged Food. After making an audit of availability and purchase behaviour of consumers, this study has concentrated on Packaged Milk sector. According to a Crisil report (2016), the country's organised dairy segment is estimated at Rs 75,000 crore in 2016, or close to a fifth of the total Rs 4.3 lakh crore of the Indian dairy industry, which is growing at a healthy rate of over 22%.

Consumers today are health conscious and demand for better products are driving companies to innovate in healthier dairy-based drinks. Gujarat Co-operative Milk Marketing Federation Ltd continues to lead drinking milk with a value share of 15% during 2017. Some of the big brands in this product category are Amul, Hatsun Agro Products, Mother Dairy, Nestle, Kraft, etc. The Local Brands available are Purabi, Sitajakhla, Central Dairy and other unorganized players. On employing the screener questionnaire, it had been found that Purabi has the highest recall in the local brands, Amul Taaza in the National Brands and Nestle a+ Nourish among the Global Brands.

This research focuses on three brands- Purabi, the local brand; Amul Taaza, the national brand and Nestle a+ Nourish, the global brand. Survey method with questionnaire had been used for data collection from 250 respondents. Judgement and convenience sampling techniques had been used for selection of respondents. After closely observing the consumers at the departmental stores and grocery stores, the questionnaire been administered to selected respondents.

Analytical Metrics

Brand Attractiveness Measurement

The Trust Advisory Pvt. Ltd. (Comniscient Group) (2013) has done extensive study to measure Brand Attractiveness of 1000brands across all sectors in India. It uses a 36 Trait Matrix as the primary variables that constitute all aspects of attractions. This study has modified the TRA model by adding 6 more variables i.e. a total of 42 variables (Refer Table I), by identifying the gap specifically for brands belonging to Processed Food Industry. This study makes use of the four appeals Emotional, Rational, Aspirational and Communication as has been used by TRA model (2013). However, it wants to explore the constructs (i.e. variables) that will be formed under each appeal by performing Exploratory Factor Analysis.

Table I: Variables used for measuring Emotional, Rational, Aspiration and Communication Appeal.

Emotional Appeal		Rational Appeal	
Familiar	Memory	Expectation	Logical
Recognition	Alertness	Positive Feedback	Track
Delivers	Confidence	Understandable	Visibility
Distinct Advantage	Comforting	Positive Experience	Popularity
Bond		Market Standard	Value for Money
Association		Presentable	Cost Justified
Happy		Systematic	Availability

Aspiration Appeal	Communication Appeal	
Satisfaction	Clarity	Interactive
Pride	Attraction	Meets all Standards as communicated
Connection	Posters	Relatable
Compliments	Promotions	Packaging
Acknowledgement	Trust	Stands Out
Engagement		
Fashionable		

Questionnaire Design

Brand Attractiveness

Based on the Brand Trust Report (TRA, 2013), the study focuses on 42 variables comprising the four Attractiveness Appeals. The 42 variables have been questioned in the form of statements by using a Likert scale of 7 points (1 indicating Strongly Disagree and 7 Strongly Agree). The statements have been repeated for the Local, National and Global brands. This has helped to carry an implicit comparison among the brands (Refer Annexure I). A screener questionnaire has been administered to select respondents so that they fall in the targeted age group, purchase the day to day grocery item and are the decision makers of the same. Also consumers have been asked to name 9 brands which they can recall in the Packaged Milk Brands (3 global brands, 3 national brands and 3 local brands).

Calculation of Brand Attractiveness

This study draws partially the method of calculation of Brand Attractiveness Quotient used in TRA Brand Trust Report (2015). The Attractiveness Quotient has been calculated based on the following parameters:

Brand Recall: The number of times a brand's name is recalled while administering the screener questionnaire.
Position score: Calculated on the basis of respondent's recall preference.
Suitability score: Given to each brand with relation to the specific appeal, measured as the Standard Deviation of an appeal to the overall all brands Standard Deviation.

Brand Appeals Average: Measured as the mean of the brand's suitability for each appeal.

The equation used comprises of all the four parts Brand Recall, Position Score, Standard deviation score and the Brand Appeals Average score. This can be represented mathematically as:

$$Brand\ Attractiveness\ Score = \frac{SD_0}{SD_i} \times P_{3i} \times O_{3i} \times \bar{X}_{3i} \ldots\ldots (1)$$

Where,

SD_0: Represents overall 4 brand appeals' standard deviation value (cumulative)

SD_i: Represents all i^{th} brand appeals' standard deviation

P_{3i}: Represents i^{th} brand relative position score

O_{3i}: Represents i^{th} brand recall frequency to total respondents

$\bar{X}_{3i}$: Represents i^{th} brand appeals' average value

Personality Dimensions Measurement

After reflecting on the various literature, this study confines to15 personality dimensions which have been already tested by researchers like Aaker (1997), Lim (2006), Rekom *et al*(2006), Romaniuk (2008) and Geuens *et al* (2009) in their studies. These dimensions provided in Table II, have been shortlisted as these are supposed to be representing the brands of Processed Food Industry.

Table II: Shortlisted Personality Dimensions

Dimensions	Propounded by
Sincerity, Uniqueness, Ruggedness	Aaker (1997)
Modern, Lively, Original, Joyful, Caring, Reliable	Rekom *et al*(2006)
Exciting	Lim (2006)
Wholesome, Young, Cool, Fun	Romaniuk (2008)
Energy	Geuens *et al* (2009)

A separate questionnaire has been designed with selected 15 personality dimensions (as discussed in the earlier section) to assess consumers perception regarding the brand personality. These dimensions are measured in a Semantic Differential Scale ranging from 1 to 7, where 1 indicates extremely low and 7 indicates extremely high (Refer Annexure II).

Analysis and Interpretation

Brand Attractiveness scale reliability and validity

The first step of the analysis has been to check the reliability and validity of the scale and data collected for both the questionnaires. According to various authors (Churchill, 1979; Peter, 1981; and Malhotra, 2004), a multi-item scale should be evaluated for accuracy and applicability, and emphasis should be on developing measures, which have desirable, reliable and valid properties (Table III and IV).

Table III: Reliability and Equivalence of the four Attractiveness Appeals

Appeal	No. of Items	Cronbach's Alpha	Hotelling *t Squared*	*F*-Value	df	*p*-Value
Emotional	11	.910	21.106	2.047	10- 533	.009
Rational	14	.902	37.503	2.770	13- 531	.001
Aspiration	07	.862	9.709	1.591	06- 533	.009
Communication	10	.897	16.620	1.798	09- 532	.008
Overall	42	.967	65.166	1.378	41- 531	.002

Table IV: Reliability and Equivalence of Brand Personality

	No. of Items	Cronbach's Alpha	Hotelling *t Squared*	*F*-Value	df	*p*-Value
Overall	15	.896	276.223	18.881	14- 289	.000

All four appeals (individually and overall) and personality scales reflect high reliability (greater than 0.6 as recommended by Nunally and Bernstein, 1978). Hotelling's *t*-squared results indicate that there is no equivalence between any variables, and they are all different and possess unique characteristics. All *t*-values are significant at 0.5 level of significance. A pilot survey of 50 consumers has also been conducted to ensure reliability and validity.

Factor Analysis for 42 variables under the four appeals of Brand Attractiveness

As mentioned earlier, to identify the variables under the constructs that would make an appeal, Exploratory Factor Analysis has been carried out by Principal Component Analysis (PCA) with Varimax Rotation as the data set fulfills the condition of normality. Also, these two techniques are most commonly used when analyzing by SPSS version. Tabachnick & Fidell (2007) comment that Principal Components analysis is used to extract maximum variance from the data set with each component thus reducing a large number of variables into smaller number of components and Varimax Rotation is a recommended rotation technique used for exploring the dataset.

Despite limitations this method is widely used by social science researchers like Geuens, Weijters, Wulf, 2009; Brakus, Schmitt and Zarantonello, 2009; Guzman and Paswan 2009; Manhas 2010; Merabet and Benhabib 2012; Srivastava, Anand and Jain, 2014 and PCA continues to enjoy widespread use (Kellow, 2004; Thompson; 2004). This study employs EFA to assess the constructs or factors of brand attractiveness and subsequently to carry out multiple regression analysis. Out of the sample size of 250, only 178 filled questionnaires in full have been retrieved, hence the final analysis is based on the sample of 178 consumers. The data set used is the responses of 42 variables, considered for the four appeals. Factor Analysis has been performed by using SPSS 17.

Table V: Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity Result for Packaged Milk category

Brand Attractiveness Appeals	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
		Approx. Chi-Square	df	Sig.
Emotional Appeal	0.546	139.551	55	.000
Rational Appeal	0.605	260.734	91	.000
Aspiration Appeal	0.748	73.922	21	.000
Communication Appeal	0.708	197.882	45	.000

The Bartlett's test of sphericity is found to be significant at 5% level of significance, implying strong correlation among the variables (Table V).KMO measure statistics are found to be greater than 0.5 fulfilling the condition for conducting Factor Analysis (Table VI). The numbers of factors or constructs under each appeal have been determined based on Eigen values and on percentage of variance and minimum of 60% of cumulative variance criterion has been used. Accordingly, under Emotional Appeal: two factors, Rational Appeal: three factors, Aspiration Appeal: two factors and Communication Appeal: two factors have been extracted for packaged milk category. The factor loadings with the respective factors are provided in table (Table VII to Table X). The tables V and VI given have been edited to show the result of factor analysis for the four factors together.

Table VI: Total Variance Explained for Packaged Milk category

Brand Attractiveness Appeals	Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings		
		Cumulative Percentage	Total	Percentage of Variance	Cumulative Percentage
Emotional Appeal	1	21.732	1.967	17.879	17.879
	2	34.996	1.883	17.117	34.996
Rational Appeal	1	20.358	2.156	15.402	15.402
	2	34.539	2.071	14.792	30.193
	3	44.506	2.004	14.313	44.506
Aspiration Appeal	1	33.176	1.991	28.441	28.441
	2	47.255	1.317	18.814	47.255
Communication Appeal	1	30.582	2.339	23.388	23.388
	2	45.190	2.180	21.802	45.190

Table VII: Rotated Component Matrix for Emotional Appeal

Variables	Component and Factor Loadings	
	1	2
Familiar	.564	.318
Recognition	.625	-.090
Delivers	.357	.561
Association	.525	.489
DistinctAdvantage	.500	-.129
Bond	.597	.050
Happy	.561	.031
Memory	.165	.612
Alertness	.148	.737
Confidence	-.274	.579
Comforting	-.121	.564
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.[a]		
a. Rotation converged in 3 iterations.		

Details of each of the factor (constructs) grouping and nomenclature

For *Emotional Appeal*, the variables under first factor: Familiar, Recognition, Association, Distinct Advantage, Bond and Happy reflect awareness of the brand among consumers and has been named as Brand Knowledge a term used by Keller (1998). The variables under second factor: Delivers,

Memory, Alertness, Confidence and Comforting; convey image of a brand so has been named Brand Image as defined by Keller (1998).

Table VIII: Rotated Component Matrix for Rational Appeal

Variables	Component and Factor Loadings		
	1	2	3
Expectation	-.064	.039	.605
PositiveFeedback	-.086	.080	.721
Understandable	.195	-.016	.542
PositiveExperience	.109	.053	.508
MarketStandard	.312	.015	.633
Presentable	.557	.010	.418
Systematic	.672	-.121	.234
Logical	.669	.215	.082
Track	.621	-.057	-.103
Visibility	.610	.100	.105
Popularity	.072	.674	-.163
ValueforMoney	-.071	.790	.097
CostJustified	-.029	.703	.169
Availability	.131	.643	.081
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.[a]			
a. Rotation converged in 5 iterations.			

Table IX: Rotated Component Matrix for Aspiration Appeal

Variables	Component and Factor Loadings	
	1	2
Satisfaction	.753	-.094
Pride	.443	.548
Connection	.518	.210
Compliments	.646	.059
Acknowledgement	.562	.258
Engagement	-.049	.901
Fashionable	.432	.568
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization		
a. Rotation converged in 3 iterations.		

Table X: Rotated Component Matrix for Communication Appeal

Variables	Component and Factor Loadings	
	1	2
Clarity	-.068	.702
Attraction	.104	.677
Posters Billboards	.131	.709
Promotions	.409	.586
Trust	.182	.594
Interactive	.580	.186
All Standards	.562	.105
Relatable	.662	.285
Packaging	.603	.084
Stands out	.807	-.071
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.[a]		
a. Rotation converged in 3 iterations.		

Under *Rational Appeal*, the first factor is formed by variables: Presentable, Systematic, Logical, Track and Visibility, which clearly talk about the performance of the brand and has been named as Brand Performance as defined by Keller (2001). The variables of second factor are Popularity, Value for Money, Cost Justified and Availability. These variables talk about the competence of a brand and has been named as Brand Efficiency as justified by Keller and Lehman (2006).The last variable group under Rational Appeal consists of Expectation, Positive Feedback, Understandable, Positive Experience and Market Standard, reflecting rational gratification of consumers and has been named as Brand Satisfaction, a term used by Aaker (1996).

Under *Aspiration appeal*, the variables: Satisfaction, Connection, Compliments and Acknowledgement express how brands exude personal gratification among consumers and accordingly has been named as Brand Expression as used by Aaker (1996). The variables belonging to second factor: Pride, Engagement and Fashionable, reflecting significance of a brand, hence named as Brand Relevance as defined by Keller (2001).

Under *Communication Appeal*, the variables under first factor of Communication Appeal are Interactive, Meets all Standards, Relatable, Packaging and Stands-out, reflect a brand's promotion tactics with the consumers so named as Brand's Value Communication Point a term used by Aaker (1996). Clarity, Attraction, Posters/ Billboards, Promotions and Trust form the last group under communication appeal revealing a brand's charm and how its communication is clear so has been named as Brand Reinforcement as defined in the Brand Panorama Model (2013). A clearer understanding of the factors is presented in the Table XI.

Table XI: Variables constituting factors for Emotional, Rational, Aspiration and Communication Appeal

Emotional Appeal		Rational Appeal		
Brand Knowledge	Brand Image	Brand Performance	Brand Satisfaction	Brand Efficiency
Familiar	Delivers	Presentable	Expectation	Popularity
Recognition	Memory	Systematic	Positive Feedback	Value for Money
Association	Alertness	Logical	Understandable	Cost Justified
Distinct Advantage	Confidence	Track	Positive Experience	Availability
Bond	Comforting	Visibility	Market standard	
Happy				
Aspiration Appeal		Communication Appeal		
Brand Relevance	Brand Expression	Brand Reinforcement	Brand's Value Communication Point	
Pride	Satisfaction	Posters	Interactive	
Engagement	Connection	Promotion	Relatable	
Fashionable	Compliment	Trust	Packing	
	Acknowledgement	Meets Standards as communicated	Stands-out	
			Clarity	
			Attraction	

Brand Attractiveness Mean Scores, Standard Deviation and One sample t test under the four Appeals

The mean scores and standard deviation of each factor under the four appeals for the three brands have been summarized and given in Table XII. These have been derived from the responses of the statements defining the variables in the Questionnaire. The responses have been segregated according to the factors under each appeal.

Table XII: Mean Scores and Deviation for Packaged Milk Brands

Appeals	Factors	Local Brand		National Brand		Global Brand	
		Mean	S.D.	Mean	S.D.	Mean	S.D.
Emotional Appeal	Brand Knowledge	4.64	0.76	5.25	1.47	4.9	1.18
	Brand Image	4.67	0.73	5.14	1.53	4.95	1.23
Rational Appeal	Brand Performance	4.76	0.88	5.22	1.42	4.94	1.14
	Brand Satisfaction	4.76	0.76	5.14	1.46	5.03	1.17
	Brand Efficiency	4.58	1.03	5.21	1.56	4.86	1.18
Aspiration Appeal	Brand Relevance	4.94	0.29	5.25	1.41	4.83	1.24
	Brand Expression	4.78	0.88	5.13	1.53	4.69	1.29
Communication Appeal	Brand Reinforcement	4.71	0.89	5.17	1.44	4.84	1.24
	Brand's Value Communication Point	4.75	0.89	5.27	1.44	4.99	1.25

The national brand enjoys consumers' high preference in Communication Appeal with a mean score of 5.27 followed by Aspiration Appeal with a score of 5.13. However, these mean scores simply imply that consumers almost agree to the attractiveness of Communication and Aspiration Appeal of national brand. The global brand gets high mean score in the Rational Appeal (Brand Satisfaction) of 5.03 indicating consumers somewhat agreeing to its attractiveness. The local brand attractiveness in appeals get mean score of just somewhat agreeing in Aspiration and Rational Appeals.

To test whether the three brands differ significantly for all the four Appeals, "One Sample t test" has been performed for each factor belonging to the appeals. The findings of "One Sample t test" given in Table XIII, shows that the calculated p value ≤ 0.000 for all the nine factors. This imply that all the four appeals are significant at 5% level of significance suggesting that there exist significant differences among the global, national and local brand's regarding the four appeals (Emotional, Rational, Aspiration and Communication). This finding helps to reject the null hypothesis. This also conveys that brand attractiveness would vary across the three brands which make it necessary to calculate the Brand Attractiveness Quotient for individual brand.

Table XIII: Results of One Sample t test

Appeals	Factors	Local Brand		National Brand		Global Brand	
		t	Sig.	t	Sig.	t	Sig.
Emotional Appeal	Brand Knowledge	61.16	0.000	35.69	0.000	41.73	0.000
	Brand Image	64.29	0.000	33.68	0.000	40.32	0.000
Rational Appeal	Brand Performance	54.39	0.000	36.96	0.000	43.46	0.000
	Brand Satisfaction	62.91	0.000	35.23	0.000	43.14	0.000
	Brand Efficiency	44.75	0.000	33.54	0.000	41.45	0.000
Aspiration Appeal	Brand Relevance	170	0.000	37.37	0.000	38.92	0.000
	Brand Expression	54.66	0.000	33.82	0.000	36.33	0.000
Communication Appeal	Brand Reinforcement	53.07	0.000	35.88	0.000	39.22	0.000
	Brand's Value Communication Point	53.47	0.000	36.64	0.000	39.88	0.000

However, the picture of overall brand attractiveness scores of the local, national and global brands change when the deviation in responses is considered as given in formula(1)The following table represents the same for the three brands.

Table XIV: Attractiveness Quotient of the three Brandsfor Packaged Milk Brands

Brands	Local Brand	National Brand	Global Brand
Overall Brand Standard Deviation Score (SD_0)	1.558	1.558	1.558
Individual Brand Standard Deviation Score (SD_i)	0.7775	1.4725	1.2196
Suitability Score ($\frac{SD_0}{SD_i}$)	2.004	1.058	1.278
Recall Position	2	2	1
Position Score (P_{3i})	0.6	0.6	0.8
Brand Recall Frequency	161	161	162
Brand Recall Score (R_{3i})	0.901	0.901	0.911
Brand Average ($\bar{X}_{3i}$)	4.735	5.198	4.888
Brand Attractive-ness Quotient	5.129	3.0	4.550

The Brand Attractiveness Score of the local brand is the highest (5.1), followed by the global brand (4.5). Interestingly, the national brand scores the least. This has been due to comparatively high deviations in responses (SD_i)in case of the four appeals for the national brand, even though the average score of the four appeals is highest (5.19) for it. The thrust of this study is to ascertain Brand Attractiveness to understand what influences a consumer's purchase. The elaborate mapping of 42 variables under 9 factors, simplified into four appeals of Brand Attractiveness provides a deeper understanding of the same. Moreover, the overall brand attractiveness score gives a clear ordinal placing of the brands with respect to their attractiveness.

Brand Personality: The next step in the research is to understand how consumers perceive these brands' individual Brand Personality and to figure out which Brand Personality is favourable, unfavourable and neutral to each brand (Table XV). The mean values for each dimension are calculated. The personality dimension which has received a mean value of more than 4 has been categorised as favourable, less than 3.5 as unfavourable and equal to 3.5-4 as neutral.

Table XV: Favourable, Neutral and Unfavourable Personality Dimension for all 3 Packaged Milk Brands.

Favourable Mean Values (Mean>4)				Neutral Mean Values (Mean= 3.5 to 4)				Unfavourable Mean Values (Mean<3.5)			
Personality Dimension	Local Brand	National Brand	Global Brand	Personality Dimension	Local Brand	National Brand	Global Brand	Personality Dimension	Local Brand	National Brand	Global Brand
Wholesome	6.238			Lively	3.545			Young	3.318		
Sincerity	5.297			Joyful			3.911	Cool	3.168	3.297	
Reliable	6.248	4.633		Rugged			4.02	Fun	3.396	3.346	
Young		6.643		Wholesome		3.594		Energy	3.277		
Energy		6.485		Reliable			3.98	Modern	3.257		
Modern		5.297		Young			3.703	Original	3.356		
Lively		6.624	4.149	Cool			4.019	Unique	3.415		
Original		6.733		Fun			3.98	Exciting	3.287	2.822	
Unique		4.812	4.198	Energy			3.921	Joyful	3.455		
Joyful		6.842		Modern			3.683	Rugged	3.425		
Rugged		6.416		Sincerity			3.95	Caring	3.267		
Caring		6.019	4.168	Original			3.851	Sincerity		3.168	
				Exciting			3.95	Wholesome			3.386

From the above table it is evident that consumers feel that Local exudes 'Wholesome', 'Sincerity' and 'Reliable' brand personality dimension favourably, while all the other brand personality dimensions are not favourable to the brand. These dimensions give the local brand the personality of good quality wholesome product. In case of national brand consumers feel that the brand exudes mostly all personality dimensions favourably except 'Wholesome', 'Cool', 'Fun', 'Exciting' and 'Sincerity'. The national brand scores very favourably in dimensions like 'Joyful', 'Lively' and 'Original', clearly reflecting its selling proposition as communicated to consumers. In case of the global brand, consumers association is not clear with its personality dimensions and so almost all Personality dimension except three has received neutral response. A very low favourable association has been formed with dimensions like 'Lively', 'Unique' and 'Caring'.

Brand Attractiveness and Brand Personality

As discussed earlier, brand attractiveness has been measured by four appeals: Emotional, Rational, Aspirational and Communicational. Also, it is evident from the above analysis that all the three brands exude some favourable, unfavourable and neutral personality dimensions. The study finds significant differences in the four appeals across the local, national and global brands of packaged milk. This raises the question that undoubtedly there would be different impact on brand attractiveness created by the influence of each personality dimension.

To understand what influences the four Brand Attractiveness Appeals by favourable personality dimensions, multiple regressions have been performed. The average score (Refer Annexure IV) of each appeal has been used as the dependent variable and the favourable personality dimensions are taken as independent variables for each brand. Data of both the dependent variable and independent variables are metric and are measured using interval scale.

Before carrying out the multiple regression analysis, the data have been tested whether these satisfy the assumptions regarding multiple regressions. The multiple linear regressions analysis requires that the errors between observed and predicted values (i.e., the residuals of the regression)

should be normally distributed. This assumption has been checked by looking at a histogram and a Q-Q-Plot(Annexure V). Further the assumption of absence of multi-co-linearity has been tested by Durbin – Watson (DW) statistic. The findings prove to be adequate to carry out multiple regressions.

Table XVI: Multiple Regression Statistics for Packaged Milk Brands

Model	Local Brand	National Brand	Global Brand
R	0.432	0.809	0.707
R Square	0.186	0.655	0.5
F	1.297	10.747	5.66
Sig.	0.222	0.000	0.000
Durbin-Watson	1.459	1.787	1.579

The following tables (Table XVII to XIX) show the favourable brand personality dimension relationship with all four Attractiveness appeals for individual brands. From Table XVI, it can be inferred that the local brand fails to show any significant relationship between overall brand attractiveness and personality dimensions. However, both the national and global brands are found to have significant impact (at 5% level of significance) on brand attractiveness by influence of favourable personality dimensions. In fact, for the national brand, about 65.5 percent influence is seen to be created by personality dimensions.

Table XVII: Multiple Regression Statistics for Favourable Personality Dimensions and Brand Attractiveness Appeals of local brand

Brand Personality Dimension	Emotional Appeal			Rational Appeal			Aspiration Appeal			Communication Appeal		
	Beta	t	Sig.	Beta	t	Sig.	Beta	t	Sig.	Beta	t	Sig.
Wholesome	-.083	-.754	.453	.002	.016	.987	.065	.603	.548	.077	.710	.479
Sincerity	.004	.035	.972	-.021	-.203	.840	.162	1.607	.111	.131	1.289	.200
Reliable	.032	.295	.769	.059	.538	.592	.013	.117	.907	-.032	-.296	.768

Table XVIII: Multiple Regression Statistics for Favourable Personality Dimensions and Brand Attractiveness Appeals of national brand

Brand Personality Dimension	Emotional Appeal			Rational Appeal			Aspiration Appeal			Communication Appeal		
	Beta	t	Sig.	Beta	T	Sig.	Beta	t	Sig.	Beta	t	Sig.
Reliable	.292	2.555	.012*	.233	2.141	.035*	.132	1.040	.301	.231	1.963	.050*
Young	-.077	-1.13	.263	-.07	-1.142	.257	-.096	-1.259	.211	-.097	-1.383	.170
Energy	-.012	-.179	.858	.013	.199	.842	-.079	-1.053	.295	-.039	-.564	.574
Modern	.105	.970	.335	.102	.984	.328	.089	.731	.466	-.048	-.430	.668
Lively	.033	.486	.628	.016	.242	.809	.005	.061	.951	.005	.073	.942
Original	.488	3.975	.000*	.562	4.794	.000*	.586	4.274	.000*	.667	4.480	.000*
Unique	-.011	-.160	.873	-.03	-.416	.678	-.026	-.337	.737	.007	.091	.928
Joyful	.013	.183	.855	-.04	-.603	.548	-.057	-.741	.461	-.015	-.204	.839
Rugged	-.049	-.727	.469	-.01	-.076	.939	-.060	-.794	.429	-.089	-1.267	.209
Caring	-.043	-.379	.705	-.04	-.327	.744	-.070	-.554	.581	.051	.441	.660

Multiple regression analysis shows different results for the three brands. The local brand has been found to have insignificant correlation and all the three favourable personality dimensions are also found to be insignificant at 5% level of significance.

The national brand is found to be influenced by 10 personality dimensions comprising of Reliable, Young, Energy, Modern, Lively, Original, Unique, Joyful, Rugged and Caring. Out of these, only two 'Original' and 'Reliable' are found to have significant relationship with brand attractiveness (at 5%

level of significance). In fact, 'Original' has high impact on Communication Appeal with β value of 0.667 (p≤ 0.00), followed by Aspirational Appeal with β value of 0.586 (p≤ 0.00) and Rational Appeal with β value of 0.562 (p≤ 0.00). The impact on Emotional Appeal is least with a β value of 0.488 (p≤ 0.00). 'Reliable' dimension is seen to have positive but low influence on Emotional Appeal (β = 0.292, p≤ 0.012), Rational Appeal (β = 0.233, p≤ 0.012) and Communication Appeal (β = 0.231, p≤ 0.050).

Table XIX: Multiple Regression Statistics for Favourable Brand Personality Dimensions and Brand Attractiveness Appeals of Global Brand

Brand Personality Dimension	Emotional Appeal			Rational Appeal			Aspiration Appeal			Communication Appeal		
	Beta	t	Sig.	Beta	t	Sig.	Beta	t	Sig.	Beta	t	Sig.
Lively	.037	.545	.587	.015	.235	.814	-.001	-.014	.989	.009	.130	.897
Unique	.700	7.173	.000*	.722	7.811	.000*	.684	6.429	.000*	.689	6.953	.000*
Caring	.066	.679	.499	.075	.814	.418	.009	.085	.932	.068	.682	.497

The Global brand also reflects more than medium correlation i.e. R= .707 and is significant at 5% level of significance. In case of the global brand, the favourable dimensions comprised of Lively, Unique and Caring. Interestingly the dimension 'Unique' has significant and strong relationship with all the four appeals (at 5% level of significance). Rational Appeal has a strong β value of 0.722 (p≤ 0.00), followed by Emotional Appeal with β value of 0.700 (p≤ 0.00), Communication Appeal with β value of 0.689 (p≤ 0.00) and Aspiration Appeal with β value of 0.684 (p≤ 0.00).

Marketing Implications and Conclusions

This study comes out with interesting facts regarding branding aspects. Though this study has been carried out in the North Eastern part of India, but the findings of the study may be applicable to other parts of the country, as national and global brand differences in packaged milk may be same in other regions. The local brand enjoys very high brand attractiveness score compared to the national and global brand. This study supports the findings of earlier researchers like Lewis and Stubbs (1999), Schulling and Kapferer (2004) and Gao *et al* (2006) that local brands have

better strategic advantages. The local brand's high brand attractiveness score mainly attributes to its easy recall, availability and easy association with local origin. The national brand's low brand attractiveness has arisen because of high deviations in consumers responses, which undoubtedly supports that local brands have more 'region of origin effects' (Lewis and Stubbs,1999). However, the national brand, owned by resourceful organization, the first of its kind in packaged (tetra) milk sector and exposed to very high level of advertisements, have been able to carve out personality dimensions for it. The study finds 'Original' and 'Reliable' as the most significant dimensions relating to the national brand and so may employ positioning strategy to leverage these two dimensions. The global brand has been related to the personality dimension 'Unique' which helps to generate more brand attractiveness score than the national brand. The failure of the local brand to have significant association with any personality dimension highlights the fact that it may lack proper positioning strategy for which consumers are not able to relate largely to any specific personality dimension. This

study has been able to show that variations in brand attractiveness occur for local, national and global brands for packaged milk in Processed Food Industry, despite sharing the common shelf space. Marketers may create brand attractiveness by carving out brand personality and using favourable personality dimensions through proper communication strategies.

Ethical Issues: Compliance with ethical standards

Conflict of interest: On behalf of all authors, the corresponding author states that there is no conflict of interest.

REFERENCES

- Aaker, D. A. (1996) 'Measuring brand equity across products and markets', California Management Review, Vol. 38(Spring), pp.102-120.
- Aaker, D. A. (1997) 'Should you take your brand to where the action is?', Harvard Business Review,Vol. 75(Sept.-Oct.), pp.135-143.
- Aaker, D. A. (2004): Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity. Free Press, Glencoe.
- Aaker, D. A. and Jacobson, R. (1994) 'The financial information content of perceived quality', Journal of Marketing Research, Vol. 31(May), pp.191-201.
- Aaker, D. A. and Jacobson, R. (2001) 'The value relevance of brand attitude in high-technology markets', Journal of Marketing Research, Vol. 38(November), pp. 485-493.
- Aaker, D. A. and Keller, K. L. (1990) 'Consumer evaluations of brand extensions', Journal of Marketing, Vol. 54(January), pp.27-41.
- Aaker, D.A. (1996): Building Strong Brands. The Free Press, New York
- Aaker, J. L. (1997) 'Dimensions of brand personality', Journal of Marketing Research, Vol.24, pp.347–356.
- Aaker, J. L. (1999) 'The malleable self: The role of self-expression in persuasion', Journal of Marketing Research, Vol. 36(May), pp.45-57.
- Aaker, J. L., Benet-Martinez, V. and Berrocal, J. G. (2001) 'Consumption symbols as carriers of culture: A study of Japanese and Spanish brand personality constructs', Journal of Personality Psychology, Vol. 81(3), pp.492-508.
- Aaker, J. L., Fournier, S. M. and Brasel, S. A. (2004) 'When good brands do bad', Journal of Consumer Research, Vol. 31(June), pp.1-16.
- Aggarwal, P. (2004) 'The effects of brand relationship norms on consumer attitudes and behavior', Journal of Consumer Research, Vol. 31(June), pp.87-101.
- Ahmad, A. and Thyagaraj, K. S. (2014) 'Brand Personality and Brand Equity Research: Past Developments and Future Directions', The IUP Journal of Brand Management, Vol.XI(3).
- Ambler, T., Bhattacharya, C. B., Edell, J., Keller, K. L., Lemon, K. N. and Mittal, V. (2002) 'Relating brand and customer perspectives on marketing management', Journal of Service Research, Vol.5(1), pp.13-25.
- Amul.: Company website.http://www.amul.com/products/amul-taaza-info.php (2016). Accessed 30 January 2016
- Anandkumar, V. and George, J. (2011) 'From Aaker to Heere: A Review and Comparison of Brand Personality scales', The International Journal's Research Journal of Social Science & Management, Vol. 01(03), pp.30.
- Ang, S.H. and Lim, E.A.C. (2006) 'The Influence of Metaphors and Product Type on Brand Personality Perceptions and Attitudes', Journal of Advertising, Vol. 35(2), pp.39-53.
- Austin, J.R., Siguaw, J.A. and Mattila, A.S. (2003) A re-examination of the generalizability of the Aaker brand personality measurement framework. Journal of Strategic Marketing 11: 77-92.
- Avis, M. (2012) 'Brand personality factor-based models: A critical review', Australasian Marketing Journal, Vol.20, pp.89–96.
- Azoulay, A. and Kapferer, J.N.L. (2003) 'Do brand personality scales really measure brand personality?', Brand Management, Vol. 11(2), pp. 143–155.
- Balaji, M.S. and Raghavan, S. (2009) 'Communicating Brand Personality – The Moderating Role of Human Personality', SSRN, 7 May 2009, doi:

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1400490.

- Balmer, J.M.T and Chen, W. (2016) 'Corporate heritage tourism brand attractiveness and national identity', Journal of Product and Brand Management, Vol. 2016.

- Barnard, N. R., and Ehrenberg, A.S.C. (1990) 'Robust Measures of Consumer Brand Beliefs', Journal of Marketing Research, Vol. 27(November), pp.477-484.

- Batra, R., Ramaswamy, V., Alden, D.L., Steenkamp, J.B.E.M. and Ramachander, S. (2000) 'Effects of Brand Local and Nonlocal Origin on Consumer Attitudes in Developing Countries', Journal of Consumer Psychology, Vol, 9(2) pp.83-95.

- Benedict, J., Steenkamp, J.B.E.M., Batra, R. & Alden, D.L. (2003),'How Perceived Brand Globalness (PBG) Creates Brand Value', Journal of International Business Studies, Vol. 34(1), pp.53-65.

- Bern, Sandra L. (1974) 'The Measurement of Psychological Androgyny', Journal of Consulting and Clinical Psychology, Vol. 42(2), pp.155-62.

- Bhadra, A. (2016) 'Relationship between Brand Personality and Brand Loyalty: A Study of Consumer Products', Smart Journal of Business Management Studies, Vol. 12(2).

- Bosnjak, M., Bochmann, V. and Hufschmidt, T. (2007) 'Dimensions of brand personality attributions: A person-centric approach in the German cultural context', Social Behavior and Personality-An international journal, Vol. 35, pp.303-316.

- Brakus, J.J., Schmitt, B.H. and Zarantonello, L. (2009) 'Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?', Journal of Marketing, Vol. 73(3), pp.52-68.

- Brand Panorama from Insight to Outlook (2013): The Impact of Consumer-Brand Relationships on Market Value. Brand Panorama, LLC

- Broniarczyk, S. M. and Alba, J. W. (1994) 'The importance of the brand in brand extension', Journal of Marketing Research, Vol. 31(May), pp.214-228.

- Bronnenberg, B.J., Dhar, S.K. and Dube, J.P. (2007) 'Consumer Packaged Goods (CPG) in the United States: National Brands, Local Branding', Journal of Marketing Research, Vol. 44(1), pp.4-13.

- Bronnenberg, B.J., Dhar, S.K. and Dube, J.P. (2007) 'National Brands, Local Branding: Conclusions and Future Research Opportunities', Journal of Marketing Research, Vol. 44(1), pp.26-32.

- Brown, C. L. and Carpenter, G. S. (2000) 'Why is the trivial important? A reasons-based account for the effects of trivial attributes on choice', Journal of Consumer Research, Vol. 26(March), pp.372-385.

- Carpenter, G. S., Glazer R. and Nakamoto, K. (1994) Meaningful brands from meaningless differentiation: The dependence on irrelevant attributes. Journal of Marketing Research 31(August) 339-350.

- Church, A. T. and Burke, P. J. (1994) 'Exploratory and confirmatory tests of the Big Five and Tellegen's three- and four-dimensional models', Journal of Personality and Social Psychology, Vol. 66(1), pp.93-114.

- Collinson, S. and Rugman A.M. (2008) 'The Regional Nature of Japanese Multinational Business', Journal of International Business Studies, Vol. 39(2), pp.215-230.

- Currás-Pérez, R., Bigné-Alcañiz, E. and Alvarado-Herrera, A. (2009) 'The Role of Self-Definitional Principles in Consumer Identification with a Socially Responsible Company', Journal of Business Ethics, Vol.89(4), pp.547-564.

- Diwan, S.P. and Jain, M.K. (2009) 'Brand Positioning: The Unbeatable Weapon in Present Marketing Scenario', Indian Journal of Marketing, Vol. 39(4), pp.9-13.

- Douglas, S.P., Craig, C.S. and Nijssen, E.J. (2001) 'Integrating Branding Strategy across Markets: Building International Brand Architecture', Journal of International Marketing, Vol. 9(2), pp.97-114.

- Dunteman, G. H. (1989): Principal components analysis. Sage, Newbury Park, CA

- Elbedweihy, A.M., et al. (2016)'Customer relationship building: The role of brand attractiveness and consumer–brand identification', Journal of Business Research, http://dx.doi.org/10.1016/j.jbusres.2015.12.059

- Epstein, M. J. and Westbrook, R. A. (2001) 'Linking actions to profits in strategic decision making', MIT Sloan Management Review, Vol. 42(Spring), pp.39-49.
- Feldman, A. (2016) How to Make a Brand More Attractive to Licensees and Retailers, LMCA.
- Fournier, S. (1998) 'Consumers and Their Brands: Developing Relationship Theory in Consumer Research', Journal of Consumer Research, Vol. 24(4), pp.343-353.
- Grohmann, B. (2009) 'Gender Dimensions of Brand Personality', Journal of Marketing Research, Vol. 46(1), pp.105-119.
- Gujarat Cooperative Milk Marketing Federation: GCFMM Press Release, 2April 2018. doi: http://www.amul.com/files/pdf/GCMMF-sales-Turnover-2017-18-01042018-English.pdf (2018). Accessed 21 June 2018.
- Gupta, S., Lehmann, D. R. and Stuart, J. A. (2004) 'Valuing customers', Journal of Marketing Research, Vol. 41(February), pp.7-18.
- Government of Assam: Guwahati Metropolitan Development Authority. Retrieved from https://gmda.assam.gov.in/ (2015). Accessed 20 July 2018.
- Guzmán, F. and Paswan, A.K. (2009) 'Cultural Brands from Emerging Markets: Brand Image across Host and Home Countries', Journal of International Marketing, Vol. 17(3), pp.71-86.
- Hjorth- Anderson, C. (1984) 'The concept of Quality and the efficiency of markets for consumer products', Journal of Consumer Research, Vol.11(2), pp.708-718.
- India Brand Equity Foundation (IBEF): Food Processing report, June 2017, www.ibef.org (2017).Accessed 9 August 2017.
- IS Advisors: FMCG Sector in India Strategic Review (Budget 2013-14).
- Keller, K. and Lehmann, D. (2006) 'Brands and Branding: Research Findings and Future Priorities',Marketing Science, Vol. 25(6), pp.740-759.
- Keller, K. L. (1993) 'Conceptualizing, measuring, and managing customer-based brand equity', Journal of Marketing, Vol. 57(January), pp.1-22.
- Keller, K. L. (2001) 'Building customer-based brand equity: A blueprint for creating strong brands', Marketing Management,Vol. 10(July/August), pp.15-19.
- Keller, K. L. (2002): Branding and brand equity. In: B. Weitz and R. Wensley (eds) Handbook of Marketing. Sage Publications, pp. 151-178, London, UK
- Keller, K. L. (2003): Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Prentice Hall. 2nd Edition, Upper Saddle River, New Jersey
- Keller, K. L. and Aaker, D. A. (1998) 'Corporate-level marketing: The impact of credibility on a company's brand extensions', Corporate Reputation Review, Vol. l(August), pp.356-378.
- Keller, K. L. and Aaker, D. A. (1992),'The effects of sequential introduction of brand extensions', Journal of Marketing Research, Vol. 29(May), pp.35-50.
- Keller, K. L. and Lehmann, D. R. (2003),'The brand value chain: Optimizing strategic and financial brand performance, Marketing Management, Vol. 1(May /June), pp.26-31.
- Keller, K.L. (2003) 'Brand Synthesis: The Multidimensionality of Brand Knowledge', The Journal of Consumer Research, Vol. 29(4), pp.595-600.
- Keller, K.L. (2006): Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Pearson. 4th Edition, USA
- Keller, K.L. and Lehmann, D.R. (2006) 'The paper Brands and Branding: Research Findings and Future Priorities', Marketing Science- INFORMS, Vol. 25(6), pp.740-759.
- Keller, K.L., Parameswaran, M.G. and Jacob, I. (2011): Strategic Brand Management. Pearson. 3rd Edition, New Delhi
- Kellow, J. T. (2004) 'Exploratory Factor Analysis in Two Prominent Journals: Hegemony by Default', Paper presented at the annual meeting of the American Psychological Association, Honolulu, HI.
- Kellow, J.T. (2006) 'Using Principal Components Analysis in Program Evaluation: Some Practical Considerations', Journal of Multi-Disciplinary Evaluation, Vol. Number 5.
- Kerner, N. & Pressman, G. (2007): Chasing Cool Theory: Standing Out in Today's

Cluttered Marketplace. Atria Books, New Yok

- Khan, B.M. (2010) 'Brand Personality and Consumer Congruity: Implications for Advertising Strategy', The IUP Journal of Brand Management, Vol. VII(1 & 2).
- Kothari, C.R. (2004): Research Methodology: Methods & Technique. New Age International (P) Ltd. 2nd Edition, New Delhi
- Kothari, C.R. (2009): Quantitative Techniques. Vikas Publishing House. 3rd edition, New Delhi
- Kulshrestha, A.: Dairy companies spot a land of milk and honey in North East.Economic Times Bureau. Retrieved from //economictimes.indiatimes.com/articleshow/53168991.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst(2016). Accessed 26 June 2016.
- Levitt, T. (1983) 'The globalization of markets', Harvard Business Review, Vol. 61(May-June), pp.92-102.
- Lewis, C. and Stubbs S. (1999) 'National Expansion of British regional brands: parallels with internationalization', Journal of Product & Brand Management, Vol. 8(5), pp.369-386.
- Lindenberg, E. and Ross, S. (1981) 'Tobin's Q ratio and industrial organization', Journal of Business, Vol. 54(January), pp.1-32.
- Malhotra, N.K. & Dash, S. (2010):Marketing Research: An Applied Orientation. Pearson India. 6th Edition, New Delhi
- Mann, B.J.S. and Rawat, J. (2016) 'The Role of Consumer Personality Trait and Brand Personality Trait in Creating Customer Experience', The IUP Journal of Brand Management, Vol. XIII(3).
- Merabet, A. and Benhabib, A. (2012) 'Brand Personality: Antecedents and Consequences', Indian Journal of Marketing, Vol. 42(10), pp. 11-21.
- Meyvis, T and Janiszewski, C. (2002) 'Consumer beliefs about product benefits: The effects of obviously irrelevant product information', Journal of Consumer Research, Vol. 28(March), pp.618-635.
- Meyvis, T and Janiszewski, C. (2004) 'When are broad brands stronger brands? An accessibility perspective on the formation of brand equity', Journal of

Consumer Research, Vol. 31(September), pp.346-357.
- Ministry of food processing India (MOFPI). (2004- 2014). Annual Reports. Government of India.
- Nagashima, A. (1970) 'A Comparison of Japanese and U.S. Attitudes toward Foreign Products', Journal of Marketing, Vol. 34, pp.68-74.
- Nestle. Company website. https://www.nestle.in/brands/nestleaplusmilk (2016). Accessed 20 January 2016
- Niros, M.I. and Pollalis, Y.A. (2014) 'Brand Personality and Consumer Behavior: Strategies for Building Strong Service Brands', Journal of Marketing and Operations Management Research, Vol. 2(2).
- Pandey, A. (2009) 'Understanding Consumer Perception of Brand Personality', The IUP Journal of Brand Management, Vol. VI(3 & 4).
- Pandey, A. (2010) 'Strengthening Consumer Brand Relationship through Brand Personality', SSRN, 25 March 2010, doi: http://ssrn.com/abstract=1578213.
- Purabi. Company website.http://purabi.org/(2017). Accessed 13 May 2017
- PwC report. (2013). Innovation in FMCG. PwC.
- Rajagopal (2008) 'Interdependence of Personality Traits and Brand Identity in Measuring Brand Performance', Monterrey Institute of Technology and Higher Education. Mexico: Graduate School of Administration and Management. Working paper # 2008-06-MKT.
- Ramaseshan, B. and Tsao, H.Y. (2007) 'Moderating effects of the brand concept on the relationship between brand personality and perceived quality', Brand Management, Vol. 14(6), pp.458–466.
- Rekom, J.V., Jacobs, G. and Verlegh, P.W.J. (2006) 'Measuring and Managing the Essence of a Brand Personality', Marketing Letters- Springer, Vol. 17(3), pp.181-192.
- Riezebos, R. and Grinten, J.V.D. (2012): Positioning the Brand: An inside out approach. Routledge. 3rd Edition, London
- Romaniuk, J. (2008) 'Comparing Methods of Measuring Brand Personality Traits', Journal of Marketing Theory and Practice, Vol. 16(2), pp.153-161.

- Rugman, A.M. and Verbeke, A. (2004) 'A Perspective on Regional and Global Strategies of Multinational Enterprises', Journal of International Business Studies, Vol. 35(1), pp.3-18.
- Schuiling, I and Kapferer, J.N. (2004) 'Real Differences between Local and International Brands: Strategic Implications for International Marketers', Journal of International Marketing, Vol.12(4), pp.97-112.
- Sengupta, S. (2005): Brand Positioning: Strategies for Competitive Advantage. Tata McGraw-Hill. 2nd edition, New Delhi
- Spiegler, E.D., Hildebrand, C. and Michahelles, F. (2012) 'Increasing Brand Attractiveness and Sales through Social Media Comments on Public Displays – Evidence from a Field Experiment in the Retail Industry', In: Kay J., Lukowicz P., Tokuda H., Olivier P., Krüger A. (eds) Pervasive Computing. Pervasive 2012. Lecture Notes in Computer Science, 7319: 443-460. Heidelberg, Berlin: Spinger.
- Swaminathan, V., Stilley, K.M. and Ahluwalia, R. (2009) 'When Brand Personality Matters: The Moderating Role of Attachment Styles', Journal of Consumer Research, Vol. 35(6), pp.985-1002.
- The Trust Advisory Pvt. Ltd. (2013). The Brand Trust Report. Comniscient Group.
- The World Food India. MOFPI Annual Report 2016-2017. http://www.mofpi.nic.in, www.worldfoodindia.nic.in (2017).Accessed 13 July, 2017.
- Thompson, B. (2004): Exploratory and confirmatory factor analysis: Understanding concepts and application. American Psychological Association, Washington, DC
- Till, B.D. and Busier, M. (2000) 'The Match-up Hypothesis: Physical Attractiveness, Expertise, and the Role of Fit on Brand Attitude, Purchase Intent and Brand Beliefs', Journal of Advertising, Vol. 29(3), pp.1-13.
- Trott, S. (2011) 'The Influence of Brand Personality Evidence from India', Global Journal of Business Research, Vol.5(3).
- Underwood, R.L. (2003) 'The Communicative Power of Product Packaging: Creating Brand Identity via Lived and Mediated Experience', Journal of Marketing Theory and Practice, Vol. 11(1), pp. 62-76.
- Underwood, R.L. and Klein, N.M. (2002) 'Packaging as Brand Communication: Effects of Product Pictures on Consumer Responses to the Package and Brand', Journal of Marketing Theory and Practice, Vol. 10(4), pp.58-68.
- Villas-Boas, J. M. 2004 'Consumer learning, brand loyalty, and competition', Marketing Science, Vol. 23(1), pp.134-145.
- Waheed, K.A. and Yadav, N. (2007) 'A Study on Brand Personality Orientation to Brand Loyalty', The ICFAI Journal of Brand Management, Vol. IV(2).
- Young, D.D. (1992) 'An Analysis of Personality Types, Values Systems, And Attitudes Among Selected Consumers as Indicators of Purchase Behavior: Implications for Direct Marketing', PhD Dissertation in Home Economics, Graduate Faculty of Texas Tech University.

Annexures are listed on next page.

Annexure I
Brand Attractiveness Questionnaire
Screener Questionnaire (Milk)

Name: _____ Email/ Phone no._____

Gender: M ☐ F ☐

Age (in years): 25-30 ☐ 30-35 ☐ 35-40 ☐ 40-45 ☐ 45 and above ☐

Marital Status: Married ☐ Single ☐ Divorced ☐

Family Size: less than 4 ☐ 4-5 ☐ 6-8 ☐ more than 8 ☐

Do you purchase the day to day grocery items for your household?
YES ☐ NO ☐

Are you also the decision maker of the same?
YES ☐ NO ☐

Name 9 Milk brands which you can recall now: (3 multinational brands, 3 national brands and 3 local/ regional brands)

	Brand 1	Brand 2	Brand 3
Multinational			
National			
Local/ Regional			

Main Questionnaire

Please indicate how much you agree or disagree with each of the following statements for each of the 3 brands separately: Key to answer:

SCALE	1	2	3	4	5	6	7
MEANING	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree

ATTRIBUTES	PURABI MILK							NESTLE a+ Nourish							AMUL TAAZA						
1. It is a familiar brand	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
2. You can recognize the products that the brand offers	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
3. The brand delivers on its potential (in comparison with others)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
4. Feeling of association (the sense of self) with the brand	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
5. The brand provides a distinct advantage on usage, compared with others.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
6. There is a connection/ bond established with the brand.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
7. You are happy with the brand at all levels put together (i.e., cost, distinctiveness, and performance)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
8. Brand triggers memory and thoughts	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
9. Brand exudes alertness	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
10. Brand reflects confidence	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
11. The brand's appearance is comforting (brand presence is soothing)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
12. The brand qualities match your expectation from the product	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
13. Heard positive feedback of the brand from peers/ users of the brand	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
14. The brand is easy to understand	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
15. Experience is always positive with the brand whenever it comes in contact (used, seen or spoken about	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
16. The brand adheres to Market standard	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
17. The brand is always well presented	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
18. The brand follows a systematic process in its action	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
19. The actions taken by the brand is understandable	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
20. The brand demonstrates a good track record	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
21. The brand's visibility has increased over the years	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
22. The brand has become popular over the	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
years																					
23. The brand meets 'Value for money' proposition/ right price bracket	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
24. The cost of product is justified with respect to the value provided (Is it worth the money?)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
25. The brand is easily accessible	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
26. Owning the brand, makes you satisfied	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
27. Owning the brand, makes you proud	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
28. Feeling of connection with the brand	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
29. Usage of the brand, gets you compliments	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
30. When you spoke about the brand to your peers, acknowledgement was received	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
31. The brand gives priority to continuous engagement with its audience.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
32. The brand appeals to your fashionable side	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
33. The brand message is clear	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
34. While shopping at Airport/ Big Bazaar/ other modern retail shops, the corner dedicated to the brand attracted you	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
35. The posters/ billboards of brand are attractive	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
36. The promotional offers the brand are useful	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
37. The brand gives priority on building trust with stakeholders.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
38. The brand action arises from interactive engagement.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
39. The brand meets all the standards (taste, fragrance, appearance, etc.) as promised in all its communication (TV, Radio, Print, etc.)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
40. The tone of the brand is easily relatable	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
41. The brand packaging attracts you	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
42. The brand packaging stands out amongst its competitors	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

Annexure II
Brand Personality Questionnaire
Name _____   Age _____ Gender ☐M   ☐F Email/ Phone no._____

Please rate the 3 Milk brands on the dimensions listed below: (1 being the lowest and 7 being the highest). Key to answer:

Brand	Abbreviation
Purabi Milk	P
Nestle a+ Nourish	N
Amul Taaza	A

Example: I want to rate Brand X 2 (low), Brand Y 5 (moderately high) and Brand Z 7 (extremely high) on freshness dimension.

FRESHNESS							
	1	2	3	4	5	6	7

Please Mark P for Purabi, N for Nestle a+ Nourish and A for Amul Taaza on the dimensions:

WHOLESOME							
	1	2	3	4	5	6	7

YOUNG							
	1	2	3	4	5	6	7

COOL							
	1	2	3	4	5	6	7

FUN							
	1	2	3	4	5	6	7

ENERGY							
	1	2	3	4	5	6	7

MODERN	1 2 3 4 5 6 7
LIVELY	1 2 3 4 5 6 7
SINCERITY	1 2 3 4 5 6 7
ORIGINAL	1 2 3 4 5 6 7
UNIQUENESS	1 2 3 4 5 6 7
EXCITING	1 2 3 4 5 6 7
JOYFUL	1 2 3 4 5 6 7
RUGGEDNESS	1 2 3 4 5 6 7
CARING	1 2 3 4 5 6 7
RELIABLE	1 2 3 4 5 6 7

Annexure III

Table XX: Factor wise Mean Scores (M) and Standard Deviation (S.D) under each Brand Attractiveness Appeal for Packaged Milk Brands.

Brand	Emotional Appeal				Rational Appeal					
	Brand Knowledge		Brand Image		Brand Performance		Brand Efficiency		Brand Satisfaction	
	M	S.D	M	S.D	M	S.D	M	S.D	M	S.D
Local Brand	4.64	0.8	4.67	0.73	4.76	0.88	4.58	1.03	4.76	0.76
National Brand	5.25	1.5	5.14	1.53	5.22	1.42	5.21	1.56	5.14	1.46
Global Brand	4.9	1.2	4.95	1.23	4.94	1.14	4.86	1.18	5.03	1.17

Brand	Aspiration Appeal				Communication Appeal			
	Brand Expression		Brand Relevance		Brand's Value Communication Point		Brand Reinforcement	
	M	S.D	M	S.D	M	S.D	M	S.D
Local Brand	4.78	0.88	4.94	0.29	4.75	0.89	4.71	0.89
National Brand	5.13	1.53	5.25	1.41	5.27	1.44	5.17	1.44
Global Brand	4.69	1.29	4.83	1.24	4.99	1.25	4.84	1.24

Annexure IV
Table XXI: Overall Appeal Score of Individual Respondent

	Purabi Milk					Amul Taaza					Nestle a+ Nourish			
Sl. No.	Emotional	Rational	Aspiration	Communication	Sl. No	Emotional	Rational	Aspiration	Communication	Sl. No.	Emotional	Rational	Aspiration	Communication
1	3.93	4.75	4.81	5.40	1	6.20	6.27	6.29	6.20	1	6.27	6.07	4.83	5.00
2	4.57	4.50	4.52	4.90	2	5.93	5.47	5.42	5.80	2	4.73	5.10	5.54	6.40
3	4.35	5.30	5.93	5.40	3	5.80	5.55	5.79	6.10	3	5.53	4.95	6.00	4.80
4	5.33	5.48	5.50	4.80	4	6.27	5.77	5.38	6.40	4	5.87	5.45	5.96	6.20
5	6.05	4.20	4.44	5.20	5	6.08	6.50	5.88	6.10	5	5.65	4.00	4.83	3.80
6	4.70	5.40	5.08	5.50	6	6.08	6.43	6.29	6.30	6	5.73	5.72	5.71	5.80
7	3.97	3.95	5.22	4.90	7	6.43	6.72	5.33	6.10	7	4.83	5.40	3.67	5.90
8	5.20	5.43	5.05	5.40	8	6.00	6.50	6.29	6.40	8	3.90	4.88	4.96	5.30
9	4.57	5.10	5.80	5.30	9	6.65	6.28	6.00	6.30	9	6.47	6.57	5.96	5.50
10	4.97	5.17	4.75	4.70	10	6.18	6.27	6.63	5.80	10	5.65	5.57	5.58	5.60
11	5.72	4.27	5.01	4.20	11	6.55	6.50	6.04	6.10	11	6.25	5.57	5.42	5.80
12	4.53	4.93	5.15	4.40	12	6.73	6.43	6.58	6.00	12	5.73	6.10	5.33	5.50
13	5.13	4.13	5.03	4.70	13	5.98	6.45	6.08	6.60	13	5.57	5.78	5.71	5.20
14	4.23	4.10	4.44	4.20	14	5.92	6.03	5.46	5.80	14	5.08	5.63	5.46	5.40
15	5.45	4.83	4.95	4.20	15	6.38	6.57	6.58	6.60	15	6.25	6.00	6.58	6.70
16	4.53	4.48	4.94	4.20	16	6.45	5.88	6.75	6.33	16	6.37	6.58	5.38	6.00
17	5.75	4.75	5.07	4.70	17	5.97	6.28	6.33	6.30	17	6.55	6.50	5.42	6.30
18	4.45	5.00	4.41	4.20	18	5.30	5.55	4.92	5.20	18	5.87	5.90	5.50	5.80
19	4.37	4.70	4.80	4.90	19	6.37	6.58	6.42	5.80	19	5.73	5.87	5.25	5.70
20	4.20	4.43	4.84	4.30	20	6.55	6.27	6.17	5.00	20	6.00	5.65	5.29	6.30
21	4.23	4.13	4.99	4.60	21	6.73	6.27	6.42	6.90	21	6.35	6.15	4.75	6.30
22	4.70	4.55	4.28	4.40	22	6.70	6.17	6.50	6.30	22	6.30	6.30	6.58	5.50
23	4.77	3.93	5.01	4.20	23	6.13	6.55	6.58	6.80	23	6.45	5.52	5.29	5.90
24	4.45	5.77	5.63	5.90	24	6.73	6.78	6.71	6.90	24	5.80	5.77	6.13	5.90
25	5.72	5.43	4.84	6.00	25	6.83	6.55	6.08	6.30	25	5.15	5.55	5.38	6.60
26	4.20	4.55	4.57	4.10	26	6.35	6.17	6.04	5.50	26	6.25	5.25	5.33	5.60
27	5.33	5.70	5.23	4.80	27	6.70	6.25	6.71	6.90	27	5.15	5.55	5.83	6.30
28	4.63	4.93	4.85	4.60	28	6.18	6.15	5.67	5.60	28	5.93	5.65	5.42	5.30
29	4.43	5.15	4.47	4.10	29	6.55	6.57	5.92	5.80	29	5.33	5.80	6.21	5.60
30	4.23	4.97	4.57	4.30	30	6.30	5.45	5.92	6.50	30	5.93	5.75	5.54	6.20
31	4.07	4.17	4.41	5.00	31	6.43	6.60	5.92	6.20	31	6.23	5.75	6.58	5.80
32	4.10	4.00	4.18	4.20	32	6.43	6.42	6.58	6.50	32	5.73	5.92	6.38	6.70
33	4.27	4.65	4.28	4.00	33	6.55	5.98	6.33	6.00	33	5.55	5.78	5.71	5.50
34	4.65	4.55	4.63	4.00	34	6.65	6.58	6.75	6.40	34	5.48	5.52	5.96	5.60
35	4.13	4.57	4.59	4.60	35	6.43	6.70	6.54	6.70	35	4.58	5.18	6.17	6.10
36	4.47	4.27	4.30	4.60	36	6.53	6.47	6.54	6.50	36	5.83	5.13	5.58	5.40
37	4.13	4.43	4.06	4.10	37	6.53	6.93	6.83	6.90	37	5.73	5.65	5.88	6.00
38	5.00	4.97	5.07	4.80	38	6.45	6.25	6.25	6.70	38	6.37	4.87	4.21	4.20
39	5.07	5.33	5.16	4.50	39	6.73	5.92	4.67	5.20	39	6.47	5.78	5.71	5.80
40	5.25	5.20	5.41	6.50	40	5.65	6.32	6.54	5.70	40	6.35	6.30	5.50	5.50
41	4.97	4.55	4.50	4.40	41	7.00	6.43	6.75	6.70	41	5.37	5.93	5.83	6.60
42	4.27	4.50	4.00	4.30	42	6.83	7.00	7.00	7.00	42	5.90	6.13	5.17	5.90
43	5.03	4.43	4.31	3.80	43	7.00	5.73	6.57	6.60	43	5.97	6.55	6.33	5.80
44	4.53	4.88	4.51	5.30	44	7.00	6.50	5.21	6.60	44	6.45	5.42	5.04	5.20
45	4.27	5.07	4.39	4.40	45	6.60	6.47	6.57	6.60	45	6.55	5.38	5.92	6.10
46	5.53	5.33	5.16	5.70	46	7.00	7.00	6.75	6.60	46	6.43	5.85	6.38	6.80
47	4.93	4.68	4.75	4.80	47	5.83	5.92	5.88	5.90	47	5.13	4.73	5.17	6.20
48	4.10	4.43	4.53	4.80	48	7.00	6.93	7.00	7.00	48	5.83	6.00	6.00	5.80
49	4.30	4.75	4.43	4.20	49	7.00	6.93	7.00	7.00	49	5.73	6.15	6.21	6.00
50	4.33	5.00	4.81	4.20	50	7.00	6.87	7.00	7.00	50	6.10	6.00	6.00	6.00

	Purabi Milk					Amul Taaza					Nestle a+ Nourish			
Sl. No.	Average of Variables under each Appeal				Sl. No.	Average of Variables under each Appeal				Sl. No.	Average of Variables under each Appeal			
	Emotional	Rational	Aspiration	Communication		Emotional	Rational	Aspiration	Communication		Emotional	Rational	Aspiration	Communication
51	5.07	4.77	4.66	4.60	51	4.08	3.83	4.58	4.80	51	4.32	4.00	4.75	4.50
52	4.28	4.58	5.09	3.90	52	4.10	4.00	3.75	4.50	52	4.48	4.48	2.38	3.10
53	3.93	3.70	4.88	4.60	53	3.15	3.33	3.75	4.30	53	3.43	3.30	2.96	3.30
54	3.48	3.37	3.82	3.00	54	3.63	3.17	3.63	3.80	54	3.23	3.55	3.71	3.00
55	4.00	3.38	4.64	3.20	55	3.10	4.10	3.54	2.70	55	3.28	3.57	3.08	3.10
56	3.25	3.80	4.14	3.20	56	3.73	3.43	3.17	4.10	56	3.72	3.78	3.79	3.90
57	3.88	4.23	5.26	5.40	57	2.57	4.00	4.33	3.90	57	2.85	3.30	3.08	4.50
58	5.00	5.00	5.01	5.00	58	7.00	7.00	7.00	7.00	58	6.00	6.00	6.00	6.00
59	5.37	5.23	5.28	5.20	59	3.38	4.35	3.83	3.30	59	3.77	4.42	4.46	4.20
60	3.53	3.48	4.39	4.10	60	3.93	4.07	4.00	3.10	60	3.48	3.82	3.71	3.30
61	4.73	4.23	4.80	5.10	61	4.08	3.63	2.33	2.70	61	3.70	3.52	2.92	3.20
62	4.40	4.60	3.57	3.60	62	4.08	4.37	3.83	2.90	62	3.52	4.68	5.25	3.90
63	5.18	4.97	5.17	5.30	63	3.95	3.83	3.83	4.20	63	4.03	4.10	3.38	3.20
64	4.73	4.52	4.66	4.90	64	4.83	5.00	3.92	5.00	64	4.83	5.00	3.92	5.00
65	3.87	4.33	4.18	4.00	65	3.77	3.18	2.75	3.20	65	3.90	3.22	4.00	3.30
66	5.18	3.22	5.27	4.80	66	3.70	3.83	3.07	4.40	66	4.43	4.23	3.83	3.40
67	4.50	5.48	5.38	5.30	67	4.33	4.23	3.67	3.40	67	4.72	4.27	4.17	4.20
68	3.53	4.37	4.29	4.30	68	3.40	4.12	3.63	3.70	68	3.47	4.05	3.13	3.30
69	4.50	4.23	5.05	4.80	69	2.53	2.70	3.29	3.40	69	3.32	3.50	3.38	3.60
70	5.50	5.47	5.34	6.30	70	5.27	4.50	3.67	4.10	70	5.13	4.52	3.88	5.40
71	5.00	6.52	5.54	5.00	71	3.80	3.83	3.46	5.50	71	5.40	4.47	5.00	5.80
72	5.47	5.27	5.33	5.20	72	3.80	4.23	3.17	4.40	72	3.10	4.03	3.25	3.40
73	4.50	4.42	4.48	5.20	73	3.48	3.23	5.08	4.20	73	3.68	3.82	4.25	4.50
74	3.63	3.75	4.88	4.50	74	3.13	3.77	3.95	3.20	74	3.30	2.82	3.04	3.10
75	4.40	4.85	4.92	5.10	75	3.48	3.43	3.00	4.60	75	4.90	5.00	3.83	4.10
76	5.00	6.07	4.92	5.00	76	4.12	4.23	5.00	5.00	76	3.00	4.87	3.00	3.00
77	3.88	3.93	5.58	6.30	77	4.00	4.33	3.71	4.10	77	5.02	4.42	4.00	4.50
78	5.83	5.07	5.44	4.60	78	3.98	4.23	3.92	4.20	78	4.55	4.33	4.38	4.20
79	4.27	4.38	4.94	4.70	79	4.57	2.55	4.92	3.80	79	3.58	5.37	2.71	6.10
80	4.80	3.30	5.08	6.80	80	3.45	4.07	4.42	3.60	80	3.83	3.92	3.08	3.80
81	5.68	5.37	5.30	6.00	81	4.03	4.05	5.00	4.30	81	5.08	4.27	4.83	4.00
82	5.60	4.98	4.76	5.00	82	5.40	3.85	3.46	3.60	82	3.87	3.98	3.38	5.00
83	4.50	4.78	5.33	3.90	83	4.33	3.23	3.00	4.20	83	4.72	3.07	4.17	3.50
84	5.00	4.00	4.91	5.00	84	6.40	6.47	7.00	7.00	84	5.40	6.27	6.00	6.00
85	4.43	3.87	4.66	3.60	85	3.00	3.96	3.00	3.30	85	4.00	3.73	3.00	2.90
86	4.87	5.48	5.08	5.20	86	4.18	3.90	4.25	3.40	86	4.18	4.33	4.08	3.00
87	3.90	4.60	4.53	4.30	87	4.27	4.00	3.75	4.00	87	2.68	3.68	3.88	3.60
88	4.22	5.02	4.26	4.60	88	4.00	3.97	3.95	3.90	88	3.30	4.02	4.42	4.20
89	4.08	4.05	4.99	4.90	89	2.95	2.85	3.50	4.70	89	4.08	3.53	4.50	4.20
90	3.80	5.00	5.01	5.00	90	3.13	3.40	3.00	3.00	90	2.93	4.27	5.00	5.00
91	3.90	4.20	5.02	5.00	91	3.02	3.47	3.00	3.00	91	3.08	3.53	3.00	3.00
92	4.45	4.52	4.77	4.40	92	4.03	3.43	3.71	3.70	92	3.72	3.02	3.96	3.80
93	5.00	4.65	4.73	4.80	93	3.00	3.67	3.54	3.50	93	3.00	3.25	3.33	3.20
94	4.43	4.00	4.30	4.10	94	3.78	3.33	3.58	3.00	94	3.02	3.22	2.96	3.10
95	4.43	4.48	4.17	4.30	95	3.63	3.88	4.58	3.40	95	4.17	3.62	4.42	4.60
96	5.00	5.00	5.14	5.00	96	7.00	7.00	7.00	7.00	96	6.00	6.00	6.00	6.00
97	4.93	4.97	5.17	2.50	97	2.90	3.23	0.45	6.00	97	3.97	4.73	3.04	3.00
98	5.00	5.00	5.21	5.00	98	7.00	7.00	7.00	7.00	98	6.00	6.00	6.00	6.00
99	4.98	3.43	5.28	6.30	99	4.90	5.07	4.67	3.70	99	3.97	4.03	4.50	3.30
100	5.00	5.00	5.42	5.00	100	3.00	4.33	7.00	7.00	100	6.00	6.00	6.00	6.00
101	4.93	4.92	6.58	3.80	101	3.27	4.23	3.00	3.00	101	3.18	4.48	1.42	4.30

Annexure V

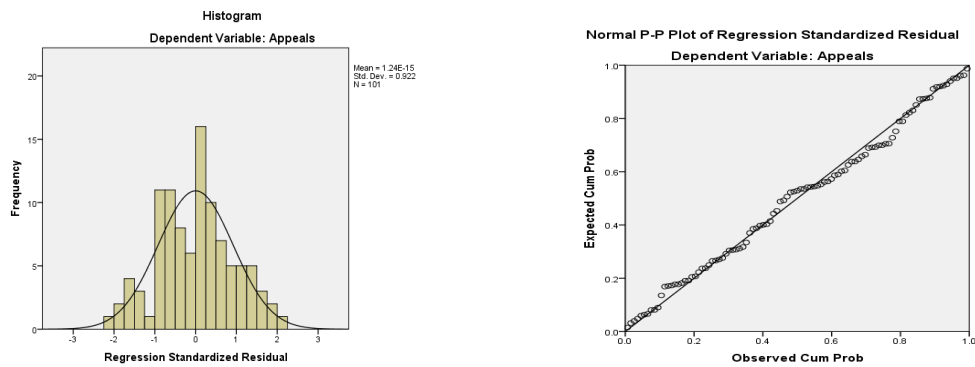**Figure I: Histogram and Normal P-P Plot- Local Brand**

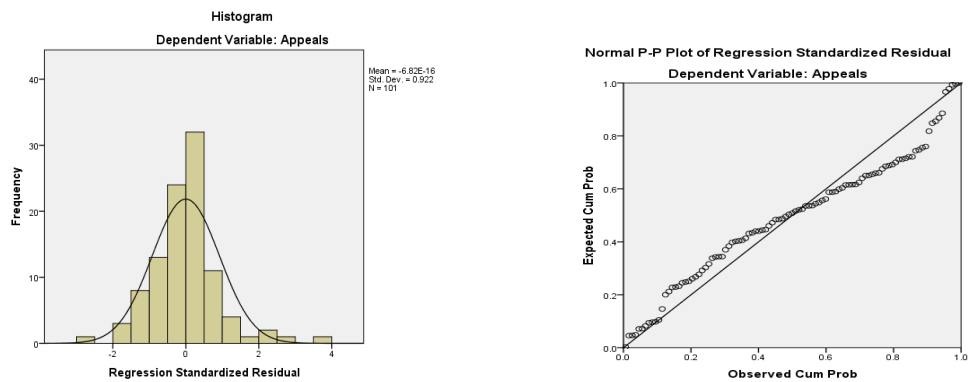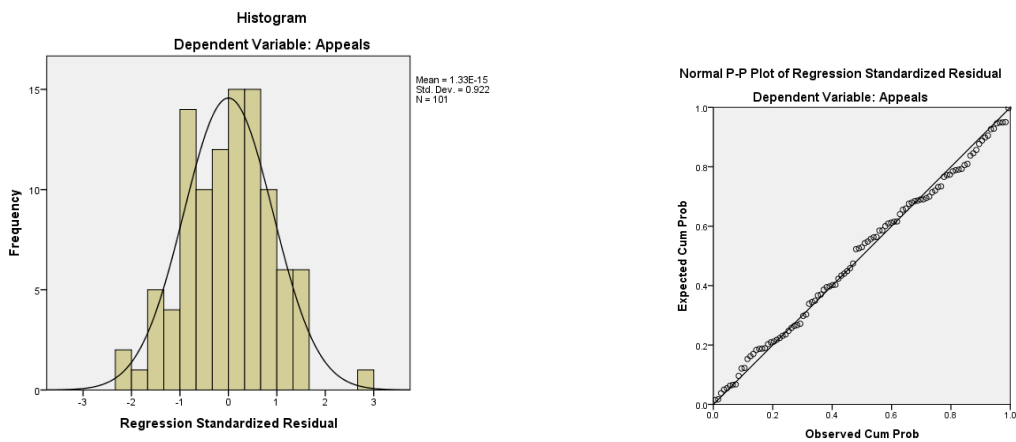**Figure II: Histogram and Normal P-P Plot- National Brand**

Figure III: Histogram and Normal P-P Plot- Global Brand

How to cite this article: Kakati RP, Deorah A. Linking brand attractiveness for brand personality development- local, national and global brand in the processed food industry of India. International Journal of Research and Review. 2019; 6(9):153-176.

******