FACTORS EFFECTING CONSUMER BRAND RELATIONSHIP IN THE MOBILE TELECOM INDUSTRY OF BANGLADESH

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Abstrak

Pemahaman dan pengukuhan perhubungan jenama pengguna merupakan satu kepentingan bagi pengurus-pengurus jenama dan pengamal-pengamal industri. Ini kerana kemampuannya menjadikan pengguna setia, mengukuhkan toleransi pengguna sekiranya ada kegagalan jenama dan merangsang pengguna-pengguna menyebarkan kata-kata manis yang secara positifnya mengukuhkan jenama serta meningkatkan ekuiti jenama. Namun, jumlah kajian mengenai hubungan jenama pengguna masih lagi berkurangan. Oleh itu, berdasarkan pertimbangan tersebut, kajian ini bertujuan untuk menyiasat tentang cara perhubungan jenama pengguna dapat diperkukuhkan. Kajian empirikal ini menyelidik peranan pengalaman jenama, personaliti jenama, pengurusan perhubungan pengguna sebagai peramal terhadap kepuasan pelanggan dan perhubungan jenama pengguna. Selain itu, kajian ini bertujuan untuk menilai peranan kepuasan pengguna sebagai perantara dalam konteks perhubungan jenama pengguna. Kajian ini merupakan kajian *cross-sectional* data. Oleh itu, data dikutip melalui soal selidik di Dhaka, Bangladesh yang menghasilkan sejumlah 280 respons yang boleh diguna pakai. Kajian ini menggunakan *Partial Least Squares Structural Equation Modelling (PLS-SEM)* untuk analisis data. Hasil kajian menunjukkan bahawa pengalaman jenama dan kepuasan pelanggan mempengaruhi perhubungan jenama pengguna. Sebaliknya, kesan personaliti jenama dan pengurusan perhubungan pelanggan terhadap perhubungan jenama pengguna adalah tidak signifikan. Manakala, hubungan signifikan wujud di antara pengalaman jenama, personaliti jenama dan pengurusan perhubungan pelanggan dengan kepuasan pelanggan. Sementara itu, kepuasan pelanggan memberi kesan perantara yang signifikan bagi pengalaman jenama, personaliti jenama, pengurusan perhubungan pelanggan dengan perhubungan jenama pengguna. Kajian ini memberikan sumbangan yang signifikan kerana mengambil kira pengurusan perhubungan pelanggan sebagai peramal dalam konteks perniagaan kepada pengguna serta mengambil kira kepuasan pelanggan sebagai peramal untuk mengukuhkan perhubungan jenama pengguna. Kajian ini memberi implikasi-implikasi penting untuk pengurus-pengurus jenama dan pengamal industri. Ini kerana mereka akan mendapat pengetahuan tentang cara perhubungan jenama dengan pengguna dapat dikukuhkan. Para penyelidik yang akan datang pula boleh melakukan penyelidikan yang sama di negara-negara lain dan juga industri yang berbeza. Penyelidik juga boleh menggabungkan konstruk yang berlainan bagi menambah dan meluaskan lagi ilmu pengetahuan.

Kata kunci: perhubungan jenama pengguna, pengalaman jenama, personaliti jenama, pengurusan perhubungan pelanggan, kepuasan pelanggan

Abstract

Understanding and strengthening consumer brand relationship has become vital for brand managers and practitioners since it makes consumers loyal, enhance consumers tolerance in case of failure of brands and stimulate consumers to spread the brand positively by word of mouth and increase brand equity. However, consumer brand relationship lacks a substantial amount of studies. From this consideration, this study intended to investigate how consumer brand relationship can be strengthened. This empirical study examined the predictor role of brand experience, brand personality, customer relationship management on customer satisfaction and consumer brand relationship. The study was also intended to examine the role of customer satisfaction as a mediator in the context of consumer brand relationship. Cross-sectional data were collected using questionnaire at Dhaka division in Bangladesh which produced a total of 280 usable response. The study employed Partial Least Squares Structural Equation Modelling (PLS-SEM) for data analysis. The findings of this study revealed that brand experience and customer satisfaction significantly influence consumer brand relationship directly. Nonetheless, the effect of brand personality and customer relationship management on consumer brand relationship was non-significant. Whereas the significant relationship was found between brand experience, brand personality, customer relationship management and customer satisfaction. Likewise, customer satisfaction was found as a significant mediator between brand experience, brand personality, customer relationship management and consumer brand relationship. The study has significant contribution as it incorporates customer relationship management as a predictor from business to customers' perspectives and incorporates customer satisfaction as a mediator for strengthening consumer brand relationship. This study has important implications for brand managers and practitioner as they will get important insight how their brand relationship with consumers can be strengthen. The future researchers could replicate the study in different countries in different industry context and incorporate other relationship constructs to extend the existing body of knowledge.

Keywords: Consumer brand relationship, Brand experience, Brand personality, Customer relationship management, Customer satisfaction.

Acknowledgement

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List of Abbreviations

ARPU   Average Revenue Per User

AVE   Average Variance Extracted

BE   Brand Experience

BP   Brand Personality

CBR   Consumer Brand Relationship

CR   Composite Reliability

CS   Customer Satisfaction

CRM   Customer Relationship Management

PLS   Partial Least Square

SEM   Structural Equation Modeling

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Academicians and practitioners have valued the importance of consumer brand relationship (CBR), even though it is a new concept (Fetscherin & Heinrich, 2014) in branding context (Ahluwalia & Gurhan-Canli, 2000; Giovanis, 2016). Redefinition of marketing in terms of relationship stresses the importance of effective management of CBR (Fournier & Yao, 1997). Strong CBR ensures brand equity (Keller, 2011), increases brand loyalty (Fournier, 1998) and forgives brand failure (Ahluwalia & Gurhan-Canli, 2000; Swaminathan, Page, & Gürhan-Canli, 2007). Therefore, the understanding and leveraging of CBR become critical issue in the present market place in the backdrop of intense market competition, unpredictability, and diminishing product differentiation (Gómez-Suárez, Martínez-Ruiz, & Martínez-Caraballo, 2017; Shocker, Srivastava & Ruekert, 1994).

Consumers consider brand as a relationship partner (Fournier, 1998). Aurier, and Lanauze (2012) identified three ways a brand can become relationship partner, they were anthropomorphization of a brand, active contribution as a partner in a relationship dyad, and efforts to strengthen relationship. Firstly, to validate brand as a relationship partner, it is needed to understand how a brand is animated, humanized or personified (Fournier, 1998). Consumer researchers have brought the theories of animism to anthropomorphize brands (Kim, Kwon, & Kim, 2018; Sweeney & Chew, 2002). The theories of animism ease our interaction with the nonmaterial world (McDougll, 1911; Tylor, 1874), and anthropomorphization of inanimate objects is

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universally accepted (Brown, 1991). Consumers frequently assign personality qualities to these inanimate objects, like the brand (Aaker, 1997; Kim, Kwon, & Kim, 2018) and consider brand as a human characteristic (Kim, Kwon, & Kim, 2018; Levy, 1985; Plummer, 1985). Advertisers endeavor to humanize brands and to animate their products by offering as a member of relationship dyad, which is acceptable by the consumers (Fournier, 1998). Secondly, to be a partner, brands have to contribute as an active partner in relationship dyad. Brands perform as an active partner in relationship dyads through its performance, execution of everyday marketing strategies, tactics, and communication that is constructed as their behavior (Fournier, 1998). Thirdly, brands undertake various promotional programs to strengthen the relationship with consumers (Copulsky & Wolf, 1990; Sheth & Paravatiyar, 1995). Considering these grounds, researchers consider brand as a relationship partner that has a positive outcome for brands.

Most of the brand building researches in academic arena are under the umbrella of loyalty (Fornier & Yao, 1994). This is a wide research area without conceptual ambiguity (Fornier & Yao, 1994). In this competitive market condition, product differentiation becomes difficult. Therefore, companies have adopted different loyalty programs to build long-term relationship with their consumers. However, these loyalty programs cannot produce desired results. For example, in a study conducted in the USA showed that less ten out of twenty consumers took part in loyalty programs (Beerman, 2015). Beerman (2015) stated that the reasons for such failure were the programs themselves since these programs focusing too much on

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transactional perspectives. He, therefore, suggested to focus on relational perspective by strengthening consumer brand relationships.

Though mobile telecom industry has high growth rate (Kim, Park & Jeong, 2004); however, its customer attrition rate is also high (yearly almost 25 percent) throughout the world (Accenture, 2012). Therefore, Giovanis (2016) and Aurier and N'Goala (2010) suggested marketers of mobile telecom brands to be developed mutually for beneficial consumer brand relationship that will ensure their sustainable competitive advantages (Sreejech & Roy, 2015). As a long-term strategy for developing and maintaining relationships with consumers, previous studies (e.g. Aaker, Fournier & Brasel, 2004; Nyffenegger, Krohmer, Hoyer & Malaer, 2014; Sreejesh & Roy, 2015, Veloutsou, 2009) theoretically and empirically confirmed the significance of CBR.

1.2 Mobile Telecom Industry of Bangladesh

Telecom market in Bangladesh was characterized as inefficient and low tele-density earlier since Bangladesh Telephone and Telegraph Board (BTTB) was incapable of providing sufficient land-line connections (fixed phone) and providing mobile connections (Alamgir & Anand, 2008). Bangladesh government opened mobile phone sector for private and foreign investment in 1989 (Alam & Yusuf, 2007). The first mobile phone service provider, Pacific Bangladesh Telecom Limited with their brand "Citycell", had a monopoly in the market from 1993 to 1996. The license of Seba Telecom Pvt. Limited with the brand "Sheba" was approved for operation in 1989, but it started its operation later on. These were the two Bangladeshi brands.

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Due to macroeconomic progress, Bangladesh has been the new destination for foreign companies and brands (Masud, 2016). Seeing market potentials new brands Grameen Phone" and "Aktel" from Telenor and Telekom Malaysia respectively came to Bangladesh market in 1996 and 1997. Multinational companies kept their footstep on Bangladesh finding Bangladesh as a large untapped market in South Asia. Subsequently, three other companies, Orascom Limited with the brand 'Banglalink', Teletalk Bangladesh Limited with the brand 'Teletalk' and Warid Telecom with the brand 'Warid' entered into the mobile telecom market in the year 2004, 2004 and 2005 respectively. These made the mobile companies' market more volatile and competitive (Masud, 2016) as a result it became challenging for the brands to survive in Bangladesh market.

The mobile telecom industry of Bangladesh has been going through struggling nature of competition (Rokonuzzaman, 2016a). In order to break the state-owned monopoly, Bangladesh government opened the telecom market for private investors in 1989 (Rokonuzzaman, 2015). Three mobile telecom companies, such as Telekom Malaysia International Bangladesh Ltd., Sheba Telecom (Pvt) Ltd, and Warid Telecom Ltd. that entered into Bangladesh market with their brands Aktel, Sheba and Warid respectively had to quit their operations from Bangladesh market over time. Over the twenty years period, this industry has become volatile due to the increase of competitions (Masud, 2016). The truth is that though the telecom market penetration increased from 1 percent to 70 percent over the last 20 years (Rokonuzzaman, 2015), however, brands like Sheba, Aktel, Warid (see Table 1.1)

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could not survive in the market and the companies were acquired by other companies.

Table 1.1

Name of New Companies and Brands

Name of Companies	Name of Brand	Acquired Companies	Name of New Brand
Sheba Telecom Private Ltd	Sheba	Orascom Telecom Bangladesh Ltd (2005)	Banglalink
Telekom Malaysia International Bangladesh Ltd	Aktel	NTT DoCoMo Inc (2008)	Aktel
Warid Telecom	Warid	Bharati Airtel (2010)	Airtel
NTT DoCoMo Inc	Aktel	Robi Axiata Limited (2013)	Robi
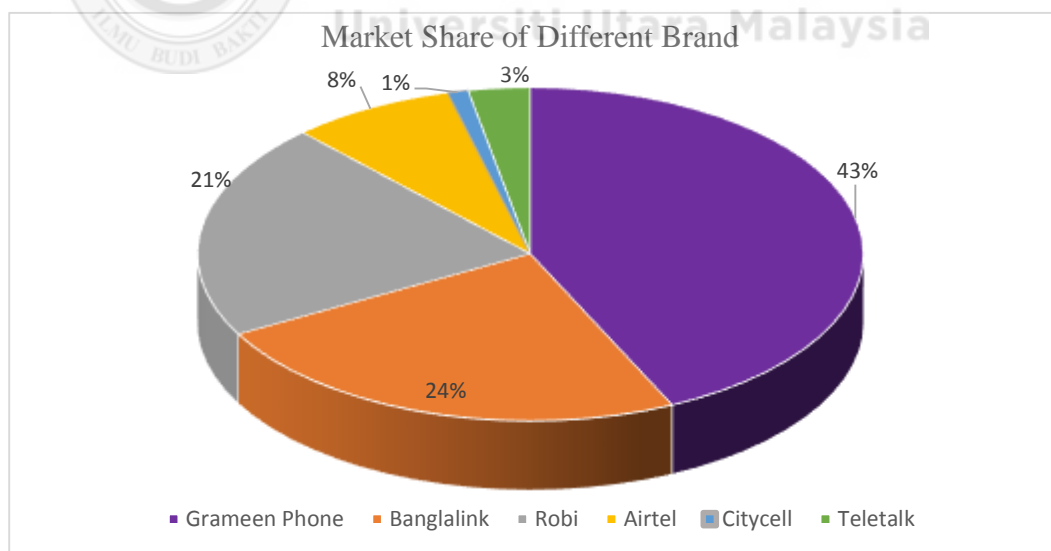
Figure 1.1
Market Share of Different Mobile Telecom Brands of Bangladesh, January-2016
Source: http://www.btrc.gov.bd/telco/mobile

Currently, there are six mobile telecom brands available in Bangladesh market. Among these six only Teletalk is the state-owned brand of Bangladesh, and the others are brands of foreign companies. Among the brands, Grameen Phone (GP) has the highest market share e.g. 43 percent, which is followed by Banglalink and Robi, occupying 24 and 21 percent of the market share. The market share of Airtel, Citycell, and Teletalk are 8, 1 and 3 percent respectively.

Mobile telecom brands of Bangladesh are facing few challenges. Firstly, brands are trying hard to maximize the market share by offering various services and satisfying customers (Rahman, 2012). Secondly, competition is stiff and increasing among the brands (Rahman, 2012; Saha, Islam & Haque, 2016). Thirdly, brand switching rate is very high and consumers are showing lack of commitment to the mobile telecom brands (Masud, 2016). Fourthly, brands are struggling hard to retain their customers (Rahman, 2012; Saha, Islam & Haque, 2016) due to the direct and indirect reduction of price. Fifthly, the gradual decline of tariff rate and lower spending pattern cause negative average revenue per customer (AT Capital Research, 2010).

However, the mobile telecommunication industry is one of the components of the development of Bangladesh and this sector has significant contribution in the economy. The contribution of the mobile telecom industry in GDP is about 4.0 percent, and yearly, the government of Bangladesh is getting around 10 percent of annual revenue from this sector (Nowshad, 2016). This is a significant contribution in the economy of Bangladesh compare to the contribution of other sectros, according to Ministry of Finance (2016), such as animal farming 1.66 percent, fishing 3.65 percent and forest and related service 1.69 percent. Bangladesh has the

highest foreign direct investment (FDI) in the mobile telecom sector, and this industry is the highest tax paying industry among telecom industry in the world ("Telcos urge govt.......", 2016). Rapid growth of this industry has increased aggregate productivity and reduced poverty (AT Capital Research, 2010). Ministry of Health and Education also find a new door to make their services available to mass people through mobile operators (Rokonuzzaman, 2016b). It will not only be possible to provide their services at low cost but also will be improving the quality of their services (Rokonuzzaman, 2016b). Furthermore, the mobile telecom industry has increased tele-penetration from 1 percent to 81 percent and Internet penetration about 39 percent in Bangladesh (Nowshad, 2016). Moreover, 96 percent of the country's Internet users have been using Internet through the mobile telecom network (Nowshad, 2016).

1.3 Problem Statement

Strong CBR is directly connected to consumers' intimacy and passion and commitment with brands (Fournier, 1998; Shimp & Maden, 1988). As a result, consumers show greater tolerance despite negative information regarding brand (Ahluwalia, Unnava & Burnkrant, 2000; Alvarez & Fournier, 2016; Einwiller, Fedorikhin, Johnson, & Kamins, 2006; Swaminathan, Page, & GurhanCanli, 2007; Tax, Brown, & Chandrashekaran, 1998), are willing to forgive the mistake made by brands (Alvarez & Fournier, 2016; Heinrich, Albercht & Baur, 2012), spread positive word of mouth (Alvarez & Fournier, 2016; Brown, Barry, Dacin, & Gunst, 2005; Einwiller, Fedorikhin, Johnson, & Kamins, 2006; Fournier, Breazeale, & Fetscherin, 2012; Stokburger-Sauer, Ratneshwar & Sen, 2012) and stay loyal

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(Fournier & Yao, 1997; Fournier, Breazeale, & Fetscherin, 2012; Stokburger-Sauer, Ratneshwar & Sen, 2012).

However, in the absence of strong CBR, consumers hate and disrespect the brand (Alvarez, Fournier, 2016; Shimp & Maden, 1988). They are engaged in talking negatively about the brand, and the negative word of mouth has been consistently diluting the brand equity (Armelini, 2011; Kim, Wang, Maslowska & Malthouse, 2016; Sylvia Ng & Hill, 2009). The impact of negative word of mouth is more on consumer attitude and cognition than positive information (East, Uncles, Romaniuk, & Lomax, 2016; Fiske, 1980; Rozin & Royzman, 2001). It is said that on an average dissatisfied customer tells ten to eleven people about their dissatisfaction (Kotler & Keller, 2012). This figure, nowadays, has been amplified by hundred or thousand times because, recently, the online platform enables consumers with different avenues to share their experiences about brands with a multitude of other consumers (Raifee, Shen & Arab, 2016). The contents of one to one communications are now becoming public as consumers are sharing opinions on social media (Campbell, Pitt, Parent, & Berthon, 2011) such as Facebook, Twitter, YouTube, and brand communities and review sites (Schamari & Schaefers, 2015). A single negative user-generated content propagated in social media can taint brands and brand equity (Kim, Wang, Maslowska & Malthouse, 2016).

The mobile telecom brands in Bangladesh are suffering from the similar phenomenon. For example, Azad (2016), an aggrieved consumer, uploaded her exasperation about service of leading brands of Bangladesh on YouTube. Until November 7, 2016, more than fifty-eight thousand viewers watched the video. This

is single evidence, and every day thousands of consumers are sharing negative comments, uploading their exasperation on Facebook, Twitter, Linkedin, and others social media. Whereas strong passionate feelings create bias perception about partners (Murray, Holmes & Griffin, 1996) and delute negative consequences of brand transgression (Forunier, 1998). Similar hazards are faced by the brands around the world. For example, Dave Carroll who was an unhappy customer was upset during his flight of United Airlines in the USA and made three videos and uploaded in YouTube. His first video was viewed by more than 3.5 million consumers and made a damage estimated to more than one-hundred eighty million dollars (The Economist, 2009).

The negative messages by consumers affect CBR negatively and damage consumer relationship with brands (Tolboom, Bronner & Smit, 2012), which also negatively affect the loyal customers (Armelini, 2011) and encourages brand switching (Zhang, Takanashi, Gemba, & Ishida, 2015). Brand switching rate is very high in the mobile telecom industry in Bangladesh (Masud, 2016; Shaha, Islam, & Haque, 2016). The mobile telecom industry is a technology-oriented industry (Sathyan, Anoop, Narayan, & Vallathai, 2013). Product differentiation is minimal in technology-driven market (Khan, 2005). Therefore, marketers, use promotion to boost up their sales, but promotion is not a growth strategy rather it is a short-term tactic to increase sales (Khan, 2005). Consumers switch to other brands when they get promotional offers from competing brands (Khan, 2005). Whereas strong intimate relationship enhances consumers connectedness and attachment to brands (Hodge et al., 2015; Fournier, 1998). Table-2 shows the total number of users in different brands, and the users

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stand 131.956 million which is almost 80 percent of the total population of Bangladesh. This figure seems overwhelming because at present 50 percent of the total populations are the consumer of different mobile telecom brands ("Bangladesh: Forerunner", 2014). Additional 30 percent are the multiple brand users who switch to different brands frequently (Masud, 2016; Ramachandrer, 2016).

Table 1.2

Number of Different Brand Users

Brands	No. of consumers (In million)
Grameen Phone (GP)	56.204
Banglalink	32.368
Robi	27.795
Airtel	10.51
Citycell	0.867
Teletalk	4.211
Total	131.956

Source: http://www.btrc.gov.bd/telco/mobile, January-2016.

Committed consumers continue their relationships with brands (Johnson, 1973; Story & Hess, 2005), but Bangladeshi consumers are showing lack of commitment towards their brands (Masud, 2016). In a study conducted by Ramachandrer, (2016) covering six Asian countries found that only 39 percent consumers of mobile telecom brand of Bangladesh are not interested to switch to other brands. That is brand switching rate (61%) is very high in this industry. As a result, Average Revenue Per User (ARPU) growth is negative (-4.60%) in the mobile telecom sector of Bangladesh (AT Capital Research, 2010).

All these indicate that consumers' relationships with brands are not in sound condition. Therefore, telecom brands relationships with consumers of Bangladesh are in vulnerable position, and to overcome this situation, Masud (2016) suggested marketers strengthen their consumer brand relationships status.

The empirical investigation would allow determining the antecedents of consumer brand relationships (Aaker, Fournier & Brasel, 2004; Papista & Dimitriadis, 2012; Sreejesh & Roy, 2015). Only a few studies (e.g. Fritz, Lorenz, & Kemp, 2014; Hess & Story, 2005; Kim, Park & Kim, 2014) have been conducted focusing on the influences that found in CBR context (Aaker, Fournier & Brasel, 2004). Existing literature has yet to explore what factors influence or strengthen consumer brand relationship (Fritz, Lorenz, & Kemp, 2014; Zainol, Yasin, Omar, Hashim, 2014). In line with interdependence theory, positive cognitive and effective experience and trusting expectation related to other partner enhance the relationship (Balwin, Keelan, Fehr, Enns & Koh-Rangarajoo, 1996; Simpson, Rholes & Philips, 1996). From this consideration, authors urged the importance of brand personality (e.g. Hodge et al. 2015; Nikhashemi, Valaei, & Tarofder, 2017; Nober, Becker, & Brito, 2010), brand experience (e.g. Dall'Olmo Rily & Chernatony 2000; Lee & Kim, 2016), and CRM (e.g. Fournier & Avery, 2011) on consumer brand relationship as they strengthened the relationship between consumers and brands. Previous research studied other concepts, for example, brand identification (Popp & Woratchek, 2017; Tuškej, Golob, & Podnar, 2013), brand love (Ahuvia, 2006; Fetscherine, 2014), brand attitude (Veloutsou, 2015), brand Image (Solayappan, Jayakrishnan; 2010), brand trust (Garbarino & Johnson, 1999; Michel, Mark & Eroglu, 2015; Veloutsou,

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2015), brand preference (Solayappan & Jayakrishnan, 2010). However, brand identification aspects are included in brand personality, brand love, and feelings are incorporated, in brand experiences and trust are covered by CRM to some aspect.

Companies' competitiveness in the marketplace becomes difficult, and one way to become competitive is to deliver the memorable brand experience to consumers (Ebrahim, 2013). Traditional marketers focus rational view and consider brand as a bundle of attributes, whereas experiential marketers expand the role of brand and shift it from a bundle of attribute to experiences (Brakus, Schmitt & Zarantonello, 2009; Gentile, Spiller & Noci, 2007; Schmitt, 1999). Consumers' brand experience is holistic which can be started before the consumption and passed

Table 1.3

Brand Experience Strategies Adopted by the Mobile Telecom Brands of Bangladesh

Name of Different Brands	Brand Experience Strategies
Grameen Phone (GP), Banglalink, Robi, Airtel, Citycell, Teletalk.	Cash Back, Call and Mobile Management, Social & Chat, Lifestyle and Education, Traffic News, Islamic News, Career, Health Service, Agricultural Service, Emergency Services

Source: Researcher collected from the website of the companies

through different consumption and purchase stages (Tynan and McKechnie, 2009). Mobile telecom brands of Bangladesh have undertaken brand experience strategies by adopting different endeavor to offer consumers a memorable and joyful experience as expected by the consumers as stated in Table 1.3. Delivering experience is a critical aspect of brand (Gentile et al., 2007). The studies on

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experience aspect focus on the type of experiences (Hamilton & Thompson, 2007), levels of experiences (King & Balasubramanian, 1994), the effect of experiential value on luxury hotel's consumer satisfaction (Wu & Lieang, 2009). However, empirical research investigating the brand experience effect on CBR is dearth (Ramaseshan & Stein, 2014).

Furthermore, brand personality has enormous managerial importance in recent days because companies are trying to establish unique personalities of their brand in order to build a long-term consumer brand relationship (Weiss & Huber, 2000). Brands have own personality because human beings personify brand to interact with intangible worlds (Ahmad & Thyagaraj, 2015). Brand personality not only expresses functional performance or utilitarian benefits more persuasively but also expresses consumers' self-identity (Ahmad & Thyagaraj, 2015). The way consumers can express their personality is their consumption behavior. Consumers form the relationship with the brand if they find congruence between their own personality and the brand personality (Ahmad & Thyagaraj, 2015). Brand personalities reinforce consumer brand relationships which ultimately enhance brand loyalty and equity (Govers & Schoormans, 2005). However, the significance of brand personality is not so widely acknowledged in research arena (Kim, Han & Park, 2001) though few of research (e.g. Aaker, 1996; Plummer, 1985) focus on brand personality to create brand loyalty. It is, therefore, necessary to empirically examine the effect of brand personality on CBR to know the bond form with brands (Hodge et al. 2015; Nober, Becker & Brito, 2010).

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Likewise, companies adopt CRM strategies to build and manage long-term customer relationship (Blery & Michalakopoulos, 2006). Proper implementation of CRM provides better customer services and increases customer loyalty (Cho, Im, Hiltz & Fyermestad, 2001). Due to its significance, 75 percent of managers are going to implement CRM in coming years (Mertz, 2008 as cited Fournier & Avery, 2011).

Table 1.4

CRM Strategies of Different Mobile Telecom Brands

Types of CRM Programs	Features
Package Design	(i) Talk time, (ii) Internet, (iii) SMS, (iv) Validity
Special Privilege and Priority Program	No waiting at queues Priority based hotline dedicated to customers Handling complaints on a priority basis Free SIM replacement Emergency Credit Discount
Event Registration	Registration in different events like band music, classic music, concert, drama, movie, sports etc.
Special Offers	Fashion and life style Health and beauty care Furniture and home appliance Travels and Hotels Entertainment Food and restaurant Banking, housing, and vehicle

Source: Researcher collected from the websites of the companies

Effective CRM systems help recognize their own roles in determining the relationship with customers (Fournier & Avery, 2011). CRM enables to give customers a special discount, pay special attention, and special treatments (Fournier & Avery, 2011). Mobile telecom brands of Bangladesh have widely used CRM strategies and few examples are given in Table 1.4. A substantial amount of research has been done on customer relationship management applications (Mithas, Krishnan & Furnell, 2005a). However, in particular, limited research has been conducted, focusing the role or contribution of CRM (Akram, Rana, & Bhatti, 2017; Bitner, Brown & Meuter, 2000; Jing & Jin, 2017; Meuter, Ostrom, Rondtree & Bitner, 2000) except satisfaction and loyalty (e.g. Anderson, Fornell & Mazvancheryl, 2004; Leventhal & Zineldin, 2006), satisfaction (e.g. Wang, Po Lo, Chai, & Yang, 2004; Mithas, Krishnan & Fornell, 2005a), and loyalty and retention (e.g. Verhoef, 2003). Moreover, Kellen (2002) stated that CRM can be used to measure, quantify and correlate soft benefit or intangible assets like brand equity and knowledge. Therefore, Fournier and Avery (2011) urged the importance of CRM in strengthening CBR, which is ignored in CBR perspective.

In an interpersonal relationship, greater dependence on each other arises when the relationship ensures desirable outcomes (Sung & Choi, 2010). One is committed to the relationship if he is satisfied with the relationship (Rusbult & Buunk, 1993). The concept of customer satisfaction is also related to consumer brand relationship (Loureiro, 2012). The renowned work by Oliver (1980, 1999) investigated the satisfaction and brand loyalty relationship, which concluded that satisfaction was essential for loyalty relationship. Carroll and Ahuva (2006) stated that for brand

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love, satisfaction is the pre-requisite factor. Though satisfaction is consumers' post-consumption judgment (Mano & Oliver, 1993), this post-consumption satisfaction causes bonding and emotional attachment with brands (Thomson, MacInnis & Park, 2005). Therefore, Raut and Brito (2014) urged to incorporate satisfaction in brand relationship model because the predictive role of customer satisfaction has been understudied in the context of CBR (Sung & Choi, 2010).

The concept CBR is fairly complex (Raut and Brito, 2014) and multidimensional (Fetscherine and Heinrich, 2014, 2015; Fournier, 1998). Different authors conceptualized it under a number of dimensions. For example, Fournier (1998) proposed six dimensions (Love/Passion, Self-connection, Interdependence, Commitment, Intimacy, Partner Quality) whereas Sweeney and Chew (2002) suggested eight dimensions (six dimensions of Fournier (1998) and Nostalgia, Friendly or Hostile). Hodge, Romo, Medina, and Fionda-Douglas (2015) suggested ten dimensions (Interdependence, Commitment, Love/Passion, Self-connection, Intimacy, Partner Quality, Nostalgia, Trust, Identifiable, Rewards) and Fetscherin and Heinrich (2014) proposed eleven dimensions (Loyalty, Satisfaction, Trust, Brand Personality, Brand Commitment, Brand Self-connection, Brand Community, Brand Tribalism, Brand Love, Brand Cult and Culture). Likewise, Park, Kim & Kim (2002) proposed eight dimensions (Nostalgia, Self-connection, Commitment, Trust, Intimacy, Partner Quality to Brand, Partner Quality to Customer, Love/Passion). These studies lack quantitative investigation. Keller (2012) urged consumer brand relationship should stress think, feel, and act components which is consistent with intimacy, passion and commitment.

Consumer brand relationship perspective research is limited (Fritz, Lorenz & Kemp, 2014; Kim, Park, & Kim, 2014) and it is not recognized to its due importance (Fournier, 1998; Hodge et al., 2015). Relatively, limited research has been conducted on this topic; however, most of the studies (e.g. Fournier, 1998; Lambert & Desmond, 2013; Muniz & O'Guinn, 2001; Sweeney & Chew, 2005) are qualitative in nature (Kim, Park, & Kim, 2014) with a few exceptions (e.g. Aggarwal, 2004; Giovanis & Athanasopoulou, 2017; Park & Kim, 2001; Kunkel, Funk, & Lock, 2017; Park, Kim, & Kim, 2002). Therefore, due to lack of studies, researchers (e.g Fritz, Lorenz, & Kempe, 2014; Keller, 2012; Papista & Dimitriadis, 2012; Fetscherin, Boulanger, Goncalves Filho & Quiroga Souki, 2014) urged to conduct more empirical studies on CBR to determine the influencing factors of CBR because quantitative study helps explain the phenomena (Mujis, 2011) and generalize concept (Newman & Benz, 1998)

Most of the consumer brand relationship studies (e.g. Bruhn & Eichen, 2010; Fetscherin, Boulanger, Goncalves-Filho, & Souki, 2014; Fournier, 1998) have been conducted from developed countries perspectives. From European perspective research has been conducted by Bruhan, Henning-Thurau, and Hadwuch (2012); Meffert (2002) (as cited in Fritz, Lorenz & Kempe, 2014); Bruhn and Eichen, (2010); Henkel and Huber (2005) (as cited in Fritz, Lorenz & Kempe; 2014); Huber, Vollardt, Matthes, and Vogel, (2010); Jodl (2005) (as cited in Fritz, Lorenz & Kempe; 2014); Wenske (2008) (as cited in Fritz, Lorenz & Kempe; 2014). In an American context consumer brand relationship studies have been conducted by Olson (1999); Kates (2000); Ji (2002); Jevons, Gabbott, & de Chernatony (2005);

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Fetscherin, Boulanger, Goncalves-Filho, & Souki (2014). However, studies on developing countries especially from Asian context are limited. Chang and Chieng (2006) studied consumer brand relationships from China and Taiwan context where Zainol, Yasin, Omar and Hasim (2014) studied from the Malaysian perspective. From South Asian context, Sreejesh and Roy (2015) conducted consumer brand relationship study in India. Branding research on consumer brand relationship from Bangladesh perspective is fairly overlooked. Bangladesh has become the new destination of world's renowned brand, and brand competition is very intense. It becomes essential to focus consumer brand relationship study from Bangladesh perspective (Masud, 2016) because relationships change due to different interactions and changes in the contextual environment (Hodge, Romo, Medina & Fionda-Douhlas, 2015).

1.4 Research Questions

Considering the problems and the gaps of the study, this study explored to set the following research questions:

1. Do brand personality, customer relationship management, and brand experience influence on consumer brand relationship?

2. Do brand personality, customer relationship management, and brand experience affect customer satisfaction?

3. Does customer satisfaction affect their consumer brand relationship?

4. To what extent, does customer satisfaction mediate the relationship between brand personality, customer relationship management, brand experience, and consumer brand relationship?

1.5 Research Objectives

Pertaining to this problem statement, this study has addressed the following research objectives:

1. To examine the relationship of brand personality, customer relationship management, and brand experience toward consumer brand relationship.

2. To examine the influence of brand personality, customer relationship management, and brand experience on customer satisfaction.

3. To examine the relationship between the mobile telecom brands' customer satisfaction toward consumer brand relationship.

4. To examine the mediating effects of customer satisfaction towards the relationship between brand personality, customer relationship management, brand experience with consumer brand relationship.

1.6 Scope of the Study

This study has focused on the telecom brands of Bangladesh. Bangladesh telecom industry consists of two types of companies, namely fixed phone and mobile phone. Only 1 percent of the population is land phone (fixed phone) users in Bangladesh

(Poushter, 2015) while the other 99 percent consumers are mobile phone user. Therefore, the researcher proposes consumers of mobile telecom brands as the research area.

Five brands (that is, Grameen Phone, Banglalink, Robi, Airtel, and Teletalk) of five mobile telecom companies were considered in this study. These brands represent the complete mobile telecom consumer market of Bangladesh. This study covered the consumers from all the mobile telecom brands. There are two types of consumers of mobile telecom brands such as pre-paid and post-paid. This study focused on the consumers of pre-paid brand because 97 percent consumers use pre-paid mobile telecom brands in Bangladesh (Bangladesh: Forerunner, 2014). Therefore, this study covered the individual pre-paid consumers of different mobile telecom brands in Dhaka city, Bangladesh.

1.7 Significance of the Study

The study was intended to find out the factors that influence consumer relationship with their brand. The research findings and the literature would enlighten the academicians and researchers in understanding consumer brand relationship from the perspective of brand experience, customer relationship management, customer satisfaction, and brand personality. It will help them identify the key influencing factor of consumer brand relationship.

In addition, this study bought the interdependence theory in the consumer brand relationship study to describe how consumers' relationship could be strengthened with their brands. The interdependence theory has been widely applied in the

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interpersonal relationship studies to describe the personal relationship between people. From branding context, the application of this theory is limited and this study has shown its relevance from CBR context.

This study identified the role of customer satisfaction as a mediator in consumer brand relationship framework. The indirect relationships between brand personality, customer relationship management, brand experience, and consumer brand relationship indicated the strong role of customer satisfaction in consumer brand relationship study.

This study would help the brand managers, companies, government in stabilizing the mobile telecom market of Bangladesh. The mobile telecom brands of Bangladesh are playing a significant role in the economy. They are contributing 4 percent to the GDP (Nowshad. 2016). As this industry is a significant contributor of the economy, investigation of the brand and their relationship with the consumers is essential. It is also necessary to investigate which factors are influencing consumers' relationships with brands.

1.8 Definition of Key Terms

Table 1.5

Definition of Key Terms

Terms	Definitions
Brand experience	Brand experience refers as subjective, internal consumer response (sensation, feelings, and cognitions) and behavioral response evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments (Brakus, Schmitt and Zarantonello, 2009).
Brand personality	Brand personality is a set of human characteristics associated with a brand (Aaker 1997).
Customer Relationship Management	CRM is better understanding the way customers' need can be met by providing high value product and services to develop long-term and profitable customer relationship (Demo and Rozzett, 2013).
Customer satisfaction	Customer satisfaction defined as a function of expectation and expectancy disconfirmation (Oliver, 1980a).
Consumer Brand Relationship	Consumer Brand Relationship refers from interpersonal relationships domain as durable and impactful relationship between consumers and brand (Aaker, Fournier and Brasel, 2004).

1.9 Outline of the Thesis

This thesis is divided in five chapters. This chapter discussed the background and the problem statement. To address the problem the researchers determined the research questions and the objectives. Next, in Chapter Two, the researcher discussed in detail

about the five variables of this study, including their definitions, dimensions and empirical evidence to find the consequences. The chapter ended with discussing the underpinning theory. In Chapter Three, the researcher discussed in detail about the methodological issues. It included operationalization of the variables, their measurement items, population, and sampling issues. Next, Chapter Four showed the results of the data analysis. It showed the results of the path models and mediation analysis. Lastly, in the chapter five, the researcher discussed the findings of the study, theoretical, methodological and practical implications of the study along with the limitations and scope of future researchers for further study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The recently developed concept in branding literature is the consumer brand relationship (CBR). This chapter has discussed in detail about CBR, such as its starting, definition, dimensions and empirical evidence of CBR. This chapter also has included in detail review of strategic factors namely; brand experience, customer relationship management (CRM), brand personality, and customer satisfaction. Finally, the theoretical framework has been described based on the theories and literature.

2.2 Beginning of Consumer Brand Relationship

The start of CBR study has not been clearly identified by the researchers though Loureiro (2012) cited CBR became a researchers' interest since the last decade of last century. Only Fetscherin and Heinrich (2014) gave an indication of the starting of CBR by pointing the year 2013 when consumer brand relationship research celebrated its twentieth anniversary. According to them, the founding stone of CBR research was 'Brand Personality: Building Brand Relationships' by Blackston's (1993) and it was the starting point of consumer-brand relationship study. Researchers (e.g. Lin & Sung; 2014); Fournier, 1998, 2009; Aaker, Fournier & Brazel, 2004) of CBR opined that consumer brand relationship was resembled to the relationship between two people. They established CBR drawing the concept from the interpersonal relationship (Guse, 2011) and social psychology (Fitz, Lorenz, and

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Kempe, 2014). From this ground, the investigation of the present research revealed that CBR study started five years earlier than the works of Blackston (1993). Shimp and Maden (1988) first stated the concept of consumer brand relationship in relationship research. Researchers should consider their study on "Consumer-Object Relations: A Conceptual Framework Based Analogously on Sternberg's Triangular Theory of Love" as the first work of CBR research. Though it was seen that they did not directly mention the 'consumer brand relationship' rather 'consumer object relationship', but they clarified the concept 'object' what it was meant for. By object, they meant products, brands, stores and similar entities. This very first study on CBR made an analogous analysis of interpersonal relationships between two people with consumer and brand (object) relationship based on Sternberg's (1986) 'Triangular Theory of Love'. They showed eight types of person to person relationships were as similar to consumer object relationships.

2.3 Definition of Consumer Brand Relationship

Shimp and Maden (1988), Blackston (1993), Aaker (1996), Fournier (1998), Halloran (2014) and others established the concept consumer brand relationship and they defined consumer brand relationship from different perspectives. Reviewing the definitions (see Table 2.1) proposed by different authors, two streams was found in the definition of CBR. The first stream included Shimp and Maden (1988), Fournier (1998), Aaker (1996), and Blackston (1993) who defined and specified the consumer brand relationships. The second stream included Keller (2001), Kumar (2007), Halloran (2014), Fritz and Lorenz (2010) who extended the nature and scope of consumer brand relationships.

Table 2.1

Definition of Consumer Brand Relationship

Authors and Years	Definitions
Shimp and Maden (1988)	Consumer form relationship with consumption objects (product, brand, store, etc) which range from feeling of antipathy to slight fondness, all the way up to what would, in person –to- person relations, amount to love.
Blackston (1993)	The relationship concept is defined as the interaction between consumers' attitude towards the brand and the brands' attitude toward the consumer.
Aaker (1996)	Relationship between a brand and consumers can be based on a host of positive feelings (such as admiration, friendship, having fun, and being a part of the same community) that cannot be accurately conceptualized in terms of value propositions.
Fournier (1998)	Refers brand as an active relationship partner for consumer and provide meanings in psycho-socio-cultural context.
Keller (2001)	Brand resonance refers to the nature of the consumer–brand relationship and, more specifically, the extent to which a person feels that he or she resonates or connects with a brand and feels "in synch" with it.
Kumar (2007)	Brand relationship is nothing but to know how people make long-term commitment to inanimate objects that they buy and use, as well as help make, sell, and distribute.
Fritz and Lorenz (2010)	consumer brand relationship is characterized as repeated, interrelated, and non-accidental exchanges or transactions.

Table 2.1 (Continued)

Authors and Years	Definitions
Fritz and Lorenz (2010)	between a consumer and a brand, wherein the brand's behavior is considered as virtual or quasi-behavior in the subjective view of the consumer
Halloran (2014)	He defined brand-consumer relationship as "the ability to take what originates as a product with attributes and create a personified brand that a particular consumer will find appealing.
Aaker, Fournier and Brasel, (2004)	Consumer Brand Relationship refers from interpersonal relationships domain as durable and impactful relationship between consumers and brand.

Shimp and Maden (1988) in their definition (Table-2.1) used the term "consumption objects" which include brand besides products and stores. They used the analogy of person to person relationship to identify consumer brand relationship. The love metaphor they used to characterize the consumer relationship which was a rich diversity of consumer brand relationship. The love relationship between two people is bidirectional and more complex than consumer form with brands.

Blackston (1993) defined a brand relationship from communication perspective where consumers and brands were considered as equal parts of a structure analogous to the relationship existed between two people. Both the attitude of brands and the attitude of consumers were the important component of this definition. Consumers' perception regarding brand was a crucial factor for developing the brand and consumer relationship as it created the meaning of the brand messages.

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Aaker (1996) extended the consumer brand relationship definition. There was a misconception that brand relationship was based only on value proposition because consumer loyal to brand for fair price, functional or emotional benefits. According to Aaker (1996) brand relationship may also be emanated from other areas e.g. brand identity or brand association as well. Identity-based relationship emerges if value proposition fails to capture the relationship. According to him, consumers sometimes treated brands as a friend and with respect rather than emotional or functional benefits.

Halloran (2014) also used the analogy of personal relationship to define CBR. Personal relationships start with attractions because, at the surface level, others physical attributes attract us. This physical attraction is the starting point of many relationships; however, to sustain the relationship one must approache personalities, emotional bonding, and shared experience beyond physical attraction. The similar trajectory was also used for brand consumer relationship in Halloran (2014). Consumers sometimes encounter brands as a bundle of attributes that provide functional benefits. Strong consumer brand relationship arises not what a brand does rather how a brand makes the consumer feel. Marketers emphasis on the personalities that not only appealing but also inspirational to consumers.

Keller (2001) broadly defined the consumer brand relationship in the shortest term indicating as brand resonance. This is the final steps of his brand equity model which indicate the level of identification and ultimate relationship consumers formed with brands. His definition emphasized consumers' psychological bonding with brand. Keller also indicated the depth of relationship stating that consumers become synch.

This relationship indication became clear as stating CBR as an enduring and impactful relation by Aaker, Fournier, and Brasel (2004). Other definitions having the drawback of short sited view of brand relationship or only making an analogous proposition of brand relationship with consumers. This study therefore, adapted the definition of Aaker, Fournier and Brasel (2004).

2.4 Dimensions of Consumer Brand Relationship

As a multi-dimensional concept, Fournier (1998), Shimp and Maden (1988), and Hess and Story (2005) identified the following dimensions of CBR.

2.4.1 Passion

Sternberg (1986) used the "passion" as a motivational component in the interpersonal relationship. He indicated passion as motives the propelling to physical attraction, romance, sexual consummation and the phenomenon of a loving relationship. He also suggested other components applicable to the dimension of passion as self-esteem, succoring, submission, affiliation, self-actualization, nurturance, and dominance which are applicable to consumer brand relationships (Shimp and Maden, 1988).

The affective ground is the core of consumer brand relationship (Fournier, 1998). Shimp and Maden (1998) postulated "Yearning" as an apt substitute for the term passion in consumer brand relationship context because it expressed strong and earnest desire for something in consumer brand relationship context. As it was an affective component, Fournier (1998) in his study suggested "Love and Passion" in

combination as a single dimension because it supported the depth and endurance of consumer brand relationships in greater extent.

According to Shimp and Maden (1998), brands that have the high level of positive passion constantly occupy consumers' thought like the fantasy to own a new sports car. Whereas opposite result is produced by the strong negative passion in aversive nature of consumption context i.e. consumers tremble of going to the dentists. Further, Fournier (1998) stated that consumers felt something missing when they did not have the brand for a while. A strong brand relationship is irreplaceable and the withdrawal of it creates separation anxiety (Berscheid, 1983). Feelings of love create the biased and positive perception about the partner (Murray, Holmes & Griffin, 1996). The strong relationship tie may dilute the negative consequences of brand transgression.

2.4.2 Self-Connection

One of the important considerations in consumer brand relationship is the aspect of self or identity concerns (Fournier, 1998). Based on social identity theories (Turner, 1975), it is the congruence between consumers' identity and that of the brand (Bhattacharya & Sen, 2003; Bergami & Bagozzi, 2000; Stokburger-Sauer et al., 2012). Hodge et al., (2015) defined it as "Identifiable" dimension. For luxury brands in the forming relationship with consumers, this was the most important dimensions as in the study of Hodge et al., (2015) seven out of eight respondents supported it. Though brand-self connections extend for temporarily, and it ranges from the past to current and in future selves (Kleine, Kleine & Allen, 1995). Consumers relate the

brand personal level consciously or unconsciously in their mind because consumers values are drawn to the brand (Hodge et al., 2015). Committed partnerships, courtship, childhood friendship and best friendships were supported in the study of Hodge et al., (2015). Consumers are more dedicated to the brand that expresses their identity and they find commonalities with the brand (Fournier, 1998). Consumers purchase are partly due to the self-concept which they communicate by using and wearing branded products (Belk, 1988). Self-connections protect the unique feelings (Drigotas and Rusbult, 1992) and in adverse conditions enhance tolerance (Lydon and Zanna, 1990). These support the maintenance of brand relationship (Fournier, 1998).

Brands strengthen the identity of consumers through self-presentations which impulse consumers using the brands to present their values and identities (Swaminathan et al., 2007). Finding commonalities between consumers and brands are essential for this (Hwang & Kandampully, 2012). The level of connection of self-concept influences brands meaning (Escalas and Bettman, 2005) which strengthen consumer brand relationships (Fournier, 1998).

2.4.3 Decision/Commitment

Sternberg (1986) stated decision as temporary recognition like love for someone whereas commitment was considered as long-term intention to maintain that love. Shimp and Maden (1998) used "decision or commitment" dimensions where Fournier (1998) used only commitment. On the basis of particular attribute or benefit, in short-term, consumers like or decide to buy a certain brand (Shimp and

Maden, 1998). Nonetheless, consumers' commitment towards a brand involves inertia, loyalty, and other related factors cause to repeat purchase (Shimp and Maden, 1998). In strong consumer brand relationships, high levels of commitment are common (Fournier, 1998) and these vary among the consumers (Shimp and Maden, 1998). Various form of commitment cultivates relationship stability associating self with relationship outcomes and decreasing alternatives in the environment (Rosenblatt, 1977; Sciara & Pantaleo, 2017; Johnson and Rusbult, 1989). Consumers may have the high level of firm commitment to certain brands because they have strong preferences for them. Strong commitment encourages consumers to continue brand relationships overcoming structural barriers to exit (Johnson, 1973).

2.4.4 Intimacy

Sternberg (1986) defined intimacy as the emotional state of closeness, connectedness, and feelings of bondedness. He included emotional support, high regard, sharing, and intimate communication as a part of intimacy. Shimp and Maden (1988) first bought this notion in consumer brand relationships research as consumers feelings of closeness and connectedness, were applicable to brand relationships with consumers and aptly substituted it by "liking". Liking includes attachment and fondness which Sternberg described as closeness, connectedness and bondedness. Hodge et al., (2015) used intimacy with love and concluded that intimacy created the high level of attachment which proves as key factors of forming consumers' relationship with brands. This dimension was identified in the form of relationships like best friend, committed partners, and childhood friend.

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Deep intimacy and durable relationship bonds result from rich level of brand meaning developed by elaborate knowledge structure of consumers (Reis and Shaver, 1988). Superior product performance is the root of strong brand relationships (Fournier, 1998). Fournier (1998) added utilitarian functioning enhanced the brand performance myths and made the brand as irreplaceable and superior than competitor. Brand meaning can be formed through advertising cues i.e. associating slogan or brand characteristics (Bexter, 1987). Intimacy created through meaning increases stability creating bias perception (Murray, Holmes & Griffin, 1996), and saliency over time (Pavia & Costa, 1991). Consumers may have intimate relationship with brands throughout their life, such as jewelry that has symbolic significance to the owner as it becomes part of self-image, identity, and esteem for the owners (Schenk & Holman, 1980). On the other hand, in the absence of attachment, fondness, and connectedness create negative effect on consumers and they hate or despite the brand (Shimp and Maden, 1988).

2.4.5 Interdependence

Like person's interpersonal relationship, interdependence distinguishes strong brand relationships (Hinde, 1995). Interdependence involves brand interactions and diversifications of brand-related activities (Fournier, 1998). Interdependence is the extent a brand rooted in consumer's daily life both behaviorally and cognitively (Keller, 2013). Interdependence is expressed through consumption rituals (Fournier, 1998), separation anxiety at the time of product deprivation (Keller, 2001) which Fournier (1998) called dependence and addiction.

2.4.6 Partner Quality

In interpersonal relationships, perceived role of the partner is linked with the relationship satisfaction and strength (Burr, 1973). This theme is analogous in consumer brand relationship and the brand performance is evaluated as a role of partner by consumers (Fournier, 1998). This means qualities of the partner and the extent the partner (brand) takes care of their consumers. This is the judgment regarding brand performance in its relationship role as a partner (Keller, 2001). Are they reliable and show interest (Smith, Bronner & Tolboom, 2007)? According to the Fournier (1998), five apparatuses of brand partner quality are: (1) positive orientation (2) brand judgments in terms of reliability, dependability and predictability (3) brand's judgments regarding various rules including the implicit contract of relationship (4) trust and faith on the ability of brand to deliver what is desired (5) comforts on brand actions for accountability. Where Keller (2001) suggested three components of brand partner quality such as (1) an empathic orientation, (2) reliability, dependability and predictability, (3) trust and faith.

2.4.7 Trust

Trust is one of the components in any relationship whether it is between two persons or between person and brand (Hess & Story, 2005). Trust is the belief that a brand is responsive to the needs of consumers and it will do what it needed to make them happy (Hess, 1995). Trust is the differentiator of relationships perspective from transaction perspective (Garbarino and Johnson, 1999; Morgan and Hunt, 1999; Singh & Sabol, 2002; Sirdeshmukh, Delgado-Ballester and Munuera-Aleman, 2001). Trust transforms positive transaction orientation into enduring personal and

committed relationship with a brand (Hess and Story, 2005). Trust was an important component in consumer brand relationships especially when consumer form relationship with luxury brands according to the finding of Hodge et al., (2015). Their study showed that in consumer brand relationship typologies i.e. best friend, childhood friendship, and compartmentalized friendship trust had an important implication. Consumers, having confidence, relay the brand and continue relationship with the brand.

The consumer brand relationship is a complex concept (Raut & Brito, 2014) which has yet to be defined as the uniform notion. Fournier (1998) using interpersonal relationship and attraction theory conceptualized it under six dimensions. Likewise, other authors conceptualized it combining different theories and suggested a number of dimensions e.g. Sweeney and Chew (2002) suggested eight dimensions where Hodge, Romo, Medina, and Fionda-Douglas (2015) suggested ten dimensions of CBR. Fetscherin and Heinrich (2014) proposed eleven dimensions and Kim, Park, and Kim (2014) proposed eight dimensions These studies are in lacking empirical validation. Therefore, operationalization all these dimensions in a single study is not feasible. However, based on the personal relationship theory "Triangular Theory of Love" by Sternberg (1986) of Shimp and Maden (1988) first indicated consumer brand relationship. They conceptualized brand relationship as a psychological process consists of cognitive, emotional and motivational components. They specified intimacy as emotional, passion as motivational and commitment as cognitive elements of brand relationship with consumers whereas Fournier (1998) considered commitment as behavioral element. This study also postulated that, to

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form strong consumer brand relationship, affective (passion), behavioral (commitment) and cognitive (intimacy) components were essential since Baumeister and Leary (1995) revealed from reviewing interpersonal literature that cognitive, affective and behavioral reaction regulate interpersonal relationship. This study, therefore, conceptualized CBR under passion, intimacy and commitment dimensions.

2.5 Empirical Evidence of Consequences and Sources of Consumer Brand Relationship

People tend to be more loyal when they feel attached to, connected with and loved by others (Bowlby, 1979). From the branding perspective, this can be interpreted as consumer brand relationships (Hwang & Kandampully, 2012). Both practitioners and academicians paid significant attention to CBR as the role of brand relationship building contributed to brand success (Hwang & Kandampully, 2012). Previous studies provided evidence that strong CBR enhanced long-term brand relationship (Ahluwalia et al., 2000; Chang & Chien, 2006; Tulving and Psotka, 1971), brand loyalty (Park, MacInnis, & Priester, 2006) and consumers interested to pay the higher price (Thomson et al., 2005). Consequently, strong CBR creates a sustainable brand which increases companies financial value (Park, MacInnis, & Priester, 2006; Peelen, 2003).

The investigation on literature in this respect found out the significant result of CBR and its consequences (see Table 2.2). Though the sources of occurrence of strong consumer brand relationships differ, their contribution to companies' financial value

is significant. These studies range from America, Europe and Asian perspective in young and adult consumers

Table 2.2

The Empirical Evidence of Consumer Brand Relationship

Author	Context	Brand Relationship	Consequences (Firms' Value)	Result
Chiu, Huang, Weng, Chen (2017)	Taiwan	Brand Commitment	Brand Equity	Significant
Fetscherin, M. (2014)	USA & Japan	Brand Love	Loyalty, Word of Mouth, Purchase Intention	Significant
Giovanis & Athanasopoulou (2018)	Greece	Trust	Repurchase Intention, Positive Recommendation	Significant
Hwang & Kandampully (2012)	USA	Self-Connection,	Brand Loyalty	Significant
Jain, Kamboj, Kumar & Rahman, (2018)	India	Involvement, Commitment	Brand Loyalty and Word of Mouth	Significant
Kim, Park and Kim (2014)	Korea and Canada	Brand Relationship Quality	Brand extension	Significant
Leung, Buogoure, & Miller (2014)	Hong Kong	Consumer Brand Relationship	Consideration set size	Significant

Table 2.2 (Continued)

Author	Context	Brand Relationship	Consequences (Firms' Value)	Result
Michel, Merk, & Eroglu. (2015)	French	Trust, Affect and Reorganization	Motivation to sell and Organizational commitment	Significant
Nyffenegger, Krohmer, Hoyer & Malaer (2015)	Europe	Hot and Cold Brand Relationship Quality	Willingness to pay premium price, Word of mouth communication, Consideration set size.	Significant
Peng, Chen, & Wen. (2014)	Taiwan,	Brand Attachment and Brand Identification	Intention to use	Significant
Sen, Johnson, Bhattacharya, & Wang (2015)	Canada	Identification and Attachment	Public Endorsement and Loyalty	Significant
Story & Hess (2006)	USA	Functional connection and Personal Connection	Primary Loyalty: willing to pay high price and Secondary Loyalty: recommendation, intention to purchase online, travelling out to patronize	Significant

group and different product category brand i.e. consumer goods, retail brand, luxury goods and service brands. Peng, Chen and Wen (2014) showed that enhancing relationship aspect (brand attachment and brand identification) had an effect on consumer cognitive level. That is branding strategies that enhance brand attachment

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and brand identification increase consumers intention to use branded apps. The similar result was found in Leung, Buogoure and Miller's (2014) study which was conducted on food and banking services. According to their study, the chances of a brand inclusion in consumers' consideration set increase if a brand has strong CBR. Similarly, brand commitment also enhance brand equity (Chiu, Huang, Weng, & Chen, 2017). The consideration set size decrease if consumers' have strong brand relationship. Chiu, Huang, Weng and Chen (2017) suggested managers required to enhance strong brand relationships because brands included in the considerations set that had higher brand equity than the brands not included in the consideration set, which increases consumers' loyalty.

Loyalty is the core of brand equity (Aaker, 1996) that can be enhanced by building strong CBR. According to Story and Hess (2006), loyalty is divided into two groups, such as primary (purchase) loyalty and secondary (non-purchase) loyalty. Primary loyalty is easy to measure, and it has the direct impact on profits, but it cannot predict future behavior. Though difficult to measure and its contribution to profits is less direct; the magnitude of secondary loyalty is greater than primary loyalty. For secondary loyalty, Story and Hess (2006) attempted to make relationship base segmentation for brands and attempted to found out their loyalty behavior. Consumers who had the personal relationship with brands were willing to pay the high price and they werer interested to spend more time than those who had the functional connection with brands. Jain, Kamboj, Kumar, and Rahman, (2018) also showed that strong CBR enhanced consumers' loyalty toward the brand. In this

consideration, Giovanis and Athanasopoulou (2018) went into more depth of loyalty and showed that strong CBR enhanced both behavioral loyalty and price loyalty.

Nyffenegger et al., (2014) incorporated all the above aspects as (i) willing to pay premium price (ii) consideration set (iii) purchase intention (iv) word-of- mouth and identified types of brand relationships appropriate for them. They considered CBR in two types such as hot brand relationship and cold brand relationship and investigated their impact. Cold brand relationship quality is object-related belief where hot brand relationship quality is the emotional connection of consumer with brands. Strong hot brand relationship quality enhances consumers' willingness to pay the high price and to make consideration set size small whereas increase cold brand relationship encourage consumers to spread word of mouth recommendations. Similarly, Fetscherin (2014) explored the impact of types of brand love relationship on the same aspects. His study showed consumers' parasocial love relationship had a meaningful effect on word of mouth and purchase intention, however, for interpersonal love, the opposite relationship was found. Therefore, it is depending on the brand managers' objective which type of strategy they will select.

Going beyond the above research stream, Kim, Park, and Kim (2014) conducted consumer brand relationship study from brand extension perspective in the context of Korea and Canada. Consumers who had the strong relationship with brand evaluate brand extension more positively than those who had the weak relationship with the brand. The brand relationship effect was applicable in the moderately low fit extension that was when the product category was similar, and attributes were inconsistent, or attributes were consistent, but product category is dissimilar.

Since its inception, researchers have used different concepts, underlying constructs in explaining CBR (Fetscherin & Heinrich, 2015) that is what contributes to strong CBR. Traditional CBR researches were mainly based on the interpersonal relationship theories (Huang & Mitchell, 2014). For example, Vernuccio, Pagani, Barbarossa, and Pastore (2015) studied CBR from social identity perspective in line with the social identity theory. They showed that stronger social interactive engagement formed strong brand love relationship. Likewise, Hober, Meyer, and Schmid (2015) divided brand identification as inner-self and social-self. Inner-self had the stronger influence on the passionate brand love relationship. They also proved that hedonic and utilitarian value had the direct and indirect influence on brand love dimension of CBR. Furthermore, Sen, Johnson, Bhattacharya, and Wang (2015) conceptualized CBR as brand identification (social motivation) and brand attachment (personal motivation) construct. They identified brand identification was formed from brand impression management, brand history, and felt-security whereas brand attachment resulting from brand history, and felt-security construct. Co-created social responsibility was also a contributor of brand attachment as Kull and Heath (2015) showed that cause-related marketing strengthens consumers' brand attachment. Nonetheless, Huang and Mitchell (2014) considered CBR from parasocial relationship perspective and showed that brand imagination played a significant role in relationship formation with consumers.

CBR is the depth of psychological bonding that consumers have with brands (Raut & Brito, 2014)). A number of factors such as brand attachment, brand community, brand engagement enables to build strong the long-term relationship with consumers

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(Raut & Brito, 2014). Clemenz and Brettel (2005); Iglesias, Sing, and Batista-Foguet (2010); Jung and Soo (2012) found that better brand experiences produced stronger brand commitment and ultimately stronger CBR. Likewise, the self-congruence that is the perceived fit between consumer and brand personality is a strong relationship driver (Nyffenegger, Krohmer, Hoyer & Malaer, 2015). Aaker, Fournier, and Brasel (2004); Nober, Becker and Brito (2010); Kessous, Roux and Chando (2015) showed brand personality was the predictor of CBR. Therefore, brand experience and brand personality are also strong predictors of CBR.

2.6 Brand Experience Definition

The concept, "experience" used in marketing, has gained research interest in recent days (Brakus, Schmit & Zarntonello, 2009; Khan & Rahman, 2015; Zarantonello, & Schmit, 2010). From consumer behavior outlook, Holbrook and Hirschman (1982) first familiarized the concept as experiential marketing. According to them, as a multidimensional construct, experience includes hedonic dimensions such as fun, feelings, and fantasies. Shifting from the analytical and cognitive perspective, their view focused on the holistic view of experiences where rational and emotional aspects that consumers valued were combined (Schmitt and Rogers, 2008).

Brakus, Schmitt & Zarantonello, (2009) first developed and measured the concept brand experience; however, Ortmeyer & Huber (1990) first introduced it in marketing literature. Though they did not clearly define the term "brand experience", but they meant it as consumers' previous brand use experience.

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In marketing literature, the concept experience has appeared in different forms such as product experience (Hoch, 2002), service experience (Carrasco, Sánchez-Fernández, Muñoz-Leiva, Blasco, Herrera-Viedma, 2017; Hui and Bateson, 1991), shopping experience (Kerin, Jain & Howard, 1992; Shende, Mehendarge, Chougule, Kulkarni, & Hatwar, 2017), consumer experience (Tsai, 2005; Wang, He, Barnes, 2017),consumption experience (Holbrook and Hirschman 1982), customer experience (Gentile, Spiller, and Noci, 2007; Homburg, Jozić, & Kuehnl, 2017),and brand experience (Brakus, Schmitt, and Zarantonello, 2009; Chevtchouk, Veloutsou, & Paton. 2017). These terms were used interchangeably by the researchers; nonetheless, brand experience meaning goes beyond only product, service or shopping experience. Different brand experience definitions of different authors, given in Table 2.3, have cleared the matter.

Alba and Hutchinson (1987) assumed that brand experience came from knowledge and familiarity. Product/brand familiarity increases with the increase of expertise of the consumers. The familiarity and expertise are the components of knowledge. Consumers with increase brand familiarity and expertise improve their brand knowledge that ultimately enhances their brand experience. According to Alba and Hutchinson (1987), activities such as seeing an advertisement, seeking information, interacting with a salesperson, purchase, and use were considered as sources from which consumers received knowledge and ultimately become experienced about brands.

Table 2.3

Definition of Brand Experience

Authors and Years	Definitions
Alba and Hutchinson (1987)	Brand experience can be defined as consumers' knowledge and familiarity of toward a brand or a brand category.
Braunsberger and Munch (1998)	Brand experience refers as displaying a relatively high degree of familiarity with a certain subject area, which is obtained through some type of exposure (e.g. a consumer who went through the process of information search, decision making, and product usage would be considered to be experienced).
Schmitt (1999)	Experiences occur as a result of encountering, undergoing or living through a brand that provides sensory, emotional, cognitive, behavioral, relational values and replaces the functional values.
Alloza (2008)	Brand experience can be defined as customers perception of the interaction with the brand such as the brand image shown in advertising, personal contact or the level of quality concerning the personal treatment that the customers receive.
Brakus, Schmitt, and Zarantonello (2009)	Brand experience is conceptualized as sensations, feelings, cognitions, and behavioral responses evoked by brand-related stimuli such as brand design, identity, packaging, communications, and environments.

Likewise, Braunsberger and Munch (1998) also used the term familiarity to define brand experiences. They stated that a brand experience meant brand familiarity which consumers gained from brand purchase process (e.g. information search to

use). They differentiated experience from expertise which Alba and Hutchinson (1987) considered as a part of a brand experience. Braunsberger and Munch (1998) opined that consumers might have brand experience, but they might not be the expert. According to them, brand knowledge came from brand expertise which one gained from training.

Going with the same spirit, Alloza (2008) had the similar opinion with Braunsberger and Munch (1998) and Alba and Hutchinson (1987). He defined brand experience from consumers' perception forming during the interaction with brands whether it may be an advertisement, personal contact or use. The key components and differentiating factors of different brand experience are the face-to-face interaction and quality of the interactions with brands.

The literature on brand experience (e.g. Alloza, 2008; Braunsberger and Munch, 1998; and Alba and Hutchinson, 1987) defined brand experiences from traditional marketing approaches that viewed consumers as a rational decision maker based on functional attributes and benefits. Contrasting with this traditional marketing view of brand experiences, Schmitt (1999) viewed consumers as an emotional human being beside rational aspect of consumers who were looking for pleasurable experiences. Marketers can distinguish consumer experiences through sensory, emotional, behavioral, cognitive, and relational experiences. His definition identified the broader strategic areas of brand experiences for marketers. He included all the aspects consumers can get experienced regarding a brand which was not present in the previous definitions of brand experiences. From this definition, a holistic experiential approach can be assumed. Instead of focusing functional aspect, Schmitt

(1999) emphasized on the behavioral and the relational aspect that may lead to long-term commitment to consumers.

Going with the same line with Schmitt (1999), though he terminated functional value, Brakus, Schmit, and Zarntonello (2009) conceptualized brand experience from both subjective and intimate consumer response that evoked a behavioral response to brand-related stimuli in a different setting. The setting includes the brand consumers consumed, shop for brands or search for brands. Whereas the stimulus are not only attributes of brands, but they are shapes (Veryzer and Hutchinson, 1998), colors (Bellizzi & Hite 1992; Gorn, Chattopadhyay; Meyers-Levy & Peracchio 1995; Yoto, Katsuura, Iwanaga, & Shimomura. 2007), background design (Mandel & Johnson 2002; Moreira, Fortes, & Santiago, 2017), slogans and brand characters (Keller, 1987, 2011; Moreira, Fortes, & Santiago, 2017). They identified four brand experience dimensions as sensory, affective, intellectual, and behavioral. The following section discussed the brand experience dimensions of Smitt (1999) and Brakus, Schmit, and Zarntonello (2009).

2.7 Dimensions of Brand Experience

Product or utilitarian benefits are the prime focus of most of the literature on experience (Sahin, Zehir, & Kitapçı, 2011). The recent brand experience study started with focusing sensory, emotive, and fantasy aspect of consumption experiences of product or services (Hirschman and Holbrook, 1982). The product and service related conceptualization of experience continued until the widely accepted work of Schmitt (1999), who introduced sensory, creative, and affective

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brand experiences (Brakus, Schmitt, and Zarantonello, 2009; Moreira, Fortes, & Santiago, 2017). Brakus, Schmitt, and Zarantonello (2009) identified brand experience dimensions as sensory, affective, cognitive, and behavioral. Experience is considered as a multi-dimensional concept (Tooby & Cosmides, 2000), branding researchers (e.g. Lin, 2015; Brakus, Schmitt, and Zarantonello, 2009; Schmitt, 1997, 1999) also considered brand experience as a multi-dimensional concept. Dimensions of Brakus, Schmitt, and Zarantonello (2009) and Schmitt (1999) were discussed in the following section. This study undertaken the dimensions of Brakus, Schmitt, and Zarantonello (2009) since they first introduced the brand experience concept in branding study and their dimensions were adapted in other studies.

2.7.1 Sense

According to Zarantonello and Schmitt (2010), the sensory dimensionality of the brand experience indicates the stimulation of auditory, visual, gustative, tactile, and olfactory from a brand that focuses on consumers' sense of vision, taste, touch, and smell (Shamim and Butt, 2013). The sense brands appeal to sensory organs such as sight, sound, smell, test, and touch with the aim to create sensory experiences through these organs of consumers (Schmitt, 1999). The overall purposes of sensory branding are to provide excitement, satisfaction, beauty, and aesthetic pleasure (Schmitt, 1999). Sensory branding differentiates companies' product and services that motivate consumers to purchase. For sense branding, managers need a clear understanding of the stimuli that generate the optimal level of arousal of consumers (Schmitt, 1997). The fundamental principle of sense branding is the "cognitive consistency, and sensory variety" that is the appeal must be detectable, new, and

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fresh (Schmitt, 1999). Too much repetition and too much stimulation are annoying to consumers. On the other hand, consumers cannot link too little sensory stimulation of brands (Schmitt, 1997).

Schmitt (1999) in his book 'Marketing Aesthetics: The Strategic Management of Brands, Identify and Image' defined marketing aesthetic as the marketing of sensory experiences that contributed to brand identity. To reach to consumers, marketers create a sense brand applying the aesthetic strategy. The aesthetic strategy consists of style and theme (Schmitt, 1997). Style means the distinctive, consistent, and constant quality of sensory expression which includes material, design, form, color, and other design elements. Whereas the theme conveys the meaning and content of the brand message through brand name, symbol, slogan, jingles or combination of these themes that evoke sensory imagery (Schmitt, 1997). Sensory experiences, therefore, differentiate products and services and convey value to consumers (Schmitt, 1999). Brand managers need to focus on primary attributes, style, and theme to manage senses of consumers.

2.7.2 Feel/ Affective

Feelings are also called affective dimension that includes feelings aroused by the brand to form the emotional attachment with consumers (Zarantonello & Schmitt, 2010). Feelings are emotions and inner feelings of the consumers (Shamim & Butt, 2013). According to the behaviorist psychologists, one of the fundamental principles of life is that people want to feel good and they want to avoid bad feelings (Schmitt, 1999). That is, they tend to avoid pain and seeks pleasures. Feeling well or avoiding

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pain, most of the cases is a normal human behavior. This is like the obsession or hedonic addiction behaviors that occur at the expense of other activities (Schmitt, 1999). Consumers love the brand and the company if they feel well and avoid the company and the brand when they feel bad. Companies can foster strong brand loyalty if their marketing strategies can provide good feelings for consumers consistently (Schmitt, 1999).

Consumers' emotion can be positive or negative. Naturally, feel brands look for positive feelings. Feel brands objective is to create affective experiences with the emotional appeal (Schmitt, 1997) through advertising, products, and names (Schmitt, 1999). The emotional appeal may vary. They may be mild and positive to bring out the strong emotion of enjoyment for non-durable products, and it may create pride for durable products (Schmitt, 1997). Marketers need to work closely with the customers to understand the stimuli that attract their emotion and willingness of consumers to empathy.

2.7.3 Think/ Intellectual

According to the psychologist, people engage in two types of thinking (Guildford, 1956). They are (i) convergent thinking (e.g. narrowing the mental focus to converge for a solution), and (ii) divergent thinking (e.g. expanding the mental focus in different directions). Individual creativity consists of convergent and divergent thinking. Think marketing tries to appeal individual intellect to create problem solving and cognitive experiences that engage consumers' creativity (Schmitt, 1999). Cognitive experiences are different from cognitive structures and processes (Schmitt,

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1997). Cognitive structures are considered from information processing paradigm, whereas, cognitive experience means motivating thoughts that engross consumer creativity.

Think dimension means the capability of brands to employ the convergent and divergent thinking of consumers (Zarantonello & Schmitt, 2010). The think marketing appeals to consumers' convergent and divergent thinking by using surprise, provocation, and intrigue (Schmitt, 1999). The essence of think marketing is to create creative thinking of consumers about the company and their brands (Schmitt, 1999). Think branding is used in a variety of products and services e.g. high-tech consumer products (Schmitt, 1997), retail and communication industry (Schmitt, 1999), fashion and beauty industry (Schmitt, 1999).

2.7.4 Act/ Behavioral

Act dimensions are also called behavioral dimension that means bodily experience, lifestyle and our interactions with the brand (Zarantonello & Schmitt, 2010). Traditional marketing has ignored act experiences. Our physical body not only generates satisfaction and perception, but also a rich source of experiences (Schmitt, 1999). Some act experiences are private as they intimately related to our bodies, whereas, many act experiences occurred public interactions (Schmitt, 1999). Marketing of act experiences depends largely on right products and services, stimulation, and atmospheres. Furthermore, marketing act experiences enrich consumers' life by improving consumers' physical experiences, giving alternative lifestyle and interaction (Schmitt, 1999).

2.7.5 Relate

Relate marketing expands beyond sense, feel, think and act marketing (Schmitt, 1999). Relate means the connection with the society (Schmitt, 1999). Relate marketing relate individual self to broad cultural and social context relate to brands (Schmitt, 1999). Sense, feel, think, and act are sometimes result of relate marketing (Schmitt, 1999). These outcomes are the secondary objective, but the primary objective of relate marketing is to create the relationship between customers and the social meaning of the brand. Relate marketing enhance individual self-improvement desire (Schmitt, 1999). Individuals want to relate their ideal self in future.

2.8 The Empirical Evidence of Brand Experiences Consequences

Brand experiences give consumers deep meaning, build up their trust, increase their willingness to purchase, and ultimately create brand equity (Biedenbach and Marell, 2010). Consumers better understand the brand value proposition when they get the brand experiences (Brakus, Schmitt, and Zarantonello, 2009). When consumers perceive that a brand offers more value, then they become interested to recommend that brand (Ramaseshan & Stein, 2014). In competitive market conditions, brand experiences are used to build a good image in the heart of consumers and increase their loyalty (Yao, Wang, & Liu, 2013). Besides, empirical study (Brakus, Schmitt, and Zarantonello, 2009) provided significant evidence that brand experiences have the meaningful influence on brand personality and loyalty. Furthermore, the brand identification and the brand loyalty also depend on the strength of the brand experience of consumers (Jones & Runyan, 2013; Rahman, 2014). The highest advantages of establishing brand experiences for the companies are high brand value,

greater satisfaction, loyalty, and strong consumer brand relationship (Sahin, Zehir and Kitapci 2011; Yao, Wang, & Liu, 2013).

In recent days, brand experience researches have become popular among academicians and brand practitioners (Brakus, Schmitt, and Zarantonello, 2009) since the brand is considered as a complex symbol that represents values of products and services underlying consumer experiences (Fournier, 1998). A number of constructs were investigated in branding research like brand community, brand trust, brand personality, brand equity, brand community (Thomson MacInns, & Park, 2005; Carroll and Ahuvia, 2006; Aaker, 1997; Delgado-Ballester & Munuera-Aleman, 2001; McAlexander, Schouten, & Koenig, 2002; Keller, 2013). Likewise, both the direct and the indirect effect of brand experience on customer satisfaction and brand loyalty were also studied from branding context with its nature and dimensional structure (Brakus, Schmitt, and Zarantonello, 2009). A list of empirical research found significant result on brand experience was given in Table 2.4.

Sahin, Zehir, and Kitapci (2011) conceptualized brand experience as consumers' subjective responses that were elicited from brand-related stimuli. Their study mainly conducted from the brand relationship perspective. They posited that brand experience was the core element of the relationship of the brand with consumers and the loyalty of brands was the foremost outcome. Sahin, Zehir and Kitapci (2011) revealed that, for durable consumer goods, brand experience was positively related to the brand loyalty. The brand relationship constructs e.g. trust and satisfaction was significant from brand experience perspective in the study. Going beyond the single

Table 2.4

Consequences of Brand Experience

Author	Context	Brand Experiences	Firm's added value	Result
Brakus, Schmitt, and Zarantonello, (2009)	USA	Brand experience	Brand personality, Brand Loyalty	Significant
Khan and Fatma (2017)	India	Brand Experience	Brand Trust, Brand Loyalty, Customer Satisfaction, Word-of-Mouth, Brand Credibility	Significant
Kim (2012)	Korea	Imagery and Feelings Brand Experience	Consume Brand Resonance	Significant
Lee and Kim (2016)	Korea	Brand Experience	Consumer Brand Relationship	Significant
Lin (2015)	Taiwan	Innovative brand experiences: Sensory, Affective, Behavioral and Intellectual	Brand Equity and Satisfaction	Significant
Ramaseshan & Stein (2014)	Australia,	Brand Experience: Sensory, Affective, Behavioral and Intellectual	Purchase (behavioral) Loyalty and Attitudinal Loyalty	Significant

Table 2.4 (Continued)

Author	Context	Brand Experiences	Firm's added value	Result
Sahin, Zehir, and Kitaci, (2011)	Turkey	Brand Experience	Loyalty, Satisfaction and Trust	Significant
Shamim and Butt (2013)	Pakistan	Brand Experience	Consumer Brand Equity	Significant
Shamim, Ghazali, and Albinsson, (2016)	Malaysia	Corporate brand experience: Sensory experience and Intellectual experience	Consumer Value Co creation Behavior	Significant
Trudeau and Shobeiri (2016)	USA	Brand Experience	Consumer brand relationship	Significant

product category of the study of Sahin, Zehir, and Kitapci (2011), Ramaseshan and

Stein (2014) conducted the study on durable, nondurable, and service products. They

considered loyalty from behavioral and attitudinal aspects and found the identical

result as revealed by Sahin, Zehir and Kitapci (2011). For brand relationship

perspective Ramaseshan and Stein (2014) considered trust, attachment, and

commitment. Though the study perspective had the similarity with the study of

Sahin, Zehir, and Kitapci (2011), however, different results were found in the study

of Ramaseshan and Stein (2014). Trust had no meaningful contribution from brand

experience whereas it contributed positively to consumers brand commitment and

brand attachment.

Shamim and Butt (2013) studied brand experience from the brand equity perspective. Previous studies proposed that consumers having positive brand experiences regarding particular brand prefer the brand over others. This proposition made the researchers assumed brand experience had the ability to form consumer-based brand equity (Hulten, 2011; Ratneshwar & Mick, 2005; Zarantenello and Schmitt, 2010). From this ground, the study of Shamim and Butt (2013) examined direct and indirect associations between brand experience and brand equity because, from marketers' point of view, it became important to understand whether brand experience directly or indirectly affected consumers' preference towards brands. Shamim and Butt (2013) revealed that meaningful relationship existed between brand experience and consumer brand equity. Moreover, the relationship became stronger when brand attitude, as well as brand credibility, mediate their relationship.

Similarly, Lin (2015), going beyond the durable product, conducted a study on service industry to find out innovative brand experience influence on consumer brand equity. By innovative service experience, Lin (2015) referred the service consumers regard as new that consumers had not experienced or seen before (Hjalager, 2010). Product up gradation or innovation is the driver for competitive advantages; therefore, branding efforts focus more on features and performance of brands (Liang & James, 2009; Morgan-Thomas & Veloutson, 2013). However, consumers encounter experiences, especially for the service industry, in different settings like when they search for, shops or consume the brand (Brakus, Schmitt, and Zarantonello, 2009). Strategic innovation changes the process companies extract, create, and deliver value to their consumers (Hamel, 2003; Jackob, Tintore, Aguilo,

Bravo & Mulet, 2003). Marketers, in the service industry, are trying to provide innovative service experiences to their consumers to differentiate their service from competitors. From this ground, Lin (2015) conducted the study on innovative service experiences of Airlines industry. The study proved that innovative service experiences influenced consumers to brand equity and satisfaction; different kinds of brand experiences had different effect on brand equity and satisfaction. The study also ensured that innovative brand experiences had the greater influence on brand equity than consumer brand satisfaction.

Kim (2012), on the other hand, attempted to find the relation of brand experiences dimensions (cognitive, affective and behavioral) with Keller's (2013) consumers based brand equity dimensions and tried to find out which directions are directly related to brand resonance. In the study, Kim (2012) conceptualized the brand experience building process from the cognitive, affective and behavioral experience perspective and stated their places in consumer based brand equity model developed by Keller (2013). Kim (2012) proposed consumers brand awareness, brand performance and brand judgment were cognitive experiences, brand imagery and brand feelings were affective experiences, and brand resonance as behavioral experiences. The result of the study of Lin (2015) confirmed the hierarchical composition of cognitive, affective and behavioral experience for the fashion brand. Brand imagery and brand performance had the effect on brand feelings which directly influenced consumer brand resonance. On the other hand, brand judgment had no effect on brand resonance though brand performance had the effect on brand judgment, Brand imagery and brand feelings which were considered as affective

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brand experiences were the vital components of consumer based brand resonance. Marketers should, therefore, focus on multi-sensory hedonic experiences to create brand resonance.

Previous empirical researches, discussed earlier, in brand experience mainly focused on consumer satisfaction, brand equity and loyalty (e.g. Brakus, Schmitt, and Zarantonello, 2009; Lin 2015; Ramaseshan & Stein, 2014; Sahin, Zehir, & Kitaci, 2011). Shamim, Ghazali, & Albinsson (2016) introduced a new concept, consumer value co-creation behavior, in brand experience research. In the traditional view of marketing, consumers were considered as a passive audience in designing, production, and exchange of products and services (Prahalad & Ramaswamy, 2004). The recent marketing trends make consumers more knowledgeable. Companies are interested to increase consumers' consumption experiences and engage them in value creation process. Firms are now moving from traditional view to new business model where consumers co-create unique experiences interacting with the firm (Prahalad & Ramaswamy, 2004). Based on their brand knowledge or other experiences, consumers engage their cognitive decision-making process when they interact with the firm (Payne, Storbacka, Frow, & Knox, 2009). Cognitive thought and abilities involve consumers in knowledge sharing, information search, and decision making that means consumers learn to co-create value on the basis of their experiences (Payne et al., 2009). Experiences, therefore, is the central part of the value co-creation process (Ramaswamy, 2011).

Realizing the significance of experience in co-creation of value, Shamim, Ghazali, & Albinsson (2016) revealed that corporate brand experience influenced consumer

value co-creation behavior. Corporate brand experiences influence consumer value co-creation behavior through consumer value co-creation attitude. This finding urged that brand managers should give due importance in corporate branding to enhance consumers' corporate brand experience. Moreover, the study of Brakus, Schmitt, and Zarantonello (2009) also provided support that brand experience positively effect, besides customer satisfaction and loyalty, brand personality. Besides all these, the latest study of Trudeau and Shobeiri (2016) brought important insight brand experience study as it showed that brand experience was meaningful for strengthening consumer brand relationship. Though the study of Trudeau and Shobeiri (2016) conducted on single product category such as different cosmetics brand. However, the study could be taken as to generalize the significance of brand experience in strengthening CBR since it included different ethnic community people of the USA such as French-Canadian, English-Canadian, French-French, African, American, Maghreb, Middle Eastern and others community people of America in the study.

2.9 Definition of Brand Personality

Brands have personalities as like person (Ferrandi, Merunka, Valette-Florence & Barnier, 2002; Milas & Mlačić, 2007). Product attributes represent the utilitarian function of brand where brand personality represents self-expressive or symbolic functions of the brand for consumers (Keller, 1993). The brand personalities depend not solely on their physical characteristics of brands but also other factors such as brand image, advertising, country of origin and so on. Brand personality studies have confirmed that different consumers view different brands possessing different

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Table 2.5

Definition of Brand Personality

Authors and Years	Definitions
Alt & Griggs (1988)	The extent to which consumers perceive a brand to possess various human characteristics or traits.
Batra, Lehmann & Singh (1993)	Brand personality means the way a consumer perceives the brand on dimensions that capture a person's personality-extended to the domain of brands
Goodyear (1993)	Brand personality characteristics associated with nature or with living creatures that are projected onto the brand.
Triplett (1994)	Brand personality reflects customers ' emotional response to a company and its product.
Blackston (1995)	Brand Personality - the type of 'human' characteristics with which the brand is endowed.
Gordon (1996)	A metaphor for the emotional relationship that exists between a consumer and a brand.
Aaker (1997)	Brand personality is the set of human characteristics associated with a brand
Patterson (1999)	The consumer's emotional response to a brand through which brand attributes are personified and used to differentiate between alternative offerings.
Plummer (2000)	The characterizational aspects of brands such as old-fashioned or lively or exotic are called the brand personality.
Keller (2013)	Brand personality refers the personality traits and human value appears to a brand.

personalities (e.g. Karande, Zinkhan & Lum (1997); Plummer, (2000), Siguaw, Mittila & Austin (1999). Though the brand personality concept is very familiar among practitioners and academicians, however, there is a lack of common consensus among them regarding the definition of the concept (Aaker & Fournier, 1995; Patterson, 1999). Brand personality definitions of different authors are given in Table 2.5.

Blackston's (1995) definition of brand personality came from brand meaning as he suggested brand personality was considered as a dimension of brand equity with brand salience and brand association. On the other hand, Plummer (2000) proposed brand personality was the element of brand image beside the other two elements as physical attributes and functional characteristics. Brand personality represents symbolic meanings of brands which are purely resulting from brand characterization. The characterization comes from marketers' communication.

Gordon (1996) considered brand personality as the metaphor of emotion between consumers and brands. This emotional aspect is also supported by the Patterson (2000). Analyzing the definitions of the various authors, the researcher has found two aspects of brand personality definition. One aspect focuses on brand personification and another aspect focuses on the emotional response of consumers to brands. Patterson (2000) integrated both the aspect of his definition of brand personality.

Batra, Lehmann, and Singh (1993) considered human and brand personality and attributed as a pattern of traits. Batra, Lehmann, and Singh (1993) suggested using

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these trait approaches in brand personality measurement. Traits mean distinguishable and relatively consistent way one person differs from others (Guilfors, 1973, as cited in Batra, Lehmann & Singh, 1993). According to this approach, people are classified, or scale is developed on the basis of different traits in everyday language. Numerous studies (e.g. Eysenck & Rachman, 1973; Digman, 1990) was based on the trait-based approach.

The most popular and widely accepted definition of brand personality was given by Aaker (1997) (Freling & Forbes, 2005b). Contrasting with only the utilitarian function of the brand by brand personality, Aaker (1997) meant symbolic and self-expressive functions of brands. The symbolic expression of brands is possible because consumers instill human characteristic and traits which Gilmore (1919) termed as 'animism' with brands. Consumers consider the brand as a celebrity (Rook, 1985) and recount to their own self (Fournier, 1994). Researchers (e.g. Malhotra, 1988; Sirgy, 1982) suggested that the higher the congruence between consumers and brands the higher the chance for their brand preference. Consumers directly or indirectly form their perception regarding the brand personality traits. Consumers directly associate the brand personality traits with CEO, employee or endorsers. On the other hand, consumers also indirectly associate the brand personality traits such as brand name, logo, product category associations, product attributes, price etc. (Batra, Lehman, & Singh, 1993). Researchers incorporated demographic characteristics such as age, gender, class as personality traits (Levy, 1959).

All these definitions of brand personality have appeared in the literature exhibiting conceptual agreement on brand personality meaning (Freling & Forbes, 2005b). According to them, all the authors agreed on a point to portray brand personality using human descriptors. Another common consensus among the authors was that, like people, brand possess distinctive personalities that made the brand different in consumer mind (Plummer, 1985), and this shaped their preference for the brand (Freling & Forbes, 2005b).

2.10 Dimensions of Brand Personality

The first personality study was attributed to McDougall (1932) where he specified the meaning of "character" and "personality". McDougall (1932) first classified the personality into five distinguishable dimensions namely (i) intellect, (ii) character, (iii) temperament, (iv) disposition and (v) temper. These dimensions are very complex and comprise of many variables (Digman, 1990). The series of study, by Cattell (1943, 1946 and 1948), identified sixteen primary and eight second-order factors of human personality. Later, subsequent replication of studies by Fiske, (1944); Tupes, (1957) found an unsuccessful result of Cattell's dimensions, but five factor model of McDougall (1932) provided positive result. Tupes and Christal (1961) reanalyzed the study of Cattell and Fiske and found strong positive support for five factors such as (i) emotional stability, (ii) surgency, (iii) dependability, (iv) agreeableness (v) culture. Later studies by Borgatta, (1964); Norman (1963); Smith (1967) corroborated the five-factor models developed by Fiske (1949) and Tupes and Christal (1961). The study of Tupes and Christal (1961) was in obscure as it was published as an AirForce technical report in the USA. Among these studies,

Noramn's (1963) five factors became more popular because he identified five stable personality factors (Barrick & Mount, 1991). These five factors were widely accepted in the literature and became popular as "Big Five" or "Norman's Big Five".

Table 2.6

Norman's (1963) Personality Dimensions Based on the Findings of Tupes and Christal (1958)

Dimensions	Traits/Scales	
	Pole-A	**Pole-B**
Extroversion or Surgency	Talkative	Silent
	Frank, Open	Secretive
	Adventurous	Cautious
	Sociable	Reclusive
Agreeableness	Good-natured	Careless
	Not Jealous	Jealous
	Mild, Gentle	Headstrong
	Cooperative	Negativistic
Conscientiousness	Fussy, Tidy	Careless
	Responsible	Undependable
	Scrupulous	Unscrupulous
	Persevering	Quitting, Fickle
Emotional Stability	Poised	Nervous, Tense
	Calm	Anxious
	Composed	Excitable
	Not Hypochondriacal	Hypochondriacal
Culture	Artistically Sensitive	Artistically Insensitive
	Intellectual	Unreflective, Narrow
	Polished, Refined	Boorish
	Imaginative	Direct

Table 2.7

Aaker's (1997) Personality Traits

Factor Name	Facet Name	Traits
Sincerity	Own-to-earth	Down-to-earth
		Family-oriented
		Small-town
	Honest	Honest
		Sincere
		Real
	Wholesome	Wholesome
		Original
	Cheer	Cheerful
		Sentimental
		Friendly
Excitement	Daring	Daring
		Trendy
		Exciting
	Spirited	Spirited
		Cool
		Young
	Imaginative	Imaginative
		Unique
	Up-to-date	Up-to-date
Competence	Reliable	Independent
		Contemporary
		Secure
	Intelligent	Intelligent
		Technical
		Corporate
	Successful	Successful
		Leader

Table 2.7 (Continued)

Factor Name	Facet Name	Traits
		Confident
Sophistication	Upper class	Upper class
		Glamorous
		Good looking
	Charming	Charming
		Feminine
		Smooth
Ruggedness	Outdoorsy	Outdoorsy
		Masculine
		Western
	Tough	Tough
		Rugged

Aaker (1997) developed the brand personality dimensions and measurement scale from the scale used by marketers and academicians, psychologist and qualitative researchers (Barrick & Mount, 1991). The "Big Five" scales developed by Norman (1963); Tupes and Christal (1958), Big Five Prototypes by John (1990), and works of academicians like Alt and Griggs (1988); Malhotra (1981); Plummer (1985); Batra, Lehman and Singh (1993), and other personality research study were considered in developing brand personality dimensions by Aaker's (1997). From these early researches on brand personality, 309 brand personality traits were identified by Aaker (1997), then the factor analysis result produced five dimensions of brand personality, namely (i) sincerity, (ii) excitement, (iii) competence, (iv) sophistication and (v) ruggedness.

In Big Five personality framework, factors were broad. For this reason, many psychologists (e.g. Church & Burke, 1994; McCrae & Costa, 1989) developed different 'facets' under each factor that incorporated related traits. These traits ensured the depth and breadth of the personality framework and established the similarities and differences of the alternative of Big Five personality concepts. Aaker (1997) identified fifteen representative facets included under five dimensions i.e. four under sincerity and excitement each, three under competence, and two under sophistication and ruggedness each. These fifteen facets included total forty-five traits, but later test-retest reliability confirmed forty-two representative traits.

Compare to Norman's (1963) Big Five human personality, three personality dimensions were found similar in Aaker's (1997) brand personality dimensions. These were agreeableness and sincerity, extroversion and excitement, sociability and conscientiousness. Sophistication and ruggedness, the other two dimensions, had the individuals' desire but did not find similarity with Norman's (1963) Big Five human personality. Aaker (1997) suggested one reason for lack of support for self-congruence where consumer and brand personality were matched at the aggregate level.

Caprara, Barbaranelli, and Guido (2001) criticized trait-based approach of Aaker's (1997) brand personality approach. Aaker studied 37 brands of different categories, investigated 114 traits and proposed five-factor of brand personality. He failed to define how the adjectives were compiled to measure personality traits. The study was strengthening by using exploratory, confirmatory factor analysis and later

Table 2.8

*Similarities between Norman (1963) Human Personalities and Aaker (1997) brand
Personalities*

Norman (1963) dimensions	Aaker (1997) dimensions	Traits
Agreeableness	Sincerity	Warmth and acceptance
Extroversion	Excitement	Sociability, energy, activity
Conscientiousness	Competence	Encapsulate, responsibility, dependability, security

replicability analysis. Caprara, Barbaranelli, and Guido (2001) stated it was
questionable to encode the primary features of brands as traits and stated by using
single words, as considered in human traits (Caprara, Barbaranelli, & Guido, 2001).
Moreover, only three factors of Big Five personality were found similar in Aaker
study.

According to Caprara, Barbaranelli, and Guido (2001) personality metaphor is
appropriate for brands. Marketers need to confirm that adjectives corresponding to
the factors are same in describing personalities of brands when shaping and
reinforcing features of the brands. The traits and markers should not only be valid to
describe human personality but also fit best to describe the brand personality that is
the intention of marketers. From this perspective, they used the Big Five Model of
human personality of Goldberg (1990) to determine the markers applied to human
personality that were applicable to brand personality.

Caprara, Barbaraneli, and Guido (2001) argued psycholexical approach was a superior method of identifying consumers' perception of brand personality. Within the framework of psycholexical approach, Goldberg (1990) developed the Big Five

Table 2.9

Brand Personality Dimensions of Caprara, Barbaraneli, & Guido (2001)

Dimensions/ Factors	Adjective used for assessment of human/brand personality
Extroversion	Active, competitive, dominant, energetic, happy lively, resolute, strong
Agreeableness	Affectionate, altruist, authentic, cordial, faithful, generous, genuine, loyal
Conscientiousness	Conscientious, constant, efficient, precise, productive, regular, reliable, scrupulous
Emotional stability	Calm, level-headed, light-hearted, patient, relaxed, serene, stable, tranquil
Openness/ culture	Creative, fanciful, informed, innovating, modern, original, recent, up-to-date

Model to examine the language of personality (Caprara, Barbaraneli, & Guido, 2002). In this approach, prime focus was given on human personality describing nouns and adjectives as these words become the part of the vocabulary in persons' everyday life and transmitted from generation to generation. These nouns and adjectives of a language became the descriptor of personality characteristics and they were essential for the development and maintenance of human social relations (Caprara, Barbaraneli, & Guido, 2001). Scanning thousands of traits from different

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personality literature, he conducted factor analysis and revealed Big Five personality dimensions and traits. These are (i) extraversion or surgency, (ii) agreeableness, (iii) conscientiousness, (iv) emotional stability, and (v) culture. These dimensions are associated with numbers of traits presented in Table 2.9.

Table 2.10

Brand Personality Dimensions used in Different Studies

Author	Country	Big Five like Dimensions	Other Dimensions
Aaker (1997)	USA	Sincerity, Excitement, Competence	Sophistication, Ruggedness
Aaker, Benet-Martinez, and Garolera (2001)	Japan	Sincerity, Excitement, Competence, Peacefulness	Sophistication
Caprara, Barbaranelli, and Guido (2001)	Italy	Marker-1 (Agreeableness, Emotional Stability) and Marker-2 (Openness, Conscientiousness, Extraversion)	
Clemenz, Brettel, and Moeller (2012)	Germany	Responsibility, Activity, Emotionality, Agreeableness	Simplicity
Kim, Han, and Park (2001)	Korea	Sincerity, Excitement, Competence	Sophistication, Ruggedness
Maehle, Otnes, and Supphellen (2011)	Norway	Sincerity, Excitement, Competence,	

Table 2.10 (Continued)

Author	Country	Big Five like Dimensions	Other Dimensions
		Sophistication, and Ruggedness	
Su and Tong (2016)	USA	Attractive, Practical, Rugged, Flexible, Friendly, Honest	

Going with the same line, Caprara, Barbaraneli, and Guido (2001) applied Goldberg's (1990) Big Five model in their study to determine the brand personalities. In the study. they selected 40 adjectives (Table 2.9) under Big Five dimensions from a list of 500 traits identified from the literature. Twelve different brand personalities were investigated along with human personality under the Big Five framework. Analysis revealed that human personalities were similar as hypnotized in the Big Five model. On the other hand, for brand personality, five factors personality was not found similar in describing brand personality, but the hierarchical organization of personality traits supported two-trait solution. These were (i) Agreeableness and Emotional Stability and (ii) Extraversion and Openness. The replicability analysis also confirmed that replicability coefficients were high for these two factors.

Many studies were conducted to identify the Big Five brand personality dimensions (Geuens Weijters & DeWulf, 2009). Researchers (e.g. Aaker, Benet-Martinez, & Garolera, 2001; Choi, Ok, & Hyun, 2017; Kim, Han, & Park, 2001; Tong, Su, & Xu, 2017) replicated the brand personality structure of Aaker (1997) in the study. Other researchers (e.g. Caprara, Barbaranelli, & Guido, 2001; Clemenz, Brettel, & Moeller,

2012; Su & Tong, 2016;) also conducted brand personality study with variations and they did totally not replicate Big Five structure. These studies used Big Five items and later identified dimensions resembled with Big Five personality dimensions (Geuens Weijters & DeWulf, 2009).

2.11 Empirical Evidence of Brand Personality Consequences

As a well-accepted concept, brand personality, both academicians and practitioners have acknowledged its importance in the role of persuasion (Sung & Kim, 2010). Consumers sometimes face difficulties to differentiate brands from different competitors based on the physical features (Sung & Kim, 2010). At the symbolic level, researchers argued that BP works as an effective tool of brand differentiation from competitors' brand (e.g. Biel, 1993; Plummer, 1985). The emotional and the symbolic value are evident (Aaker, 1997; Choi, Ok, & Hyun, 2017; Tong & Su, 2014) because the BP notion uses human characteristics to depict brands (Freling & Fobers, 2005a; Choi, Ok, & Hyun, 2017; Geuens, Weijters, & De Wulf, 2009; Chung, & Park, 2017; Maehle, Otnes & Supphellen, 2011). Moreover, from previous studies (e.g., Belk, 1988; Chung, & Park, 2017; Escalas & Bettman, 2005) it was accepted that consumers communicate and strengthen their self-concepts using brands. Brand personality is the key driver for brand preference and positive consumer attitude toward brand (Biel, 1993). Further, BP also works as determining factor of the brand equity, and an effective tool of strengthening CBR (Sung & Tinkham, 2005). Due to its importance, researchers become interested to test its practical significance. The studies found significant results was given in Table 2.11.

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Sung and Kim (2010) conducted a study using Aaker's (1997) personality scales in three distinct categories of product (apparel, watch and perfume) in US market. They found that sincerity aspect BP had the effect on both band trust brand affect which indicated that sincere BP should have considered as an antecedent of brand trust (Altman & Taylor, 1973; Chaudhuri & Holbrook, 2001). Nonetheless, the effect of competent brand personality on brand effect was more than brand trust.

On the other hand, Su and Tong (2016) tried to develop a reliable scale for measuring BP for particular brand category (denim jeans) using Aaker (1997) scale

Table 2.11

Empirical Evidence and Consequences of Brand Personality

Author	Context	Brand Personality	Firm's added value	Result
Chung and Park (2015)	UK, Germany, and France	Brand Personality	Loyalty	Significant
Clemenz, Brettel, & Moeller (2012)	Germany	Brand Personality: Responsibility, Simplicity, Emotionality, Aggressiveness & Activity.	Perceive Quality	Significant
Freling and Forbes (2005b)		Brand Personality	Brand association, Congruence and Positive evaluation	Significant

Table 2.11 (Continued)

Author	Context	Brand Personality	Firm's added value	Result
Kim, Han, and Park (2001)	Korea	Attractiveness of brand personality	Word-of-mouth	Significant
Mabkhot, Salleh and Shaari (2016)	Malaysia	Brand personality	Satisfaction and Loyalty	Significant
Nikhashemi, Valaei and Tarofder (2017)	Malaysia	Brand Personality	Customer Satisfaction, Brand Identification	Significant
Ramaseshan and Taso (2007)	Singapore,	Brand Personality: Sincerity and Excitement	Perceived Quality	Significant
Su and Tong (2016)	USA	Attractive, Practical, Flexibility Attractive, Flexible,	Satisfaction Loyalty	Significant
Sung and Kim (2010)	USA	Sincerity, excitement, competence, sophistication, and ruggedness	Brand Trust and Brand Affect, Brand Loyalty	Significant
Tong, Su & Xu (2017)	USA	Brand personality	Trust and Commitment	Significant

as it was widely used. In addition of Aaker's (1997) 42 brand personality traits, their result confirmed 51 BP traits under six dimensions (attractive, practical, ruggedness, flexible, friendly, and honest) for denim jeans brands. The additional traits theycollected from the related product category personality literature. Four dimensions (attractive, ruggedness, friendly, and honest) were congruent with Aaker's (1997) personality dimensions. Newly appeared dimensions, practical and flexible, for denim jeans, indicated comfort and performance. The results showed that all dimensions did not contribute to consumers' satisfaction and loyalty. Attractive, practical, and flexible personality dimensions were the positive contributor to consumers' satisfaction while attractive and friendly dimensions have the effect on brand loyalty. However, friendly and honest dimensions had significant contribution neither on satisfaction nor on loyalty. Rugged dimension had the strong negative influence on consumer satisfaction.

Previous research indicated that BP dimensions were more suitable for a single product category (Leonard & Katsanis, 2013; Maehele, Otnes, & Supphellen, 2011). From this consideration, Chung and Park (2015) conducted brand personality study from the cross-country perspective. They considered different brands of cellule phone (Apple, Samsung, Nokia and Sony) from UK, France and German perspectives to identify the predictive role of BP on brand loyalty. The study showed that different brands having different personalities had varying levels of positive influence on brand loyalty. Among the five personality dimensions of Aaker's (1997), in the European market, competent, sophistication, and exciting brand personalities were more influential.

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Going beyond the consequences of quality of brand personality, Ramaseshan & Taso (2007) studied the effect of brand personality on the perceived quality. The result of the study provided partial support as excitement and sophistication dimensions had a strong influence on perceived quality. The study proved that the effect of brand personality on the perceive quality was high for the symbolic and experiential brand. On the other hand, as Aaker's (1997) scales were criticized by few academicians, Clemenz, Brettel, and Moeller (2012) used Geuens, Weeijters and Wulf's' (2009) scale of BP in studying the predictive capacity of BP on perceived quality as well. The study showed the positive influence of BP dimensions on consumers' perceived quality except for simplicity dimension. Simplicity had the negative influence on the perceived quality as simplicity had the negative effect on consumer attitude (Geuens Weijters & DeWulf, 2009). These studies ensured that besides traditional tools like price, brand name, guarantee, brand personality was also an important cue to indicate brand's perceived quality to consumers.

Freling and Forbes (2005b) distinguished the brand personality concept from brand identity and brand image; empirically tested the effect of brand personality. The consumers who were exposed to brand personality information had the more favorable brand attitude than those who had not shown brand personality information. The result showed that strong, favorable brand personality was the causes of brand association and favorable brand evaluations. This indicates that developing a distinctive brand personality enriches brand equity.

Brand personality is created from both tangible and intangible elements like user imagery, the emotional value of brand, brand identity, the imagery of origin and

buying experiences (Wee, 2004). Brakus, Schmitt, and Zarantonello (2009) empirically found a positive influence of brand experience on BP. Similarly, electronic customer relationship management (ECRM) is also a major contributor to formation of brand personality (Shahin, Gharibpoor, Teymouri and Iraj, 2013).

However, non-significant and mixed results came out for brand personality and CBR. Louis and Lombart (2010) found a non-significant result for charming, ascendant and introvert types of personality with brand relationship dimensions of trust, attachment, and commitment in European country French. Similarly, the study of Lee and Kang (2013) also supported the study of Louis and Lombart (2010) since they found sophisticated brand personality was a non-significant predictor of CBR. Whereas cross-country study of Chang and Chien (2006) from Asian context such as Shanghai, China and Taipei, Taiwan found a mixed result for the coffee chain store brands. Brand personality predicted CBR significantly in Shanghai where it was non-significant in Taipei. Therefore, it is clear from the above discussion that brand personality bears different results from different consumer group for different brands.

2.12 Definitions of Customer Relationship Management

During the 1990s, the concept of CRM appeared among the information technology (IT) experts and the vendors' community (Payne & Frow, 2005). They often described it as technology-based customer solutions. Interestingly, many academicians interchangeably use the term "relationship marketing" and "customer relationship management" (Parvatiyar and Sheth, 2001). CRM mainly refers the

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Table 2.12

Definitions of Customer Relationsip Management

Authors and Years	Definitions
Kutner and Cripps, (1997)	CRM is data-driven marketing.
Glazer (1997)	CRM attempts to provide a strategic bridge between information technology and marketing strategies aimed at building long-term relationships and profitability. This requires "information-intensive strategies"
Hobby (1999)	CRM is a management approach that enables organizations to identify, attractive, and increase retention of profitable customers by managing relationships with them.
Couldwell (1999)	CRM involves using existing customer information to improve company profitability and customer service.
Peppers, Rogers, and Dorf (1999)	CRM can be viewed as an application of one-to-one marketing and relationship marketing, responding to an individual customer on the basis of what else is known about that customer
Gosney and Boehm (2000)	CRM includes numerous the company aspects, but the basic theme is for the company to become more customer-centric. Methods are primarily Web-based tools and Internet presence.
Swift (2000)	CRM is an enterprise approach to understanding and influencing customer behavior through meaningful communication to improve customer acquisition, customer retention, customer loyalty, and customer profitability

Table 2.12 (Continued)

Authors and Years	Definitions
Khanna (2001)	CRM is an e-commerce application.
Stone and Woodcock, (2001)	CRM is a term for methodologies, technologies, and e-commerce capabilities used by companies to manage customer relationships
Parvitiyar and Sheth, (2001)	CRM is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer
Buttle, (2001)	CRM is about the development and maintenance of long term, mutually beneficial relationships with strategically significant customers
Singh and Agarwal, (2003)	CRM is an enterprise wide initiative that belongs in all areas of an organization.
Demo and Rozzett (2013)	CRM is referred as better understanding the way customers' need can be meet by providing high value product and services to develop long-term and profitable customer relationship.

solution of technological context which is called "information-enabled relationship marketing" by Ryals and Payne (2001). Zablah, Beuenger, and Johnston (2004) proposed CRM as an offspring of relationship marketing. Different views of authors are given in Table 2.12.

Authors and practitioners defined and described CRM differently providing different viewpoints (Triznova, Matova, Dvoracek, & Sadek, 2015). One stream of definition

(e.g. Khanna, 2001) equated CRM with technology. This was incorrectly equated (Reinartz, Krafft, and Hoyer, 2004). This was the narrow viewpoint of CRM and one of the reasons for CRM failure (Kale, 2004). Kutner and Cripps, (1997) also fall in this category though their view was broader than Khanna (2001).

The other stream of research defined CRM from the strategic and holistic approach. This included the definition of Glazer (1999), Swift (2000), Buttle (2001), and Singh and Agrawal (2003). According to swift (2000), in most of the definition of CRM 'relationship' is the main key term. Companies claim they form relationship with customers but most of their contact is transactional. In order to form the relationship, two-way integrated and managed communication are required with detail transactional, historical data. From this perspective swift (2000) defined CRM was an interactive process that transformed customer information to build up customer relationship. Technologies are used to transform data in a useful format that helps quick management decision making. This empowers marketing and sales functions, customer contract personnel, and management employee providing better business intelligence regarding their customers.

CRM was greatly misunderstood by marketing practitioners and wrongly presented by software houses (Buttle, 2001). Fundamentally, strategic aspect of CRM was missing in the front office or back office services of the companies. As a sophisticated tool, CRM has the potential to combine the business processes for strategically significant customers. CRM decisions affect not only on marketing but also on sales, customer service, operations, HR, IT and finance. Singh and Agarwal (2003); Buttle (2001) also agreed on this point that CRM was an enterprise-wide

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functions. In addition, Buttle's (2001) definition focused on strategic aspects (which customers should the company select, what product best serve the customers, and how should the company serve the market) that CRM can best serve. Whereas, Glazer's (1997) definition proposed to omit the historical separation between IT and marketing to form a new structure. Glazer (1997) focused to bridge between these two strategies based on information-intensive strategies for building long-term customer relationship. Information intensive strategies take places in mass customization for customers, yield management for the companies, event-oriented prospecting, capturing the customers, virtual company or extended organization, and manage by wire. To select information intensive strategy, four factors should be considered as external environment, relative cost associated with strategies, customers' response and information processing capacity of firms. Furthermore, Singh and Agarwal (2003) highlighted the embracement of all functions at all levels in their definition from customer driven business management perspective. Customer oriented CRM implementation may change the organizational structure and the role of individuals. The present study adapted the definition of Demo and Rozzett (2013). The following section discussed different dimensions of CRM.

2.13 Dimensions of Customer Relationship Management

CRM is relatively a new area of study and CRM as a multi-dimensional concept is also new (Mohammed & Rashid, 2012). CRM mainly comprises of four dimensions (Sin, Tse, & Yim, 2005; Yim, Anderson, Swaminathan, 2005). Few authors (e.g. Abdullateef, Mokhtar, Yusuf, 2010b ; Akroush, Dahiyat, Gharaiben, Abu-Lial, 2011; Sin, Tse, & Yim, 2005) studied on CRM dimensions and they identified four

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dimensions of CRM such as (i) Key customer focus (ii) Knowledge management (iii) CRM organizations and (iv) technology-based CRM. These dimensions are discussed below:

2.13.1 Customer Orientation

Researchers have been using different marketing concepts such as customer orientation, market orientation, customer focused-organization, market-driven firms to portray different organizational orientations that develop strategies to best serve the customers' needs (Dean, 2007; Johlke & Iyer, 2017; Lukas & Ferrell, 2000; Narver and Slater, 1990; Yueh, Lee, & Barnes, 2010; Yusuf, Chin, Dawei, Xiuli & Choon, 2017). Over the years, these concepts vary in marketing practices and theories (Abdullateef, Mokhtar, Yusuf, 2010b). The key theme of customer orientation is that it selects key customers' needs and provides customized/personalized product or services to meet their expectations (Sheth, Sisodia & Sharma, 2000; Ryals & Knox, 2001). However, different authors have described it differently as Kohli Jaworski and Kumar (1993) suggested customer orientation was the behavioral components of market orientation programs besides inter-functional coordination and competitor orientation programs. Moreover, academicians and practitioners argued that there was no established distinction between market and customer orientation (Kholi & Jaworski, 1990). They are used interchangeably (Blocker, Flint, Myers & Slater, 2011; Camino & Ayala, 2004; Kholi & Jaworski, 1990; Kohli Jaworski and Kumar, 1993; Lukas and Ferrell, 2000; Narver and Slater, 1990).

However, customer orientation is an essential factor for successful implementation of CRM (King & Burgess, 2008). Previous studies showed that good customer-oriented behavior influenced positively the organizational performance (Kim, 2008; Yilmaz, Alpkan & Ergun, 2005). Customer oriented behavior increases customer satisfaction and loyalty (Mohammed & Rashid, 2012). Especially for the service industry, customer-oriented behavior has a great impact on firm performance (Kim, Lee & Yoo, 2006; McNaughton, Osborne & Imrie, 2002; Sin, Tse, & Yim, 2005).

Payne and Frow (2006) proposed the cross-functional approach to deliver customer values that enable an organization to be customer oriented. Rather than individual's isolated and uncoordinated contribution to organizational functions, the cross-functional approach provides a means to link customers with organizations (Webster, 2002). This process should be guided by performance objectives supporting the customer needs (Ostroff & Smith, 1992).

2.13.2 CRM Organization

For customer-oriented behavior, organizations need to be developed proper working conditions for its employee, equipped with modern tools and technologies (Mohammed & Rashid, 2012). Researchers also stated that CRM cannot achieve success though it acclimatizes customer oriented approach and installs advanced technology unless these are organized and integrated (Sin, Tse, & Yim., 2005; Yim, Anderson, Swaminathan, 2004). Moreover, only technological quality or system does not ensure CRM success, however, effective service concept and suitable operational procedures are essential (Ku, 2010). Active participation of employees in

organizational procedures are essential for CRM success as well (Blocker, Flint, Myers, & Slater, 2011; Boulding, Staelin, Ehret, & Johnston, 2005; Payne, 2006; Tamilarasan, 2011). Therefore, CRM organization is essential for firms so that they can accommodate necessary changes in their business process for their customers and employees (Sin, Tse, & Yim., 2005; Yim, Anderson, Swaminathan, 2004).

The Objective of CRM organization is to internalize the values that facilitate customer orientation within organizational culture and structure to fulfill organizational needs (Akroush et al., 2011). Akroush et al., (2011) also suggested that organizations could achieve their goal through the team-based structure. Team-based structure approach to high-level of coordination and integration among different areas of the organization for creating value to customers (Akroush et al., 2011). This structure includes process team, customer focused team, and cross-functional team (Brown & Coopers, 2000; Sheth, Sisodia, & Sharma, 2000; Ryals & Knox, 2001; Sheth & Sisodia, 2002).

CRM organization successfully integrates all resources like culture, policies, the structure of organizations and marketing capabilities (Mohammed & Rashid, 2012). CRM also affects marketing decisions e.g. pricing, distribution, brand decision, and communication decision (Richards & Jones, 2008). Previous research ensured that CRM had the positive impact on marketing and financial performance (Ata & Toker, 2012; Akroush et al., 2011; Mohammed, Rashid, & Tahir, 2014; Sin, Tse, & Yim., 2005), customer retention (Yim, Anderson, Swaminathan, 2004).

2.13.3 Knowledge Management

Knowledge management generally means capturing, integration, manipulation, and dissemination implicit and explicit data and information to companies internal and external stakeholders (Finnegan & Currie, 2010; Sin, Tse, & Yim., 2005). According to the knowledge based view, knowledge management has two primary functional dimensions as knowledge creation and knowledge utilization (Grant, 1996; Zahra & George, 2002). These functional dimensions are associated with CRM because it acquires and analyze information collecting from customers and transform this information into knowledge that enhance the performance of business (Peppard, 2000; Sheth, 2000; Mohammed, Rashid, & Tahir, 2014; Yim, Anderson & Swaminathan, 2004; Sin, Tse, & Yim., 2005; Parvatiyar & Sheth, 2001; Payne & Frow, 2006). The knowledge management activities also echoed in CRM because it captures information regarding customers need and wants, build the mechanism to share the knowledge of customers to facilitate actions (Sin, Tse, & Yim., 2005).

This is evident in the literature that success of relationship marketing largely depends on customer information collection and developing personalized offerings based on the customer information (Sigala, 2005; Yueh, Lee, & Barnes, 2010; Finnegan & Currie, 2009; Dean, 2007; Eid, 2007). Furthermore, without wide knowledge, an organization cannot remain competitive in the market (Mohammed & Rashid, 2012). In this regard, effective knowledge management ensures organizational success in building customer relationship that impacts positively on organizational performance (Akroush et al., 2011; Sin, Tse, & Yim, 2005; Abdulateef, Mokhtar & Yusoff, 2010a; Yim, Anderson, Swaminathan, 2004).

2.13.4 Technology Based CRM

For the success of CRM performance, accurate data are essential (McNally, 2007; Sin, Tse & Yim, 2005; Yim, Anderson, Swaminathan, 2004). In CRM perspective, technologies are essential as they enrich company intelligence performance (Abdulateef, Mokhtar & Yusoff, 2010qa; Kyootai & Kailas, 2007; Yueh, Lee, & Barnes, 2010). The implication of technology in CRM is vast as it not only collects, analyzes, and disseminates both current and future customers data but also improves employees' ability to respond individual customers' needs and request (Finnegan & Currie, 2009; Kyootai and Kailas, 2007; Sin, Tse, & Yim, 2005; Yueh, Lee, & Barnes, 2010). Therefore, CRM enables attracting and retaining customers.

The greatest advantage of technology in CRM is that it enables mass customization through web enable application, automation of marketing, sales and customer service activities, contact centers, and customer information system (Chen & Lin (2010); Dean, 2007; McNally, 2007; Wang, Huang, Yim, Anderson, & Swaminathan, 2005). It is evident that the technology has been playing a significant role in relationship management assisting the employee at the contact point and adopting customer-centric programs (Finnegan & Currie, 2009; Abdulateef, Mokhtar & Yusoff, 2010a; and Sin, Tse, & Yim., 2005).

2.13.5 Unidimensional CRM

Akroush et al., (2011) used four dimensions of CRM measurement to find its impact on implementation in business performance. They interviewed 18 insurance companies and top executives of 12 banks who were directly involved in CRM

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implementation and performance assessments in Jordan. Mohammed & Rashid (2012) developed a conceptual model to explore whether the performance of hotel depends on the dimensions of CRM. They theoretically found out that four dimensions of CRM had linkage with the performance of hotel which was mediated by marketing capabilities. Furthermore, Abdullateef, Mokhter, and Yusoff (2010a) also explored CRM dimensions to find out its impact on call center performance. Detail reviewing of industry report and academic literature, they suggest four dimensions which were validated by industry experts. They proposed a conceptual framework showed that CRM dimensions were linked with call center performance which was validated by qualitative research. Later, Abdullateef, Mokhter, & Yusoff (2011b) in their empirical study proved that technology-based CRM, one of the dimensions of their earlier conceptual framework, had a positive impact on call resolution and perceived service quality.

Major support from literature (e.g. Mohammed & Rashid, 2012; Abdullateef, Mokhtar, Yusuf, 2010b; Akroush et al., 2011) regarding CRM dimensions goes to the multidimensionality of this concept. These studies were conducted on CRM dimensions to investigate its impact on business performance. These studies were conducted on top level employees, executives and CRM process management employees. These studies were intended to measure business performance of different area including finance, internal process and learning where CRM influences were evident (e.g. Mohammed & Rashid, 2012).

However, these studies failed to accommodate individual consumers' perspective and consumers' perception regarding CRM. Considering the importance of CRM

from customer perception or attitude Rozzett and Demo (2010a) first developed CRM measurement scale from B2C perspective. Their study found that from consumer perspective CRM was a unidimensional construct. The subsequent studies (e.g. Rozzett and Demo (2010b), Rozzett and Demo (2011) proved that CRM is a unidimensional construct from different country perspective. Likewise, Demo's (2014) study on US market supported CRM as a unidimensional construct from individual consumer perception perspective.

2.14 Empirical Evidence and Consequences of Customer Relationship Management

Sadek, Youssef, Ghoneim, and Tantawi, (2011) conducted CRM study on the banking sector in Egypt. They followed the key informant approach to measure the CRM applicability where managers were considered as the key informants to provide information at source level (Tan & Litschert, 1994). From this approach, their study found that there was a positive association between customer satisfaction and CRM. This relationship was higher for the multinational and regional bank. Moreover, from the customer perspective, the study showed customer satisfaction influenced positively customer loyalty and cognitive component of satisfaction had less predictor capacity of customer loyalty than the affective component of customer satisfaction. The significant consequences of CRM from both B2B and B2C perspectives were presented in the Table 2.13 which were discussed below.

Mithas, Krishnan, and Fornell, (2005) conducted their study in the USA. They also evaluated the effect of CRM application on customer satisfaction. By CRM

Table 2.13

Empirical Evidence and Consequences of Customer Relationsip Management

Author	Context	CRM	Firm's added value	Result
Anabila & Awunyo-Vitor (2013)	Ghana	CRM	Customer Loyalty	Significant
Herhausen & Schogel (2013)	Switzerland	CRM Capabilities	Customer Performance & Financial Performance	Significant
Jamali, Moshabaki, Aramoon, & Alimohammadi (2013)	Iran	E-CRM	User expectation	Significant
Taylor and Hunter (2002)		e-CRM service disconfirmation	Perceived quality and satisfaction	Significant
Mithas, Krishnan, & Fornell (2005)	USA	CRM Application	Customer Satisfaction	Significant
Panjaitan (2014)	Indonesia	CRM	Satisfaction & Loyalty	Significant
Reinartz, Krafft, Hoyer (2004)	Australia, Germany and Switzerland	CRM Process	Perceptual Performance & Objective Performance	Significant
Sadek,Youssef, Ghoneim, & Tantawi (2011)	Egypt	CRM	Customer Satisfaction	Significant

Table 2.13 (Continued)

Author	Context	CRM	Firm's added value	Result
Verhoef (2003)	Netherlands	CRP and RMI	Customer Share, Customer Retention	Significant

application, they meant legacy of IT application and new IT application. IT application legacy was referred as the IT applications a firm used before adaptation of modern CRM applications. The study was distinct from similar other study since its used different source of data for the dependent and independent variables to avoid method bias. The study showed that CRM application had both direct and indirect relationship with customer satisfaction and the mediating effect of customer knowledge was found positive.

Reinartz, Krafft, and Hoyer (2004) conducted the CRM study in three country perspectives which included Australia, Germany, and Switzerland. Reinartz, Krafft, and Hoyer, (2004) explored the effect of CRM process on company performance. CRM process assumes relationship evolve with different phases (Dwyer, Schurr, & Oh, 1987). Companies should interact and manage customer relationships in different stages (Srivastava, Shervani, & Fahey, 1998). CRM process is the systematic and proactive approach to manage relationship from initiation to termination. The study suggested three dimensions of CRM process such as initiation, maintenance, and termination. Reinartz, Krafft, and Hoyer, (2004) measured both subjective and objective performance of the firms. The objective performance was measured by return on assets, where subjective performance was

measured by market share, market growth rate, profitability and overall performance. The result showed that CRM process implementation had strong association at maintenance stage, marginal at initiation stage but insignificant at termination stage for the perceptual performance measure. On the other hand, for objective performance, all three stages had the marginal association.

In contrast to Reinartz, Krafft, and Hoyer (2004) cross-country perspective, Herhausen and Schogel (2013) studied CRM in cross-industry perspective in Switzerland. Herhausen and Schogel (2013) explored relationships among CRM capabilities, generative learning, customer performance, and financial performance. They measured CRM capabilities under four dimensions e.g., customer orientation, customer-centric management, relational information process, and CRM technology which were suggested by Jayachandran Hewett and Kaufman (2004) and Jayachandran, Sharma, Kaufman, and Raman (2005). Herhausen and Schogel (2013) found that CRM capabilities had a direct relationship with customer performance (e.g. customer satisfaction, retaining customers, and loyalty of customers) and financial performance of the company (e.g., competitive intensity, industry, and firm size). At the same time, the relationship between CRM capabilities and financial performance was mediated by customer performance.

Taylor and Hunter (2002) conducted the study from e-CRM perspective. From e-service context, e-CRM has been the growing focus of relationship marketing. The objective of e-CRM product and services is to build the relationship with the customers and maximize the value of their customer lifetime. Kalakota and Robinson (2001) opined ability to deliver timely excellent service means the customer

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relationship management in e-CRM context. E-CRM software, therefore, plays a vital role in relationship marketing especially customer satisfaction, perceived quality, loyalty and word of mouth. From this ground, authors were interested to see subjective disconfirmation, customers' evaluation against some performance standards, the effect on perceived quality and satisfaction. The result showed that customer judgment regarding service confirmation had an impact on quality and satisfaction, though it is interesting to note that customer satisfaction had more explanatory power of customer loyalty than customer software judgment. Again, in the software setting, loyalty had more impact on word of mouth and behavioral intention than service setting.

Verhoef (2003) contributed to CRM study in marketing literature exploring the effect of customer relationship perception (CRPs) and relationship marketing instruments (RMIs) on customer share and customer retention. In this study, CRPs consisted of customer satisfaction, payment equity, and customer effective commitment while RMIs was discussed in terms of loyalty programs and direct mailing. Most of the studies in literature investigated the effect of CRM on satisfaction, loyalty, business performance from organizational data. Verhoef (2003) collected data directly from customers. Another difference of this study was the use longitudinal data where other studies used cross-sectional data. The study of Verhoef (2003) revealed three major findings. Firstly, though CRPs had three components as customer satisfaction, payment equity, and customer effective commitment, only the effective commitment was found as an antecedent of customer share and customer retention. Secondly, RMIs had the direct influence on customer share and customer

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retention. Thirdly, CRPs and RMIs had explanatory power on both customer retention and customer share.

Another study conducted by Jamali et al., (2013) from the e-CRM perspective of library services considering final users as respondents to understand their perception. Jamali et al., (2013) developed measurement scale for e-CRM and their exploratory factor analysis provided three factor solutions for e-CRM. These three-factors are three dimensions of e-CRM such as customer need, communication need, and information need. However, further investigation revealed that only the communication need was filled up the library service that has e-CRM applications.

Panjaitan (2014) explored CRM and total quality service effects on customer satisfaction and loyalty. The study also supported the relationship between CRM and customer satisfaction, CRM and loyalty. However, there was a major shortcoming of this research. The study used three indicators such as human, process/procedure, and technology to measure CRM which lacked validity and generalizability. There was no specification how they develop the scale, or they adopted the scales. Going with the same flaws, Anabila and Awunyo-Vitor (2013) compared the customer and staff perceptions of CRM to enhance customer loyalty in banking services. The study revealed that the practice of CRM was more positive to staffs than customers. Therefore, from above discussion it is evident that CRM has strong positive relationship with customer loyalty and satisfaction.

However, CRM also failed to bring desired results. For example, CRM strategies like relationship development along with interaction management were found non-

significant in developing loyalty of the department store customers in the study of Long, Khalafinezhad, Ismail and asid (2013). Similarly, the results of other studies also validated earlier findings in the hotel industry since ECRM failed to predict relationship dimension of trust in the study of Tian and Wang (2014). Therefore, it would be logical to postulate besides its positive significance CRM also fails to produce a significant outcome. The following section will discuss customer satisfaction.

2.15 Definition of Customer Satisfaction

The concept customer satisfaction began to emerge since the early 1970s and became a legitimate field of study in marketing (Churchill & Surprenant, 1982). The first study that reported customer satisfaction to decision maker was the U.S. Department of Agriculture's Index of Customer Satisfaction (Pfaff, 1972). The study on customer satisfaction by Olshavsky and Miller (1972) and Anderson (1973) were considered foundation in this area (Churchill & Surprenant, 1982). However, the concept customer satisfaction was first introduced by Cardozo (1965) in marketing. His laboratory-based experiment showed the relationship between customer satisfaction, customers' expectation, and customer effort. Cardozo (1965) defined customer satisfaction as the evaluation of the efforts and confirmation or disconfirmation which depends on the experience of acquisition of the product besides the product itself. Cardozo (1965) opined that satisfaction was not a mere evaluation it was rather a global concept which engaged consumers to assess entire bundle of product or offerings. The study showed that the level of satisfaction reduced when products failed to meet expectation than when meeting expectation.

Table 2.14

Definition of Satisfaction

Authors	Definition
Churchill and Surprenant (1982)	Satisfaction is an outcome of purchase and use resulting from the buyer's comparison of the rewards and costs of the purchase in relation to the anticipated consequences.
Tse, Nicosia, and Wilton (1992)	Consumer satisfaction is defined as an objective or subjective state variable.
Trasorras, Weinstein, & Abratt (2009)	Customer satisfaction refers as a measure of the difference between service expectations and experiences
Oliver, 1980b	Satisfaction can be seen as an additive combination of the expectation level and the resulting disconfirmation.
Oliver, 1980a	customer satisfaction as a function of expectation and expectancy disconfirmation
Storbacka, Stranvik, and Gronroos (1994)	Customer satisfaction is the customers' cognitive and effective evaluation based on the personal experience across all service episodes within the relationship.
Roest and Pieters (1997)	Satisfaction, as a relative concept that involves both cognitive and affective components, is consumer related, mainly transactional, and incorporating an appraisal of both benefits and sacrifices.
Anderson (1973)	Customers' satisfaction refers as difference in customer expectation and objective and actual performance of product.

Moreover, the expectation of product and efforts to acquire the product also influenced the satisfaction. The laboratory experiment of the study proved that level of satisfaction of products was higher when consumers gave expanded effort than modest effort. Different authors defined customer satisfaction in a different way in different context. These definitions can be divided into three categories as (a) from disconfirmation theory perspective, (b) from transaction cost theory perspective and (c) transaction-specific theory perspective.

Disconfirmation paradigm holds that the size and direction of disconfirmation experience are related (Churchill and Surprenant, 1982) to customer satisfaction. Disconfirmation is determined to compare expectation and performance. From disconfirmation perspective, initial studies were conducted by Olshavsky and Miller (1972) and Anderson (1973) (Churchill & Surprenant, 1982). Anderson (1973) stated that disconfirmation aroused due to high product expectation which is, sometimes, created by the corporate advertisement. Churchill and Surprenant (1982) definition also came from disconfirmation perspective. Consumers analyze costs and rewards against their anticipated consequences. This implies that consumers form prior expectations regarding the performance of products. The differences between actual performances and prior expectations stimulate disconfirmation. Satisfaction or dissatisfaction arises from the magnitude of this disconfirmation. Tse, Nicosia, and Wilton (1992) identified satisfaction as a state of the objective and subjective state and this state differs from very happy to very unhappy.

The disconfirmation perspective researchers of consumer satisfaction (e.g. Churchill and Surprenant, 1982; Oliver, 1997; Tse, Nicosia, & Wilton, 1990) agreed that

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purchase and use experiences (actual performance) of the product were compared with their expectation using better than and worse than heuristic (Oliver, 1997). The expectancy disconfirmation model produced three outcomes: (a) negative disconfirmation- when product performance is worse than expected, (b) positive disconfirmation- when product performance is better than expected, and (c) simple confirmation-when performance of product us as expected (Oliver, 1997, 1981). Trasorras, Weinstein, and Abratt (2009) also complied with the Oliver's (1980a) view of satisfaction as it is influenced by disconfirmation of expectation. Satisfaction as a subjective judgment and consumers defected from a brand to its competing brands when disconfirmation arises.

Storbacka, Stranvik, and Gronroos (1994) defined customer satisfaction as their cognitive and affective evaluation of their experiences. To continue future relationship customer satisfaction is essentials because dissatisfied customers quit ending the relationship. Vesel and Zabkar (2009) also complied with Storbacka, Stranvik, and Gronroos (1994). Satisfaction is the consumers' post-purchase feelings or attitudes about a product or service (Solomon, Bamossy, & Askegaard, 2002). This notion of customer satisfaction is determined by either emotional or cognitive antecedents (Bennett & Rundle-Thiele, 2004; Yu & Dean, 2001). This is the judgment of consumers whether product or services features provided at pleasurable or ensure consumption relate fulfillment (Oliver, 1997). Supporting the same notion Roest and Pieters (1997) added customer satisfaction is the affective self-evaluation and trade-offs between perceived cost and perceived value of products. This study adapted the definition of Oliver (1980a).

2.16 Dimensionality of Brand Satisfaction

Poranki (2015) stated customer satisfaction is an abstract and ambiguous concept which vary from person to person as psychological and physical variables correlate with it. Referring from Batra and Athola (1990), Poranki (2015) suggested to measure customer satisfaction under utilitarian and hedonic dimensions, but Batra and Athola (1990) measured consumer attitude under hedonic and utilitarian sources. Roest and Pieters (1997) argued satisfaction is a post-purchase construct where the attitude is a pre-purchase construct. Earlier, Johnson, Anderson, and Fornell (1995) opined transaction-specific and cumulative satisfactions were the two types of evaluation used in customer satisfaction research. Marketing researchers, initially, focused on the transaction-specific satisfaction of products or services (Yi, 1991). The transaction-specific researchers, recently, are considering the role of emotion in evaluating satisfaction. Another psychology-based, more economic, satisfaction measurement approach is cumulative satisfaction (Johnson, Gustafsson, Andreassen, Lervik & Cha, 2001). This approach considered the overall satisfaction of customers towards a product or services to date (Johnson & Fornell, 1991). Cumulative satisfaction has an advantage over transaction-specific satisfaction construct as subsequent behavior and economic performance can be better predicted (Fornell et al., 1996; Johnson, Anderson & Fornell, 1995). The reason is that consumers make repurchase evaluation based on consumption experience and the decision made to current purchase not based on the particular transaction (Johnson et al., 2001). They argued several benchmarks might be used to evaluate customer experience to date besides expectancy–disconfirmation. Comparisons reflect the cumulative satisfaction

e.g. product category norms, personal value, and competing products (Johnson & Fornell, 1991).

To measure customer satisfaction in national level Swedish Customer Satisfaction Barometer (SCSB) and American Customer Satisfaction Index (ACSI) were developed by (Fornell, 1992) and (Fornell et al., 1996) respectively based on overall satisfaction (Johnson et al., 2001). They measured customer satisfaction as a unidimensional construct. In individual level various researchers (e.g. Beidenbach, Bengtsson, & Marell, 2015; Gonçalves & Sampaio, 2012; Marist, Yuliati, & Najib, 2014; Pappu & Quester, 2006) also measure customer satisfaction as unidimensional. Likewise, Fornell, Rust, and Dekimpe (2010); Sahin, Zehir, and Kitapçı (2011) measured brand satisfaction under single dimensional construct. Overall customer satisfaction was measured both in aggregate and individual levels using single dimension by the researchers.

2.17 Empirical Evidence and Consequences of Satisfaction

One of the crucial elements of company's success is the customer satisfaction (Biedenbach, Bengtsson, & Marell, 2015) because customer satisfaction is a performance indicator (Hameed, 2013). Pappu and Quester (2006) stated that customer satisfaction was an antecedent of company's economic performance. A substantial amount researche confirmed that increase customer satisfaction maintained and improved the economic performance of companies (Day, 1994; Olsen, 2002; Pappu & Quester, 2006; Szymanski & Henard, 2001). An extensive number of researches has found strong link between customer satisfaction and

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Table 2.15

Consequences of Satisfaction

Author	Context	Satisfaction	Firm's added value	Result
Beidenbach, Bengtsson, and Marell (2015)	Sweden	Customer Satisfaction	Brand Equity: Association, Perceived Quality and Loyalty	Significant
Pappu and Quester (2006)	Australia	Customer Satisfaction	Brand Equity: Awareness, Association, Perceived Quality and Loyalty	Significant
Marist, Yuliati, and Najib (2014)	Indonesia	Customer Satisfaction	Brand Trust and Brand Satisfaction	Significant
Chinomona (2013)	South Africa	Brand Satisfaction	Brand Trust and Brand Attachment	Significant
Sahin, Zehir, and Kitapçı (2011)	Turkey	Brand Satisfaction	Brand Loyalty	Significant
Fornell, Rust, and Dekimpe (2010)	USA	Customer Satisfaction	Consumer Spending Growth	Significant
Gonçalves and Sampaio (2012)	Portugal	Customer Satisfaction	Repurchase Intention	Significant
Giovanis (2016)	Greece	Customer Satisfaction	Brand Relationship Commitment	Significant

intention to purchase (Cronin & Taylor, 1992), customer satisfaction and customer loyalty (e.g. Anderson & Sullivan, 1993; Brunner, Stöcklin, & Opwis, 2008; Cronin and Taylor; 1992, Sambandam and Lord; 1995), satisfaction and quality (e.g. Bloemer and de Ruyter, 1998; Gotlieb, Grewal & Brown, 1994; Zeithaml, 2000) customer satisfaction and willingness for premium price payment (Huber, Herrmann & Wricke, 2001). Therefore, customer satisfaction has become the foremost goal of many companies (Homburg & Giering, 2001) and companies have been spending a significant amount of money on contentious customer satisfaction measurement (Wilson, 2002). Table 2.15 showed the significant results of customer satisfaction studies.

Pappu and Quester (2006) studied customer satisfaction and its influence on brand equity dimensions namely awareness, association, perceived quality and loyalty which were suggested by Aaker (1996) in his brand equity model. They conducted the study on two types of stores: departmental store and specialty stores in Australia. The multivariate analysis showed that brand equity varied with the level of customer satisfaction. For the departmental store, levels of customer satisfaction influence all the dimensions consumers' retailer brand equity. However, for the specialty store, three dimensions such as awareness, association, and perceived quality, except loyalty, varied with the low and high levels of customer satisfaction. Nonetheless, Beidenbach, Bengtsson, and Marell (2015) conducted the satisfaction study from the B2B perspective in the context of Sweden. The study found out the positive impact of satisfaction on brand equity. Bengtsson and Marell (2015) used Aaker (1991, 1996) model to measure brand equity. They found that customers' satisfaction

influenced three dimensions of brand equity except for brand awareness. Gonçalves and Sampaio (2012) studied the relationship between customer satisfaction and customers intention of repurchase. Though the study found a significant relationship, the relationship was moderated by age and gender. They found that older men clients repurchase intentions were influenced by satisfaction. Clients' characteristics, therefore, influence the relationship between satisfaction and repurchase intention.

Marist, Yuliati, and Najib (2014) conducted the study for isotonic drinks in Indonesia. They introduced the construct brand satisfaction instead of customer satisfaction as Chinomona (2013) showed brand satisfaction had the influencing capacity of brand trust. The study found positive a association between of brand satisfaction, brand loyalty and trust. Trust played an important role in decreasing ambiguity and removing information imbalance to make customer contented about brands (Chui, Hung, & Yen, 2010; Gefen, Karahanna & Straub, 2003; Pavlou, Liang & Xue, 2007). Brand satisfaction contributed directly to create consumers brand trust. Chinomona (2013) study also gave the same result for brand satisfaction and brand trust. The study, instead of brand loyalty (Marist, Yuliati, and Najib, 2014), introduced brand attachment to find whether brand satisfaction had the influence on it. Brand attachment is created when consumers feel passionate love for brands (Albert, Merunka, & Valette-Florence, 2009; Fedorikhin, Park & Thomson, 2008; Park, Macinnis, & Priester, 2009). The study confirmed that brand satisfaction had a positive effect on developing consumers brand attachment. Sahin, Zehir, and Kitapçı (2011) study also showed brand satisfaction for global automotive brands positively related to brand loyalty in the in Turkey. This finding was consistent with the

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findings of earlier researchers (e.g. Agustin & Singh, 2005; Birgelen, Wetzels, de Ruyter, 1997; Bolton, 1998; Ganesan 1994; Jones & Suh, 2000; Olive, 1980a; Ringham, Johnson, & Morton, 1994; Rundle-Thiele &Bennett, 2001). They widen the scope of brand satisfaction as they used more numbers of items to measure the brand satisfaction. This confirmed that brand satisfaction was the important determinant of brand loyalty.

Fornell, Rust, and Dekimpe (2010) added different paradigm in consumer satisfaction research as they measured the impact of customer satisfaction on consumer spending growth. Fornell, Rust, and Dekimpe (2010) attempted with customer satisfaction to predict expenditure growth. The underlying logic was that earlier studies proved that aggregate satisfaction linked with market share (Anderson, Fornell, and Lehmann 1994) and the value of the shareholder (Anderson, Fornell, and Mazvancheryl 2004). Moreover, customer satisfaction effect choice of each consumer and purchase behavior of individual consumers (e.g., Homburg, Koschate & Hoyer 2005; Keiningham, Perkins-Munn & Evans 2003; Rust & Zahorik 1993). Using ACSI their study showed customer satisfaction had a meaningful influence on discretionary consumer spending at the aggregate level.

This is cleared from the above-mentioned literature that customer satisfaction plays important role in determining the firm performance. Empirical evidence has proved that satisfaction has an impact on brand equity, perceived performance, customer loyalty, customers repurchase intentions, trust, attachment, and growth in spending. Moreover, the latest study of Giovanis (2016) stated that customer satisfaction was important for strengthening CBR.

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2.18 Customer Satisfaction as a Mediator

Satisfaction as a mediator needs both theoretical and empirical support. Crede, Chernyshenko, Stark, Dalal, and Bashshur (2007) suggested that satisfaction as a mediator consistent with the theory of Thibaut and Kelley (1959) which was the foundation of interdependence theory. They stated that satisfied employee behaves in a way that was beneficial for the organization or other employees. Nonetheless, dissatisfied employees engaged in harmful behavior even in extreme dissatisfaction conditions they retaliate by quitting from the relationship.

In human resource management study, job satisfaction was widely used as a mediator and validated satisfaction as a mediator. Crede et al. (2007) found job satisfaction partially mediate the relationship between perceiving supervisory support and organizational citizenship behavior. Likewise, job satisfaction of the employee was strongly mediated by organizational identification and turnover intentions of employee (Van Dick et al., 2004).

Further, in the field of marketing customer satisfaction has been using as mediators as well. Ryu, Han, and Kim, (2008) found that customer satisfaction mediated the relationship partially between restaurant image/value and behavioral intentions. Garbarino and Johnson (1999) also showed that customer satisfaction mediated the relationship between different service components and future purchase intention. Likewise, Caruana (2000) found the mediating influence of customer satisfaction between service quality and loyalty. Similarly, mediating effect of customer satisfaction was positive between service quality and loyalty (Mosahab, Mahamad, & Ramayah, 2010). The present study also used customer satisfaction as a mediator

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in CBR research since customer satisfaction as a mediator was overlooked in previous consumer brand relationship studies on the ground of Interdependence Theory.

2.19 Underpinning Theory

This study proposed "Interdependence Theory" of Kelley and Thibaut as main underpinning theory.

2.19.1 Interdependence Theory

Interdependence theory was coined by Kelley and Thibaut in 1978 as "Theory of Interdependence" in their book "Interpersonal Relations: A Theory of Interdependence" in 1978. However, the foundation of the theory was given by Thibaut and Kelley in the book "The Social Psychology of Groups" in 1959. Based on the fundamental principles of this book the theory has been originated by Kelley and Thibaut.

Van Lange and Balliet (2015) stated three reasons for which one could touch the theory of interdependence: (1) it was a comprehensive theory as one could understand psychological processes, interactions, and behaviors in different situations; (2) the theory was comfortable to other complementary theories developed at the same time, (3) retaining the fundamental, the theory was advancing and extending continuously. This theory was established based on the two classical theories: (a) Social Exchange theory and (b) Game theory. Since its time of foundation (Thibaut & Kelley, 1959) and complete emersion of the theory, its

notions and principles have been using for analyzing the relationship phenomenon (e.g. trust and distrust, commitment, love, emotion, motivation, performance, communication, group dynamics, conflict, cooperation, power and dependency) by the researchers (Kelley Homels, Kerr, Reis, Rusbult, & Lang, 2003; Van Lange, De Cremer, Van Dijk, & Van Vugt, 2007).

Kelley and Thibaut (1978) had to decide whether the behavior would be based on immediate self-interest (given matrix) or it should be in broader considerations. Going with the second notion, they develop a framework for fundamental transmissions as (a) maximizing joint outcome (MaxJoint), (b) minimizing the difference in self and others absolute outcome (MinDiff), and (c) over other's maximizing relative advantage (MaxRel). People differ in transformational tendencies. The interdependence theory encompassed the analysis of the properties of interdependence structure, conceptualization of transformation process, and social interaction and behavior arising from situation and efforts of people.

2.19.1.1 Interdependence Structure

Interdependence structure is the character of situations that describe how people can affect the outcome of other people during the interactions. Interdependence situational features are necessary to know because this helps to understand psychological process of self, social and behavioral interactions of the parties (Van Lange & Balliet, 2015). For example, low power partners demand change or avoidance of high power partners in the situation structure which resemble the threat

situation (Holmes & Murry, 1996). The theory identified six dimensions for the structure of interdependence:

Level of Dependency: This is the degree of the outcome of an actor depends on the partner's actions. That is, this is the extent an actor is influenced by the interaction of the partner.

Mutuality of Dependence: This means that two people reliant on each other equally. Non-mutual dependency entails unequal power between the partners. Less dependent partner in a relationship exerts more control over decision whereas more dependent partner bears major burden (e.g. Rusbult & Lange, 2003; Murray, Holmes, & Collins, 2006; Attridge, Berscheid, & Simpson, 1995).

The Basis of Dependence: The way partners influence other outcomes. For example, when partners have the control to influence actors' outcome, interactions reliance on promises or threat of common norms.

Covariation of interest: The extent the joint activities of partners yield outcomes correspond or conflict. Covariation varies as (a) perfectly corresponding (b) mixed motive pattern and (c) perfectly conflicting patterns.

Temporal structure: This dimension focuses on sequential process or dynamism. Subsequent behavior, an outcome may be made after certain interaction and previous other outcomes are eliminated.

Information availability: Certain or uncertain information have an impact on each partner's action, outcome, goals, motives, and the opportunities. During interactions, the partners are engaged in information exchange.

2.19.1.2 Interdependence Process- Transformation

This describes the situation structure and its effect on motivation. The interdependence theory differentiates between self-interest preference and preference regarding broader considerations e.g. patners' interest, long-term goals etc. (Van Lange & Joireman, 2008). Psychological transformation means shifting motivation from immediate self-interest to effective preferences. However, people also considered immediate self-interest in a situation when broader considerations are irrelevant, lack of motivation or cognitive capacity constraint (Rusbult & Lange, 2003; Finkel & Rusbult, 2008).

Transformation is abstracted as a decision rule people follow in interactions (Kelley et al., 2003). People may follow either sequential or temporary consideration i.e. wait to find how consumers behave or take an immediate strategic decision. Transformation process, thus, is the operation of cognitive, affective and motivation on the specific situation in the interpersonal process. People's mental event differentiate the situation, they judge the structure in term of their needs and motives, perceive partners' needs and motives, and predict future interaction (Kelley, 1984). Similarly, during the interaction partners directly or indirectly convey their goals and value. Communication of self-relevant information depends on the interdependence structure.

2.19.1.3 Interaction

Interaction is the core of interdependence theory. Interdependence theory judges the interaction based on people and situations (Rusbult & Lange, 2003; Kelley et al., 2003). Interaction, from dyadic social context, is expressed as "interaction = f (S, A, B)". It means that social interaction is the function of persona A, person B, and the situation. The situation is the key component of interaction (Van Lange & Balliet, 2015). Situation accommodate different orientation pattern of people and explain the behavior of people in that situation.

2.19.1.4 Adaptation

The inherent problems and opportunities are unclear to people when they encounter a specific situation. People then behave based on impulses or analyze the situation to reach a decision of their behavior (Van Lange & Balliet, 2015). Experiences are essential for both the cases. In future situations, the similar reaction will be generated if good outcome resulted from their actions whereas modified behaviors come out for poor outcome.

Initially, in a specific situation, people react to unique problems (Rusbult & Van Lange, 2003). In an ideal situation, people analyze the situation or reacted spontaneously. People will behave differently with parallel structure, in future, if poor outcome resulted from their reaction and vice versa. Good outcomes result from repeated experience in similar situational structure and it enhances habitual response or stable adaptation (Kelley, 1983; Rusbault & Van Lange, 1996). This adaptation is associated with people, relations or groups (Rusbult & Van Lange, 2003). A person,

for example, with interpersonal dispositions adopts communal interaction approach that leads his behavior across partners whereas a relationship-specific motive guides behavior to a specific person (Clark & Mills, 1993). Disposition grow up as in different interdependence people have the different experience (Rusbult & Van Lange, 2003). Disposition, resulted from adaptation, reflects in the manner of the people when they approach specific situations. They apply the transformation to the situation, perceived the situation in particular manners and predict the motives of the interaction partners. Lastly, from the adaptations of previous interdependence problem "interpersonal self" is constructed.

2.20 Research Framework

Interdependence theory conceptualizes and comprehensively analyze the interpersonal processes and structure (Kelley & Thibaut, 1978; Kelley et al., 2003; Rusbult & Lange, 2003; Thibaut & Kelley, 1959). Here, the meaningful emphasis is given to relation between-person (Rusbult & Van Lange, 2003) that the researcher considers from consumer and brand perspective. The relationship concept commitment, trust, coordination, cooperation is necessary for social interaction which receives considerable attention (Rusbult & Van Lange, 2003). The interaction does not necessarily generate the concrete outcome, pleasure or displeasure and direct experience rather it also generates symbolic outcome or experiences (Holmes, 1981; Kelley, 1979). People with relation specific motives respond in a specific manner to a particular situation (Rusbault & Van Lange, 2003) against the outcome of other individuals. Brands from this perspective interact with consumers offering brand experience, brand personality, and CRM. In return, they expect the outcomes

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from consumers such as commitment, intimacy, and passion to continue the relationship with brands.

Satisfaction leads to the strong commitment that makes one partner dependent on the other partner (Rusbult & Van Lange, 2003). The satisfaction results from the evaluation of partner actions as they developed expectation from partner action. Commitment elicits the emotional reaction from the interaction of the partner and enhances habit and sustained involvement (e.g., Agnew, Van Lange, Rusbult & Langston, 1998). Prosocial transformations come from benevolent thoughts (Rusbult & Van Lange, 2003). Prosocial activities including forgiveness, accommodation, and sacrifice are enhanced when strong commitment grows among the partners from interaction (e.g. Finkel, Rusbul, Kumashiro, & Hannon, 2002; Rusbult, Verette, Whitney, Slovik, Lipkus, 1991; Van Lange, Agnew, Harinck, Steemers, 1997). Therefore, satisfaction is an important component in the relationship process. Complying with this process, in present research framework, customers satisfaction was incorporated as an intervening variable between brand and consumers relationship. Consumer satisfaction resulted from the positive evaluation of the action of brands like brand experience, brand personality, and CRM against consumer expectation that lead to elicit strong relationship with brads.

To understand the dependence and interaction of this theory, one needs know the "needing" or "relying on" of partners in dependence situation (Rusbult & Van Lange, 2003). The partners in interdependence situation attach to comfort or avoidance interdependence as an outcome of dependence that determines continuance or halt of the relationship. Similarly, dependence is associated with

vulnerability because it enhanced unilateral domination and conflict of interest. The concern of least dependent partner is to follow self-interest or partners' interest in non-mutual and fairly conflicting interest situation whereas more dependent partners get used to detecting partner responsiveness. A partner is considered to be trusted partner if he reacts in a prosocial and responsive manner without taking advantages of his power in dependency situation though relationship endurance may continue in abusive relationship situations. The reason behind this is heavy investment or poor alternatives (Johnson, 1995; Rusbult & Martz, 1995). However, in interdependence situation, attachment and security are the prime consideration of attachment concerns (Rusbult & Van Lange, 2003). Securely attached individuals perceive dependence situations as safe, positive cognitive and affective experience, trusting expectations regarding partners (Balwin, Keelan, Fehr, Enns & Koh-Rangarajoo, 1996; Mikulincer, 1998; Simpson, Rholes, & Phillips, 1996). Again, intimacy is also relevant to the concept of dependence (Rusbult & Van Lange, 2003). The risk of exploitation and rejection are associated with intimacy because individuals have to tradeoff between discloser benefit and exploitation risk (Rusbult & Van Lange, 2003). Similarly, consumers get direct experience, pleasure as well as indirect and symbolic benefit from the brand experience, brand personality and CRM. These impact not only on consumer behavior but also enhance their cognition and affection. That is positive brand experience, brand personality and CRM enhance consumers' intimacy, passion, and commitment to brands that ultimately enhance consumer brand relationship. The theoretical framework is given in Figure 2.1.
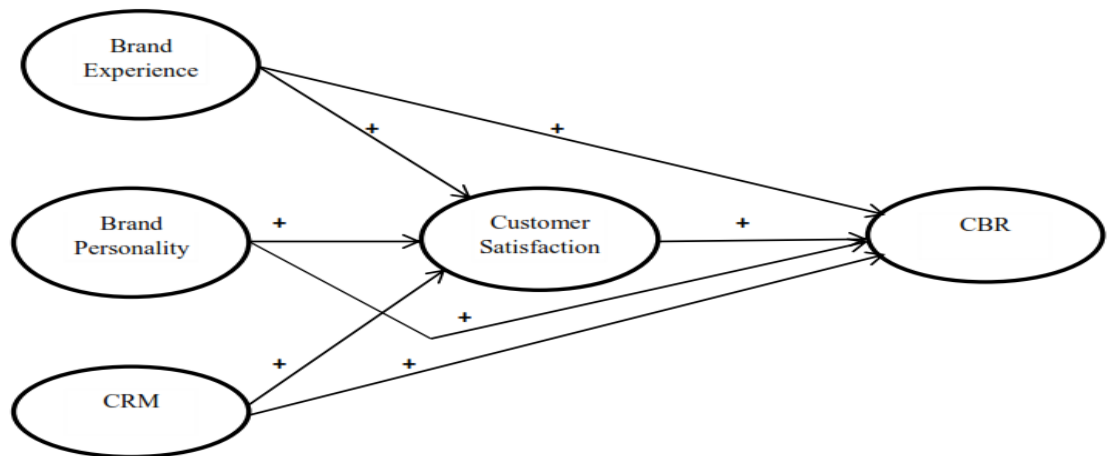
Figure 2.1
Research Model of the Present Study

The model presented in the present study can be described from the perspective of the SET theory and the interdependence theory because when two persons interact the relationships develop and sustain through reciprocal interdependences (Blau, 1964). However, the researcher preferred the interdependence theory as the grounding theory of this research over the SET theory for few reasons. The theory of interdependence, among the most comprehensive theories, covers a wide area of social interactions (Van Lange & Balliet, 2015). It provides the useful analysis of cognition, affects, dispositions, norms, and interpersonal process (Rusbult & Van Lange, 2003). The theory comprehensively analyzes behavior, cognition, and motivation in the long-term relationship (Rusbult & Van Lange, 2003). Rusbult and Van Lange (2003) added that the most vital strength of this theory is the integration of close relationships, intergroup behavior and prosocial behavior. In addition, Interdependence theory covers the principles and properties of social exchange

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theory. Therfore, the researcher used the interdependence theory as the underpinning theory of this research.

Furthermore, the theory of interdependence could be used as a grounding theory in relationship perspective research in business as Hunt (1995) argued Thibaut and Kelley's (1978) theory considered the paradigm in channel conflict study. Similarly, Gassenheimer, Calantone, and Schully (1996) examined supplier and dealer relationship. They showed that suppliers involved in creating the high level of dealer satisfaction received the large part of their purchase. Similarly, from consumer brand relationship perspective the interdependence theory of Thibaut and Kelley (1978) is one of the grounding theories. The seminal works of Fournier (1998) based on the interdependence theory by Thibaut and Kelley (1978) along with the theory of attraction (Cayolla & Loureiro, 2014; Loureiro, Ruediger, Demetris, 2012). The dimensions of consumer brand relationship Fournier (1998) developed also from the theory of interdependence by Thibaut and Kelley (1978). Moreover, Fritz, Lorenz, and Kempe (2014) also use the interdependence theory in their consumer brand relationship to identify the relationship dimension. Algesheimer, Dholakia & Hermann (2004) used the interdependence theory of in the brand community research analyzing the antecedents and consequences of brand relationships with consumers for car club members. They argued interdependence theory was useful in consumer brand relationship analysis.

Moreover, the framework developed in this research based on the Intedependence Theory is also consistent with the Keller (2001) brand equity model because this framework can be explained by Keller's (2001) brand equity model. Brand

experience and CRM are consistent with brand performance where brand personality is consistent with brand imagery in the keller's model. Customer satisfaction can be considered as consumers' brand judgement. The last stage of the brand equity model is the brand resonance which Keller (2001) defined as consumer brand relationship.

2.21 Research Hypotheses

In line with the research objectives presented earlier in the Chapter One and base on the research framework developed in this chapter, the following hypotheses were developed.

2.21.1 Brand Experience and Consumer Brand Relationship

Brand experience is the internal, subjective, and behavioral response of the consumer against the brand related stimuli (Brakus, Schmitt, & Zarantonello, 2009). Consumers may have positive or negative, short or long-lasting experiences (Brakus, Schmitt, & Zarantonello, 2009). Brand experience influences customers' satisfaction (Brakus, Schmitt, & Zarantonello, 2009; Oliver, 1997), loyalty (Brakus, Schmitt, & Zarantonello, 2009, Reicheld, 1996), and brand associations (Brakus, Schmitt, & Zarantonello, 2009). Consumers form favorable impressions towards brand through brand experiences and build up relationship ties (Ramaseshan & Stein, 2014).

When consumers interact with brands, they become familiar and knowledgeable regarding brands that enhance their brand trust (Garbarino & Johnson, 1999). Trust makes consumers confident that brands have the ability to deliver required vules (Delgado-Ballester & Munuera-Aleman, 2001). Likewise, brand experiences make

consumers attached to brands (Holbrook & Hirchman, 1982). Experiences based on the intensity cultivate customers' attachment with brands (Celsi, Rose & Leigh, 1993). Different brand experience stimuli establish attachment and bond between consumers and brands (Ramaseshan & Stein, 2014). Moreover, interpersonal relationship theory suggests that individuals' commitment to their partners are proportional to their previous experience (Clark & Reis, 1988). Similarly, consumers show higher commitment to brands with positive brand experience (Fournier, 1998). Consumers repeatedly purchase brands that ensure pleasant experience (Brakus, Schmitt, & Zarantonello, 2009). The trust, attachment, and commitment are the components of consumer brand relationship (Fournier, 1998).

Empirical evidence from literature supported that positive brand experience had strong effect on trust (Ha & Perks, 2005). Ramaseshan and Stein, (2014) proved that brand experience had direct effect on brand relationship components, e.g. trust, attachment, and commitment. Similar findings were observed in the study of Jung and Soo (2012) study as they found that affective brand experience positively influenced brand trust and commitment. Based on the above-mentioned ground, the researcher easily postulated that

H_{1A}: Brand experiences has a significant positive effect on consumer brand relationship.

2.21.2 Brand Personality and Consumer Brand Relationship

Marketing and consumer researchers anthropomorphized brands when they introduced the concept consumer brand relationship (Bangtssson, 2003).

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Anthropomorphism means ascribing human traits, like animate beings, intelligent, psychological state (Turner, 1987) to nonhuman entities (McDougall, 1911; Messent & Serpell, 1981). The concept consumer brand relationship is the extension of the metaphor brand as a person that is indicated by brand personality (Lin & Sung, 2014). A brand is differentiated from its competitors' brand because the brand is associated with different personality traits (Aaker, 1997). From direct and indirect interactions, consumers get experiences, and out of the experiences, they form trait presumptions; also, these presumptions evaluate the conceptions of brands (Sung & Kim, 2010). Consumers consider that brands have human personality, and brands maintain parallel social relationships that are governed by social relationship norms (Aggarwal, 2004). For this reason, marketers imbibe brand with distinct human personalities or present the brand with human characteristics (Aaker, 1997; Aggarwal & McGill, 2007, Fournier & Alvarez, 2012). These efforts of marketer influence consumers' evaluation of brands (Aggarwal & McGill, 2007) and cultivate consumer brand relationships (Fournier, 1998; Muniz & O'Guinn, 2001).

Brand personality guides consumers to establish their relationships or strengthen their relationship with brands (Aggarwal, 2004). Empirical studies also provide positive results. Nobre, Becker and Brito (2010) found significant direct effect of brand personality on CBR. Malär, Krohmer, Hoyer, and Nyffenegger (2011) also found positive relationship between self-congruence and emotional attachment of brands. Therefore, more the consumers found their self-relevance with the brand, the more they emotionally involved with the brand. From these ground, it was postulated:

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H₁ᵦ: Brand personality has a significant positive effect on consumer brand relationship.

2.21.3 Customer Relationship Management and Consumer Brand Relationship

Marketing managers have become interested on relationship and partnership building with consumers (Crosby, Evans, & Cowles, 1990; Dwyer, Schurr, & Oh, 1987; Morgan & Hunt, 1994) when technology has supported managers in building relationship (Chen & Popovich, 2003). CRM, supported by technology, is a strategy and a philosophy that increases human interaction with company and brand. Nowadays, as consumers' need and desire become more complex, communication with the consumers become essential; CRM enables communication between the companies and the parties involved (Kristian, Panjaitan, 2014). CRM implementation helps firms acquire more knowledge about customers and use this knowledge for duel value creation (Boulding, Staelin, Ehret & Johnston, 2005). Payne and Frown (2005) demonstrated that co-creation of value was the central focus of CRM. In addition, CRM has enabled salespeople to contact directly with the customers (Buttle, 2009) and ensured consistent customer experiences, providing advanced flow of information throughout the channels (Richards & Jones, 2008). This has improved customers perception and pursue greater retentions (Richards & Jones, 2008). Moreover, CRM facilitates customized companies' products and services and explicitly or implicitly meet customers' needs (Chen & Ching, 2004; Sabri, 2003). Customization capability of CRM positively affected the brand equity (Richards & Jones, 2008).

Successful CRM starts with acquiring right customers (Cao & Guca, 2005). Authors (e.g. McKenna, 1999; Ngai, 2005; Payne & Frow, 2006; Vavra, 1993; Wilson & Vlosky, 1997) agreed that CRM was the tools of managing the relationship between customers and organizations whereas Fournier and Avery (2011) urged the importance of successful CRM programs for CBR. Taylor and Hunter (2002) empirically found significant relationship between e-CRM and perceived service quality. Similarly, empirical research proved that CRM improved customer's perception (Lee-Kelley, Gilbert, & Mannicom, 2003), and enhance customer loyalty (Anabila & Awunyo-Vitor, 2013; Lee-Kelley, Gilbert, & Mannicom, 2003). CRM builds relationship with customers and maintains customer commitment and loyalty (Kristian, Panjaitan, 2014). Loyalty is the outcome of CBR and commitment is the dimension of CBR. Therefore, from this it can be hypothesized that

H$_{1C}$: CRM has a significant positive influence on consumer brand relationship.

2.21.4 Brand Experience and Consumer Satisfaction

It was found that people preferred sensory stimulation (McAllister & Pessemier, 1982), but under sensory deprivation people reacted negatively (Goldberger & Breznitz, 1993). This means that they want pleasure and tried to avoid pain (Freud, 1920). People get value and utility from experience, like utilitarian attribute (Brakus Schmitt, & Zhang, 2008). Brand experience is a predictor of actual buying behavior, which in turn also predicts customer satisfaction as well (Marist, Yuliati, & Najib, 2014). Behavioural influence of brand experience affects consumer satisfaction directly and loyalty indirectly (Brakus, Schmitt, & Zarantonello, 2009). Positive

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brand experiences build-up positive cognitive and emotion that direct brands' psychological satisfaction (Kim, 2005). Marketers focus on establishing better brand experience to provide better customer satisfaction and value (Sahin, Zehir, and Kitapçı, 2011; Yao, Wang, & Liu, 2013). Empirical evidence also proved that brand experience directly influences customer satisfaction. Brakus, Schmitt, & Zarantonello (2009), Jacob, Tintoré, Aguiló, Bravo, & Mulet, (2003) empirically found positive direct relationship between brand experience and customer satisfaction; while Lee and Jeong (2014), Lin (2015) found similar effect of brand experience on brand satisfaction. In conclusion, it can yield the following hypothes:

H$_{2A}$: The brand experience has a significant positive effect on consumer satisfaction.

2.21.5 Brand Personality and Consumer Satisfaction

Brand personality influences perceptual processing of product information of consumers and makes differentiation (Freling & Forbes, 2005; Su & Ton, 2016). Psychologists agreed that people's perception did not depend only on the physical features of stimuli (Sekuler & Blake, 1994). Band personality information is not merely sensory information that enables consumers to see, test, smell, and hear of objects (Freling & Forbes, 2005). Nonetheless, brand personality is the nonphysical product knowledge that shapes the perception about a brand (Freling & Forbes, 2005). Brand personality makes the brand stand out in the in the crowed when intrinsic product attributes are difficult to differentiate, and brands are hard to differentiate from competitors (Freling & Frobes, 2005). This differentiation impacts

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consumers' thinking and feelings of brands regarding perceived quality and value that in turn influences consumers' attitude and behavior towards brand (Su & Tong, 2016). Communicating positive and strong brand personality leads better product evaluation (Freling & Frobes, 2005). As customer satisfaction is viewed as consumers' overall satisfaction, brand personalities enhance positive perception, preferences and evaluation (Su & Tong, 2016). Moreover, consumers express themselves by selecting the brands with similar personality (Aaker, 1997). Therefore, consumers are satisfied with and loyal to brands that are associated with human characteristics (Brakus, Schmitt, & Zarantonello, 2009).

In addition, empirical studies (e.g. Brakus, Schmitt & Zarantonello, 2009; Cleff, Dörr, Vicknair & Walter, 2013) found positive relationship between brand personality and customer satisfaction. As a relational construct satisfaction also enhance brand relationship (Aaker, Fournier & Brasel, 2004). Aaker, Fournier & Brasel, (2004) found positive relationship between sincere and exciting brand personality and customer satisfaction. Imaginative, cheerful, and successful personality had positive impact on customer satisfaction (Lin, 2009), and this means that brand personality influences customer satisfaction positively. It, therefore, can be hypothesized that

H2B: Brand personality has a significant positive effect on consumer satisfaction

2.21.6 CRM and Consumer Satisfaction

One of the major objectives of customer relationship programs is to ensure higher level of satisfaction (Winer, 2001). Earlier research has proved that satisfaction and

profitability of firms have positive relationship (Ryals, 2005). Thus, managers must need to measure satisfaction regularly (Winer, 2001). Customers update the satisfaction levels regarding products or services, banking on the knowledge gained during interaction and weakening the prior satisfaction levels (Mazursky & Geva, 1989; Mittal, Kumar & Tsiros, 1999). The underlying logic is that customers want to maximize the subjective utility (Oliver & Winer, 1987) that depends on customers' level of satisfaction (Verhoef, 2003). Mithas, Krishnan, Fornell (2005) identified three reasons of CRM's effect on customer satisfaction: (a) accumulating customer information, CRM enables firms to offer customized products and services, (b) CRM enhances reliable consumption experiences processing timely, accurate customers' order, and request, and (c) across the stages of customer relationship, CRM enables firms to manage customer relationship effectively.

Srinivasan and Moorman (2005) showed that firms investing on CRM ensured higher customer satisfaction. Taking form business-to-business literature, Gustafsson, Johnson, and Roos (2005) showed satisfaction as the intermediate performance measure that directly and positively affected customer retention. Likewise, using multiform database, Mithas, Krishnan, and Fornell (2005) found that CRM was associated with enhancing customer knowledge that ultimately generated higher customer satisfaction. In an analogous study, Jayachandran, Sharma, Kaufman, and Raman, (2005) proved that firms that were good in processing relational information made higher customer satisfaction and retention. From this discussion, it can be assumed that

H₂C: CRM has a significant positive effect on customer satisfaction

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2.21.7 Consumer Satisfaction and Consumer Brand Relationship

Customer satisfaction is the gap between customer expectations and service performance (Oliver, 1980; Zeithaml, 2000). Service providers make efforts to meet customer expectations that not only satisfy customers but also invigorate brand equity (Beidenbach, Bengtsson, & Marell, 2015). Early studies on brand equity and satisfaction proved that there was direct significant positive relationship between satisfaction and brand equity (Beidenbach, Bengtsson, & Marell, 2015; Pappu and Quester, 2006; Torres & Tribo, 2011).

From relationship perspective, satisfied customers form strong relationship with brand (Morgan-Thomas & Veloutsou, 2013). Empirical studies showed the effect of satisfaction on customer retention (Bolton, 1998; Bolton, Kannan, & Bramlett, 2000). Satisfaction and trust are also closely related and a widely researched area in marketing (Kuenzel & Halliday, 2008; Schau, Muniz & Arnould, 2009; Wang & Emurian, 2005). Satisfaction with brand generates positive brand attitude that results in brand trust (Nam, Ekinci & Whyatt, 2011). If customers realize higher brand satisfaction, it generated higher level of trust (Whang, Allen, Sahoury & Zhang, 2004). Previous empirical researches established positive relationship between satisfaction and trust (Chinomona, 2013; Marist, Yuliati, and Najib, 2014; Sahin, Kitapçı, and Zehir, 2013; Sahin, Zehir, and Kitapçı; 2011; Suh & Han, 2003; Whang, Allen, Sahoury & Zhang, 2004; Yoon, 2002). In addition, Chinomona (2013) also established positive relationship between satisfaction brand attachments. Kuenzel & Halliday (2008) considered brand identification in relationship context and found positive relationship between satisfaction and brand identification. The brand trust,

brand attachment and brand identification are brand relationship construct. Therefore, from the above-mentioned empirical support, the researcher can posit that

H₃: Consumer satisfaction has a significant positive effect on consumer brand relationship.

2.21.8 Customer Satisfaction as Mediator

For mediation, according to Baron and Kenny (1986) criteria, it is essential to have significant relationship between predictor variable to criterion variable, predictor variable to mediating variable, and mediating variable to criterion variable. Their mediation criteria were based on the assumptions that there would be no measurement error, and criterion variable should not cause mediator. Preacher and Hayes (2004, 2008) criticized Baron and Kenny mediation criteria as these assumptions were violated routinely. They argued that significant total effect of predictor variable to criterion variable was not necessarily needed for mediation occurrence. This was supported by other researchers e.g. Judd & Kenny (1981); Shrout and Boger (2002); Collins, Graham and Flaherty (1998). Preacher and Hayes (2008) proposed that researchers could investigate mediation in a situation where theoretically and procedurally it was possible to establish causal relationship between predictor, mediator and criterion variable. The researcher has followed Preacher and Hayes (2008) for mediation and proposed customer satisfaction as a mediator.

Customer satisfaction as a mediator is well established in marketing literature (e.g. Caruana, 2002; Chi & Gursoy, 2009; Garbarino & Johnson, 1999). To form

relationship with consumers, brands offer different opportunities to consumers (Webster, 2000). Similarly, Park and Lee (2005) stated that consumers became interested to build relationship with consumers when they thought certain brand was valuable and beneficial for them. After initial use, if consumers get better value and become satisfy, they continue the relationship with the brand (Park and Lee, 2005). That is, consumer satisfaction affects the attitude of consumers after purchase (Oliver & Bearden, 1983) for this reasons Keller (2000) suggested perceived customer satisfaction positively influenced consumers' brand loyalty and repurchase intention.

From empirical perspective, satisfaction as a mediator is well established in branding literature. Customer satisfaction as a mediator was found significant in brand personality and self-congruence (Park and Lee, 2005), brand personality and loyalty (Mabkhor, Salleh, & Shaari, 2016; Zhang, Wang and Zhao, 2014). Similar positive role of satisfaction as mediator was found between brand experience and intention to visit and intention to recommend (Barnes, Mattsson, & Sørensen, 2014), brand experience and brand trust, brand attachment (Chinomona, 2013). Likewise, customer satisfaction has mediated the relationship between interactive marketing and loyalty (Aslam, Hamid, & Arshad, 2015) whereas the studies Lacej and Kalaj (2015); and Omoge and Donaldson (2015) also have showed strong mediating effect of customer satisfaction between CRM and loyalty. Blackston (1992); De Chernatony and Dall'Olmo Riley (1998); Sweeney and Chew (2002) argued that loyalty was also the outcome of strong brand relationship. Therefore, the researcher assumed the following hypotheses.

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H₄ₐ: Consumer satisfaction mediates the relationship between brand personality and consumer brand relationship.

H₄ᵦ: Consumer satisfaction mediates the relationship between brand experience and consumer brand relationship.

H₄c: Consumer satisfaction mediates the relationship between CRM and consumer brand relationship.

2.22 Summary

This chapter critically analyzed the variables of the present research model of CBR. It gradually discussed definitions, dimensions, and consequences of the variables-brand experience, brand personality, CRM, customer satisfaction, and CBR. At the end of the chapter, detail discussion of underpinning theory, theoretical framework and hypotheses were incorporated.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The main focus of this chapter is to discuss the methodological aspects that has been followed in this research. This chapter contains the details of research design, including operationalizaton of the variables, population, sampling design, unit of analysis, data collection, and data analysis procedures.

3.2 Research Design

Research design entails a sequence of rational decision-making alternatives (Sekaran & Bougie, 2010). It is a planned process used in research, and the process expands the decisions from general assumptions through data collection methods and analysis to findings (Creswell, 2007). The present research was correlational in nature as the researcher collected data relevant to the variables and analyzed the relationship as stated in the theoretical framework (Cooper & Schindler, 2006). The researcher followed deductive reasoning which is consistent with the positivism approach. The quantitative research approached were followed in this research. The researcher developed the hypothesis based on the theory and relevant past literature which were tested with using statistical applications. Identically, the study used cross-sectional as data were collected at one point of time (Sekaran & Bougie, 2010) and conclusion was drawn from studying the specific point of time. For this, the data of the study were collected from the individual consumers of different mobile telecom brand in Bangladesh regarding their perception to link among brand personality, brand

experiences, CRM and consumer brand relationship through the mediating effect of brand satisfaction.

The quantitative research method was employed in this study, and the main research instrument consisted of structured questionnaire. Survey was conducted with the structure questionnaire. In social science study, structure questionnaire is used to study the variables, like opinions, preferences, beliefs, and attitude (Salkind, 2006), and survey method is the best for obtaining social and personal attitude, facts and beliefs (Kerlinger, 1973). Finally, statistical analysis was conducted to get empirical support for investigating the relationship hypothesized among the variables.

3.3 Operationalization and Measurement of Variables

The researcher was interested in investigating the impact of strategic factors on consumer brand relationship through the mediating effect of customer satisfaction of mobile telecom brands of Bangladesh. The study conceptualized the variable from the previous studies. The key constructs were measured adapting the items from the past studies to fit the best of its scope that was guided by the research objectives. The items of each construct were chosen based on the basis of the (i) validity and reliability as resulted in previous studies and (ii) the items that were tested in various contexts for different brands. To ensure the validity and suitability further for this study, the questionnaires were distributed to consumers before the final interview. The following sections describe the operational definition and their measurement scales of each constructs.

3.3.1 Consumer Brand Relationship

Fournier and Brasel (2004) defined CBR from interpersonal relationships domain "as durable and impactful relationship between consumers and brand". This conceptualization was based on three components, such as cognitive, affective, and behavioral. The present study also operationalized CBR under this three dimensions (i) commitment (behavioral)- desire to uphold a long-term relationship with brands (i) intimacy (cognitive)- profound understanding about the partner through information disclosure (iii) passion (affective)- strength to the emotional bonds. Interdependence theory of Kelly and Thibaut (1978) also focused on these three aspects (e.g. cognitive, affective and behavioral) that were necessary for interpersonal relationship. In consumer brand relationship perspective, Fournier (1998) also urged to have these three components that also included commitment, intimacy and passion. Shimp and Maden (1988), based on Triangular Theory of Love" by Sternberg (1986), proposed three dimensions of CBR as commitment, intimacy and passion. The researcher, therefore, operationalized CBR under passion (with 6 items), intimacy (with 5 items) and commitment (6 items) dimensions. Details of the measurement are given in Table 3.1.

Table 3.1

Measurement of Consumer Brand Relationship

Measure	No. of Items	Author	Author	Reliability
Commitment	6	I am very loyal to the mobile telecom brand I am using.	Aaker, Fournier and Brasel (2004)	0.93
		I am willing to make small sacrifices in order to keep using my mobile telecom brand.		
		I would be willing to postpone my purchase if the mobile telecom brand I am using was temporarily unavailable.		
		I would stick with the brand even if it let me down once or twice.		
		I am so happy with the current brand that I no longer feel the need to watch out for other mobile telecom brand as alternatives.		
		I am likely to use the current brand one year from now.		

Table 3.1 (Cntinued)

Measure	No. of Items	Author	Author	Reliability
Intimacy	5	I would feel comfortable sharing detailed personal information about myself with the current mobile telecom brand.	Aaker, Fournier and Brasel (2004)	0.84
		The current mobile telecom brand really understands my needs in the mobile telecom services categories.		
		I would feel comfortable describing the mobile telecom brand to someone who was not familiar with it.		
		I am familiar with the range of products and services the brand offers.		
		I have become very knowledgeable about the mobile telecom brand.		
Passion	6	I would seek out this brand if I moved to a new town where it wasn't available.	Fournier, (1994)	0.96
		No other brand can quite take the place of this brand.		

Table 3.1 (Continued)

Measure	No. of Items	Author	Author	Reliability
		I would be very upset if I couldn't find it or get in touch with this brand when I wanted it.		
		I have a powerful attraction toward this brand.		
		I feel that this brand and I were meant for each other.		
		I am addicted to this brand in some ways.		

3.3.2 Brand Experience

Brakus, Schmitt, and Zarantonello (2009) defined brand experience as "subjective, internal consumer response (sensation, feelings, and cognitions and behavioral) response evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments". They measured brand experience under four dimensions such as sensory, affective, intellectual, and behavioral which included 12 items. The researcher also adapted the scale of Brakus, Schmitt, and Zarantonello (2009) to measure brand experience (Table 3.2). The reliability indicator gave positive results as the Cronbach's alpha values of these

dimensions ranged from 0.79 to 0.83. The measurement scales were established by

authors in several studies and widely adapted by the brand experience researchers

Table 3.2

Measurement of Brand Experience

Measure	No of Items	Items	Author	Reliability
Sensory	3	The mobile telecom brand I am using makes a strong impression on my senses. I find this brand interesting in a sensory way. This brand appeal to my senses.	Brakus, Schmitt and Zarantonello (2009)	0.83
Affective	3	This brand induces feelings and sentiments. I have strong emotions for this brand. This brand is an emotional brand.	Brakus, Schmitt and Zarantonello (2009)	0.81
Behavioral	3	I engage in physical actions and behavior when I use this brand. This behavior results in bodily experiences. This brand is action oriented.	Brakus, Schmitt and Zarantonello (2009)	0.76
Intellectual	3	I engage in a lot of thinking when I encounter this brand. This brand makes me think. This brand stimulates my curiosity and problem solving.	Brakus, Schmitt and Zarantonello (2009)	0.79

(e.g. Cleff, Dörr, Vicknair, & Walter, 2013; Kwong & Caninegara, 2014; Ramaseshan & Stein, 2014), and under their research, internal consistence exceeded required threshold, i.e. 0.7 (Nunnally, 1978). Since brand experience was a multidimensional construct, the earlier researchers also used it as single higher-order construct (e.g. Brakus, Schmitt & Zarantonello, 2009; Cleff, Dörr, Vicknair, & Walter, 2013; Kwong & Caninegara, 2014; Ramaseshan & Stein, 2014).

3.3.3 Brand Personality

Aaker (1997) defined brand personality as "set of human characteristics associated with a brand". She identified five dimensions of brand personality used 15 facets to measure sincerity, excitement, sophistication, competence, and ruggedness dimensions (Sung & Kim, 2010). Several brand personality studies (e.g. Aaker, Benet-Martinez & Garolera, 2001; Kim, Han & Park, 2001, Sung & Kim, 2010) also replicated this scale. Aaker (1997) used five-point likert scale and the scale produced

Table 3.3

Measurement of Brand Personality

Dimensions	No. of Items	Items	Author	Reliability
Sincerity	4	Down-to-earth. Honest. Wholesome. Cheerful.	Aaker (1997)	0.93
Competence	3	Reliable	Aaker	0.93

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Table 3.3 (Continued)

Dimensions	No. of Items	Items	Author	Reliability
		Intelligent.	(1997)	
		Successful.		
Excitement	4	Daring.	Aaker	0.95
		Spirited.	(1997)	
		Imaginative.		
		Up-to-date.		
Sophistication	2	Upper class.	Aaker	0.91
		Charming.	(1997)	
Ruggedness	2	Outdoorsy.	Aaker	0.90
		Tough.	(1997)	

high Cronbach's alphas. Chang and Chien (2006) and Brakus, Smith and Zarantonello (2009) studied brand personality, using the Aaker's dimensions and scale as single higher-order construct. This study also adapted the brand personality scales (Table 3.3) from Aaker (1997).

3.3.4 Customer Relationship Management

Demo and Rozzett's (2013) conceptualized CRM from B2C (business to consumer) perspective and defined CRM as "better understanding the way customers' need can be met and providing high value product and services to develop long-term and profitable customer relationship". They operationalized the CRM from respectful treatment to client, trust, efficient solution of customer problems, customer confidence, personalized services, accepting customers' recommendation, and suggestions, and other customer relationship assessment perspective. Demo and Rozzett's (2013) used 14 items to measure CRM as a single construct. The

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Table 3.4

Measurement of Customer Relationsip Management

Dimension	No. of Items	Items	Author	Reliability
CRM	14	The mobile telecom brand I am using treats me with respect.	Demo and Rozzett (2013)	0.94
		My shopping experiences with this brand are better than I expected.		
		The brand treats me as an important customer.		
		I recommend this brand to friends and family.		
		This brand deserves my trust.		
		This brand solves the problems efficiently.		
		The products/services sold by this brand are high quality.		
		I identify myself within this brand.		
		I am willing to buy other products/services from this brand.		
		This brand offers personalized customer service.		
		This brand tries to get to know my preferences, questions, and suggestions.		
		This brand has good facilities (either physical, in case of stores, or virtual, in case of websites).		
		The products/services sold by this brand are a good value (the benefits exceed the cost).		
		The brand rewards my loyalty.		

researcher adapted the scale of Demo and Rozzett's (2013) to measure CRM (Table 3.4). These 14 items CRM measurement scale had higher level of reliability. These items were again validated by Demo (2014) who conducted CRM scale validation study on US consumers perspective. Therefore, the study adapted the items from Demo and Rozzatt (2013).

3.3.5 Customer Satisfaction

Oliver (1980a) defined "customer satisfaction as a function of expectation and expectancy disconfirmation". Oliver (1980a) developed the items that were based on emotional in content and include satisfaction, happiness, regret, and general feelings. This study adapted the scale of Oliver (1980a) to measure customer satisfaction (Table 3.5). The item produced reliability score 0.82 which was above the threshold. Subsequent researchers (e.g. Oliver, 1981; Oliver & Linda, 1981; Westbrook & Oliver, 1981) also validate the scale in different context. Brakus, Schmitt and Zarantonello (2009) adapted this scale in their study related to brand experience and brand personality. Later, Oliver (1981); Oliver and Linda (1981); Westbrook and Oliver (1981) conceptualized customer satisfaction with the same view.

Table 3.5

Measurement of Customer Satisfaction

Dimension	No. of Items	Items	Author	Reliability
Satisfaction	6	I am satisfied with the mobile telecom brand I am using.	Oliver (1980a)	0.82
		If I could do it again, I would buy a brand different from that brand.		
		My choice to get this brand has been a wise one.		
		I feel bad about my decision to get this brand.		
		I think that I did right when I decided to get this.		
		I am happy with what I did with this brand.		

3.3.6 Population and Sample

This section has specified the population, sampling frame, sample size, unit of analysis and sampling technique for this study.

3.3.6.1 Population of the Study

In general, researchers deal with the total number of elements that may be a group, an organization, a person or social action. The population of a study consisted of all elements that were of the researcher's interest (Marczyk, DeMatteo & Festinger, 2005; Nueman, 2014; Sekaran & Bougie, 2010). Nonetheless, the reality is that it is not possible for researchers to investigate the entire population of interest, even if the

researcher attempts to conduct studies of his/her research interest, it is not feasible due to time, cost, and resources limitation (Sekaran & Bougie, 2010). For this reason, representative sample are taken for the study. It is essential to accurately determine the target population and sample accurately (Cochran, 1977; Marczyk, DeMatteo, Festinger, 2005; Zikmund, 2010).

Population includes people, events or things, and out of them, researchers make inferences (Sekaran & Bougie, 2010). For this study, the target population was the consumers of Dhaka city who were using different pre-paid mobile telecom brands at the time of data collection. Consumers who were using pre-paid brands were selected since 97 percent were pre-paid consumers and only 3 percent were post-paid consumers. The researcher selected consumers of Dhaka city for the study for few reasons. Firstly, 40 percent of the people of Bangladesh are mobile phone users (Lucini & Hatt, 2014) and they are mostly urban users. Secondly, the majority of the people lives in rural area in Bangladesh (Bhatacharia, 2015). Only 68 percent households have access to electricity and inaccessibility of electricity is high in rural areas (Cocoro Limited, 2015). Therefore, many people in rural areas cannot use mobile phones whereas the mobile phone consumers are high in urban area. Thirdly, there are eight divisions in Bangladesh where Dhaka has the highest number of population. The total number of population in Dhaka division is more than 47 million (47,424,418) and consists of almost 11 million households (10,849,315) (Statistical Year Book Bangladesh, 2015). Though Dhaka is the capital city of Bangladesh, all classes of people live there (Ahmed, Hossain, Khan, Islam & Kamruzzaman, 2011). All these indicated that Dhaka city was ideal for the study to

get representative number of sample from all calss of mobile telecom brand consumers. Therefore, the researcher selected the individual consumers of mobile telecom brands in Dhaka city as population of this study.

3.3.6.2 Sample Size

Sampling is an alternative way of data collection from population (Zikmund, 2010) and it helps researchers to draw conclusion and generalize the result for the population (Sekaran & Bougie, 2010). Similarities and differences in population are clearly reflected in a good sample that eases making inferences about the large population from a small sample (Hair, Hult, Ringle, & Sarstedt, 2017). Therefore, selecting appropriate sample from the population is essential since sample bears the characteristics of the population. Roscoe (1975) stated that a sample larger than 30 and less than 500 was appropriate for research. Hair, et al., (2017) stated that minimum sample size should be 10 times the maximum number of path directed to a construct in structural model. According to the Table Hair et al., (2017) of minimum sample size determination, the sample for this study should be 113 if the researcher wanted to get minimum R^2 value (0.10) at 5 percent significant level. Moreover, Krejcie and Morgan (1970) suggested to take sample size of 384 if elements the population size is higher than 100,000. Furthermore, Cohen (2001) and Bruin (2006) suggested to use G*Power (3.1.9.2) software to determine the minimum sample size. Using the parameter at 5 percent significant level and medium effect size (0.15), a minimum of 119 sample was necessary for this study. Considering all these, the researcher determined 384 as the sample size for this study.
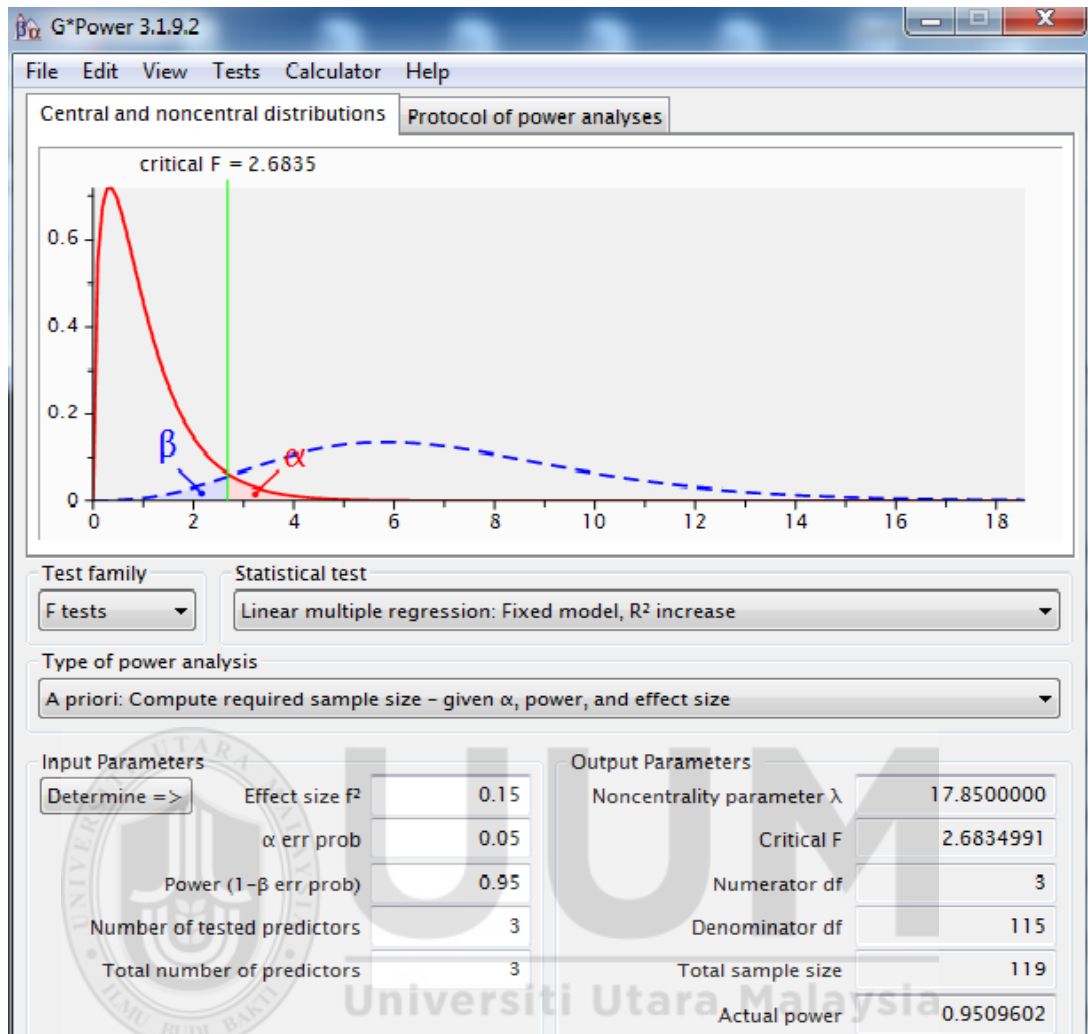
Figure 3.1
Sample Size Determination Using G*Power Software

3.3.6.1 Unit of Analysis

Unit of analysis is the entity that has been studied and analyzed by the researchers (Babbie, 2011). Each research technique carries specific homogenous unit of analysis (Neuman, 2014); for example, survey and experiment usually take individual as a unit of analysis. It is essential to determine unit of analysis as the variables are measured based on that (Sekaran & Bougie, 2010). Researchers should be cleared whether their level of exploration focuses on data collected from

organizations, department, objects, individuals, or workgroup. Sekaran and Bougie (2010) identified three group as unit of analysis: (i) individuals, (ii) dyads, and (iii) groups. For this study, the unit of analysis was individual pre-paid consumers of different of mobile telecom brands of Dhaka city in Bangladesh.

3.3.6.2 Sampling Technique and Data Collection

One of the categories of probability sampling is systematic sampling (Malhotra, 2014). In systematic sampling, elements are selected in a systematic way or after a fixed interval when first element is selected randomly from the population (Daniel, 2011). Currently, the total numbers of consumers of mobile telecom companies are 131.956 million (BTRC, 2016). It was not possible to develop sampling frame for this population as the large population size and the nature of consumers were mobile. Due to this, the studies (e.g., Giovanis, & Giovanis, 2016; Jurisic, & Azevedo, 2011) that related to mobile telecom industry, convenient sampling technique were used. However, Malhotra (2014) stated that systematic sampling could be applied for data collection from final respondents where composite sampling frame of target population was unavailable. He also specified the sampling procedure and suggested to use systematic sampling technique on the customers, leaving shopping mall or department store. He indicated to interview every *i*th (specific interval) person who would leave mall or shopping center. Sudman (1980) also stated that shopping center sample also generalized the total population. The researcher also followed the same mall intercept approach in systematic sampling procedure in the present study.

For data collection, the researcher used two stage systematic sampling procedures. In the first stage, list of the total number of shopping centers in Dhaka City was collected (see Appendix A) from Wikipedia.com. The total number of shopping mall in Dhaka city was fifty-nine. Due to time, resource and budget constrain it was not possible to collect data from all the shopping centers. However, the researcher selected ten shopping centers which were ranked as top ten shopping center by www.studentstation.com. Target conumers of these shopping centers were different class of people such as lower, middle and upper class that ensured to include consumers from representative class of people.

In the second stage, data were collected directly from the respondents. At this stage, systematic probability sampling procedure of mall intercept approach was followed as suggested by Malhotra (2014). The researcher collected data from the customers at the exit gate of the shopping centers. The total number of consumers of the shopping malls was not available. However, the researchers tried to estimate the total number of consumers visiting in each shopping mall in a typical month. Before data collection, the researchers asked the authority of each shopping mall about the estimated total population of their shopping mall. The following Table 3.15 shows the estimated total population in each month (Source: Customer Profile Record-2016 of each shopping malls). The researcher determined the number of respondents to be surveyed from each shopping malls proportionately.

For systematic sampling, the first respondents should be selected randomly, and the rest of the respondents were chosen at a fixed interval. For this study, the researcher identified the range, and out of that, the first respondents select that was 8123 (N/n).

The first respondent was selected from 1 to 8125, using the random number table of Malhotra (2014). The researcher blindly threw the pencil, and the number was 15 (30015). Therefore, the 15th number represented the first random respondent was selected for the present study. For a second random respondent and so on, every of 15th person who exited from the shopping mall was asked to participate in the survey. This means that every respondent at the interval of 15 was selected, such as 30 (15+15= 30), 45 (30+15=45) and so on. The random selection was ended once all of 384 respondents were successfully selected. It was to be noted that if a customer was not interested in participating in the survey or if the desired respondents were children or foreigners, then next 15th customer was approached for data collection. The data collection was executed for from June to July 2017. The same systematic sampling procedure of data collection from shopping mall were followed in other studies as well (e.g. Hanaysha, Hilman & Abdul-Ghani, 2014; Hanaysha & Hilman, 2015a; Hanaysha & Hilman, 2015b; Hanaysha & Hilman, 2015c). The number of respondents selected for this study are presented in the Table 3.6. serial

Table 3.6

Distribution of Respondents in Different Shipping Malls

Serial No.	Name	Total Population of Different Shopping Malls from the Authority (per month)	% of Total Population	No of Respondents per Shopping Mall
1	Jamuna Future Park	450,000	14%	55
2	Saad Musa City Center	180,000	6%	22
3	Basundhara City	600,000	19%	74

Table 3.6 (Continued)

Serial No.	Name	Total Population of Different Shopping Malls from the Authority (per month)	% of Total Population	No. of Respondents per shopping Mall
4	Mouchak Market	240,000	8%	30
5	New Market	360,000	12%	44
6	Bango Bazar	450,000	14%	55
7	Eastern Plaza	300,000	10%	37
8	Nahar Plaza	150,000	5%	18
9	Mutalib Plaza	150,000	5%	18
10	Karnafuly Garden City	240,000	8%	30
	Total	**3,120,000**	100%	**384**

Sources: Customer Profile Record-2016 of each Shopping Mall.

3.4 Questionnaire Design

Survey is one of the methods of collecting quantitative primary data from respondents in descriptive research (Malhotra, 2014). In survey, standardized questionnaire is used. Malhotra (2014) defined questionnaire as "a structured technique for data collection that consists of a series of questions, written or verbal, that a respondent answer". Standardized questionnaire guarantees comparability of data, speed and, accuracy of data recording and facilitates processing of data (Malhotra, 2014). The following considerations guided the designing of questionnaire:

i. The constructs were defined based on the literature; therefore, an extensive literature was reviewed.

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ii. The comments and suggestions were incorporated into the questionnaire received from pre-test and pilot test.

During the Pre-test, industry expert and marketing academicians opined to incorporate both Bengali and English versions in the questionnaire. The researcher, therefore, translated the questionnaire in Bengali and incorporated both versions in the questionnaire. According to Alder (1983), two approaches can be followed to translate a questionnaire, such as (i) back translation that is translation into Bengali from English and then from Bengali into English and (ii) translation by expert in language. Here, the researcher followed the second approach. The English questionnaire was first translated into Bengali by an assistant professor of English literature, then the translated questionnaire was re-checked by another associate professor of Bengali literature. Afterwards, questionnaire including both Bengali and English versions was again re-checked by the industry expert and marketing academician.

The questionnaire was divided into six sections to measure the construct of the theoretical framework. Questions related to respondent's demographic profile were placed in the first section. Then, question related to dependent variable and independent variables (e.g. CBR, brand experience, brand personality, CRM and customer satisfaction) were incorporated in the subsequent sections respectively.

For measuring variables, a substantial number of earlier studies used Likert scale since the scale produced high validity (Henard & Dacin, 2010; Ok, Choi & Hyun, 2011; Zehir et al., 2011). Further, Likert scale was considered as a suitable measure

in regression or structural equation modeling (Dawes, 2008). In addition, 7-point Likert scale produced better reliability of the measure (Cooper & Schindler, 2006). In 7-point Likert scale consumers have more options than 5-point Likert scale to give their opinion. Moreover, from South Asian country context, Khan and Fatima (2017), and Shamim and Butt (2013) conducted study using 7-point Likert scale in India and Pakistan respectively. To maintain consistency, the present research, therefore, used 7-point Likert scale. Respondents evaluated all the items e.g. from 1 "strongly disagree" to 7" strongly agree".

3.5 Pre-Test and Pilot Test

Researchers need to conduct pre-test to avoid complexity and misunderstanding of respondents regarding the questionnaire. The conduct of pre-test is essential because pre-test is done to examine all aspect of a questionnaire, such as the content of the question, wording, formatting, sequence, and instruction of questions (Malhotra, 2011). The questionnaire of this study was reviewed by both academicians and professionals. The experts were invited to give their input on questions, wordings, design of the questionnaire and any other aspects which they think necessary. The experts recommended to use 7-point Likert scales, to translate the questionnaire into Bengali language and to incorporate both Bengali and English version in the final questionnaire to be surveyed. They also suggested to make the survey questionnaire in booklet form. Their suggestions were incorporated in improving the content and face validity of the questionnaire. Besides its validity, reliability of the questionnaire is also matters.

To understand the reliability of the questionnaire, the researcher also conducted a pilot test. The Pilot test is essential to improve the questionnaire (Neuman, 2014). This is conducted to detect the flaws of the questionnaire (Cooper & Schindler, 2006). For pilot test, Lukas, Hair, Bush, and Ortinau (2004) suggested a sample size of 50 is enough whereas Lackey and Wingate's (1998) adequate sample size for pilot study would be 10 percent of the total sample of the final study. The researcher, therefore, conducted a pilot test on 30 respondents on April 2017. The questionnaires

Table 3.7

Reliability of the Constructs

No	Constructs	Dimensions	Cronbach's Alpha	Mean	Sd. Dev.
1	Consumer Brand Relationship	Commitment	0.771	5.50	0.499
		Intimacy	0.809	5.33	0.469
		Passion	0.754	5.47	0.520
2	Brand Experience	Sensory	0.738	4.93	0.542
		Affective	0.809	5.28	0.442
		Behavioral	0.741	5.28	0.404
		Intellectual	0.735	5.27	0.411
3	Brand Personality	Sincerity	0.869	5.25	0.387
		Excitement	0.730	5.18	0.456
		Competency	0.816	5.25	0.348
		Sophistication	0.753	5.28	0.552
		Ruggedness	0.752	5.31	0.29
4	Customer Relationship Management		0.905	5.21	0.357
5	Customer Satisfaction		0.716	5.37	0.407

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were distributed randomly among the consumers at Bashundhara city shopping mall, Dhaka, Bangladesh. The researcher used SPSS software to get the values of Cronbach Alpha as Cronbach's Alpha ensures internal consistency of scales (Zikmund, 2010) or reliability of coefficient (Hair et al., 2010). Zikmund (2010) also suggested that Alpha value (i) equal to or greater than 0.8 is highly reliable, (ii) greater than or equal to 0.7 is reasonable, and (iii) greater than or equal to 0.6 shows poor reliability. Table 3.7 incorporated the results of the reliability of the constructs. The result of the pilot test shows that all the constructs of the study are reliable as their value is above 0.6.

3.6 Data Analysis Techniques

In data analysis, the researcher employed both descriptive and inferential statistics.

3.6.1 Descriptive Analysis

The descriptive analysis summarized data, and provided overview of the profile of respondents, and frequency of occurrence or outcome in tabular format (Agresti & Finlay, 1997). The study performed descriptive analysis by using SPSS version 23. Details of the descriptive statistics discussed below.

3.6.1.1 Data Screening and Preliminary Analysis

Data screening is considered as ground work for multivariate data analysis based on survey. Particularly, it is essential particularly in quantitative research for obtaining significant results as Hair et al. (2010) argued that the quality of analysis depends on quality of data screening. Therefore, it is necessary to identify missing and

incomplete questionnaires. In this study, incomplete questionnaires (total of 17) were excluded as Hair et al. (2010) suggested excluding incomplete questionnaires for further data analysis.

3.6.1.2 Missing Value Analysis

It is important to handle missing data problem carefully as it reflects the true population parameter (Wayman, 2003). Wayman (2003) stated two popular methods of handling missing data as (i) deletion and (ii) replacement. He argued that handling missing data with deletion (listwise or pairwise) created bias result if the remaining data were not representative of the population. However, another way to handle missing value is mean replacement. This method reduces the variance of the variable and diminishes the relationship with other variables (Wayman, 2003). Researchers

Table 3.8

Percentage of Missing Value

No	Constructs	Number of missing value
1	Consumer brand relationship	22
2	Brand experience	15
3	Brand personality	20
4	Customer relationship management	18
5	Customer satisfaction	17
6	Total	92
7	Percentage	0.0051 or 0.51%

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(Hair et al., 2017; Little and Rubin, 1987; Raymond, 1986; Tabacnick & Fidell, 2007) suggested using mean replacement for missing value when less than 5 percent values were missing per indicator. Hence, this study used mean substitution since the percentage of missing values was less than 5 percent (0.51%). The percentage and the total number of missing values in this study are presented in Table 3.8.

3.6.1.3 Outliers Detection and Treatment

Another important consideration of data screening is the outlier detection and treatment. Outliers are the observations or subset of observation inconsistent with the total of the data set (Barnett & Lewis, 1994). Outliers become the major concern for researchers as the presence of outliers in regression based analysis seriously distorts the estimates that cause unreliable results (Verardi & Croux, 2009). One of the widely accepted methods of outlier detection is Mahalanobis distance (D2). It is defined as "the distance of a case from the centroid of the remaining cases where the centroid is the point created at the intersection of the means of all the variables" by Tabachnick and Fidell (2013). Authors (e.g. Van Bruggen, Spann, Lilien, & Skiera, 2010; Chambers, 1986) opined that it could detect observations that were placed away from the center of the data and less influential observation that was highly related to the variable. In this study, the researcher used SPSS 23 to detect the outliers. The probability of Mahalanobis distance values that are below than 0.001 are identified as outliers. The researcher in this study identified 57 values as outliers that were deleted. Lastly, 280 cases were finalized for further analysis.

3.6.1.4 Multicollinearity Test

Researchers should be concerned with the multicollinearity as its presence among the predictor variables can distort the estimation of regression coefficient (Chattergee & Yilmaz, 1992; Hair et al., 2017; Tabachnick & Field, 2013). Coefficients become statistically non-significant when multicollinearity inflates the standard error of the coefficient (Tabachnick & Fidll, 2013). Multicollinearity can be identified by examining the correlation matrix since Hair et al. (2010) suggested that the values of the correlation coefficient of exogenous construct 0.90 and above causes multicollinearity among predictor variables. Table 3.9 shows the result of correlation

Table 3.9

Correlation Matrix of the Exogenous Latent Construct

No	Constructs	1	2	3
1	Brand experience	1		
2	Brand personality	0.351**	1	
3	Customer relationship management	0.440**	0.194**	1

**. Correlation is significant at the 0.01 level (1-tailed)

Table 3.10

Tolerance and Variance Inflation Factor (VIF)

Constructs	Collinearity Statistics		
	Tolerance	VIF	Condition Index
BP	0.733	1.364	1.291
BE	0.875	1.143	1.432
CRM	0.805	1.243	1.788

   a. Dependent Variable: CBR

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Matrix, and it is confirmed that none of the values of the exogenous latent variable exceeds the threshold value. Furthermore, variance inflation factor (VIF) in Table 3.10 shows that VIF values are below the cut off value (5).

3.6.1.5 Test of Normality

At this stage, the researcher tested the normality of the data set. A distribution has normal distribution or standard normal distribution when the mean is '0', and standard deviation is '1'. According to the central limit theorem, a distribution becomes normal when it takes large sample size. Normality of the dataset is one of the basic assumptions of structural equation modeling (SEM) analysis (Byrne, 2010). However, this assumption is not essential for PLS-SEM as it can handle non-normal data (Bontis, Booker, & Serenko, 2007; Chin, 1998). PLS-SEM follows bootstrapping procedure in determining the relationships among the construct in a model for non-normal data (Hair et al., 2013). However, Hair et al. (2013) suggested to detect and delete substantial deviation in a dataset to ensure the quality of the dataset because extremely non-normal data inflate bootstrapping result and decrease the change of the significance of the relationship. Hair et al. (2017) have suggested that skewness value greater or less than 1 causes skewed distribution and is referred as a non-normal distribution of the dataset. Table 3.11 shows that the skewness value is within the required range. Likewise, Kolmogorov-Smirnov and Shapiro-Wilk normality test results were significant (Table 3.12). Moreover, the histogram (Figure 3.3) shows that the dataset passed the criteria of normality.
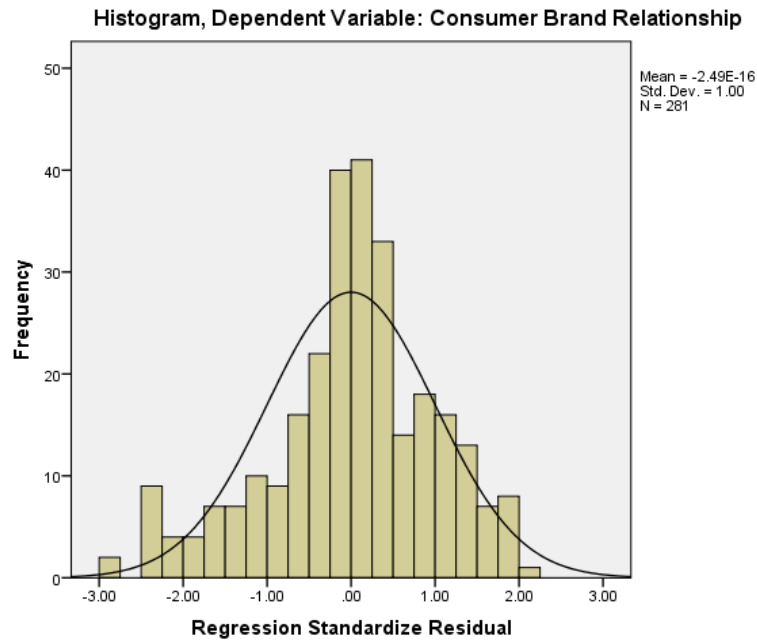
Figure 3.2

Histogram and Normality Plot

Table 3.11

Kolmogorov-Smirnov and Shapiro-Wilk Normality Test

	Descriptive		**Statistic**	**Std. Error**
CBR	Mean		0.0000	0.05987
	95% Confidence Interval for Mean	-0.1179		
		0.1179		
	5% Trimmed Mean		0.0336	
	Median		0.0600	
	Variance		1.004	
	Std. Deviation		1.00179	
	Minimum		-2.87	
	Maximum		2.04	
	Range		4.91	

Table 3.11 (Continued)

Descriptive	Statistic	Std. Error
Skewness	-0.509	0.146
Interquartile Range	1.07	
Kurtosis	0.255	0.290

Table 3.12

Kolmogorov-Smirnov and Shapiro-Wilk Normality Test

	Kolmogorov-Smirnovaa			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
CBR	0.082	280	0.000	0.971	280	0.000

a. Lilliefors Significance Correction

3.6.1.6 Test of Nonresponse Bias

Higher response rate is not an adequate indicator for nonresponse bias (Malhotra, 2014). Nonresponse bias is the mistake researchers make in estimating sample characteristics as some portions of respondents are underrepresented (Berg, 2002). Researchers fail to define the specific response rate below of which it is biased and above of which it is not biased (Singer, 2006). Therefore, it is necessary to investigate nonresponse bias (Pearl & Fairley, 1985; Sheikh, 1981). In this study, theresearcher also tested the nonresponse bias. For this purpose, respondents were divided in two groups as, first group, those who responded the questionnaire in early June 2017 and, second group, those who responded the questionnaire four week later

Table 3.13

Result of Independent Sample T- Test for Non-Response Bias

	Period	N	Mean	SD	Levene's Test for Equality of Variances	
					F	Sig
CBR	First Period	177	5.3609	0.41397	0.951	0.33
	Second Period	103	5.3404	0.38208		
BE	First Period	177	5.3079	0.38841	0.024	0.88
	Second Period	103	5.2864	0.41629		
BP	First Period	177	5.2022	0.38364	0.759	0.38
	Second Period	103	5.1333	0.36491		
CRM	First Period	177	5.2724	0.44047	3.685	0.06
	Second Period	103	5.1768	0.39906		
CS	First Period	177	5.3136	0.45962	0.335	0.56
	Second Period	103	5.2864	0.44429		

that is early July 2017. The second group was the non-respondent of the first group. However, it was expected that both group explained same variance or similar sample characteristics. Independent sample t-test shows the significant difference between the response given in two different time (Pallant, 2010). Table 3.13 shows independent t-test results of five endogenous and exogenous variables studied in this study. The independent t-test statistics revels that the significant values of equal variance of the five variable is higher than 0.05 level of Levene's test of equality (Pallant, 2010; Field, 2009). Therefore, the assumption of equal variance was not violated and the sample of 280 retain for further analysis.

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3.6.2 Common Method Variance

In social science research, common method variance (CMV) is very important since this problem is quite common (Podsakoff, MacKenzie & Podsakoff, 2012). CMV can inflate, deflate, or make no effect on the results of the analysis of two constructs (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). CMV is problematic since it (i) causes type I or type II error that affect the hypothesis (ii) creates incorrect perceptions about the percentage of variance accounted for in the criterion construct (iii) distorts discriminant validity (Podsakoff, MacKenzie & Podsakoff, 2012).

To minimize CMV, the researcher followed few procedural remedies (Baumgartner & Weijters, 2012; Mackenzi & Podsakoff, 2012; Podsakoff, MacKenzie & Podsakoff, 2012). It was assured before the interview that the information of the respondents would be kept as confidential throughout the research process, and there was no right and wrong answer. It was informed to them that this research was conducted by an academician for the purpose of PhD degree, and the information would be used for academic purpose only. Therefore, respondents could give the answers by being free from biases and influences.

Furthermore, the value of the inter-item correlation that was shown in the correlation matrix Table 3.9 was below than 0.90 which was an indication that common method bias was not a concern (Bagozzi, Yi, & Phillips, 1991) for this study. Moreover, according to Harman (1976) single factor test, using single principal component factor analysis, showed that only 20.19 percent (Appendix B) variance was explained by a single factor, which was less than the cut off value (50 percent). All

these in combination ensured that this study was free from common method variance.

3.6.3 Inferential Analysis

To conduct inferential analysis, the researcher used PLS-SEM. According to Hair et al. (2017), the rule of thumb was that PLS-SEM was appropriate for this research model because PLS-SEM was used in exploratory research for theory development.

3.6.3.1 Partial Least Square Technique (PLS)

The researchers selected variance based PLS-SEM rather than co-variance based AMOS because PLS-SEM is a second-generation technique for structural equation modeling (Hair et al., 2017) and a flexible tool for prediction and building statistical model (Ringle, Wende & Will, 2010). As a variance based approach, the aim of PLS-SEM is to reduce the residual variance of the criterion variable and use the exogenous construct to predict the endogenous variable (Chin, 2010; Hair et al., 2014). SmartPLS software by Ringle, Wende, and Becker (2015) version 3.2.7 was used in this research for PLS-SEM path analysis. PLS was chosen for this study to analyze data of for few other reasons. Firstly, PLS provides a better result in evaluating mediation and moderation effect than regression analysis (Brown, 1997; Preacher & Hayes, 2004). Secondly, PLS-SEM considers measurement error and gives more accurate result in moderation and mediation effect (Chin, 1998a). Thirdly, in social science research normality of the data is a big issue (Osborne, 2010), PLS does not require normal data set because it can treat non-normal data as well (Chine, 1998a). Fourth, PLS produces relatively a better result than other

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methods (Bollen, 1989). The Fifthly, PLS can handle complex model that deals a number of structural relationships (Hair et al., 2017). Lastly, PLS has become a popular approach in marketing studies in the last two decades (Henseler, Ringle, & Sinkovics, 2009) since its capability of testing complex and multivariate models show direct, indirect and interaction effect (Hair et al., 2014). Though PLS can perform analysis on a small sample (Starkweather, 2011), however, it enhances prediction based on large sample (Hair et al., 2014).

3.7 Summary

This chapter defined and operationalized the measure variables. To conduct the study, this chapter briefly described the research procedures. Systematic random sampling was used for data collection. The chapter elaborated the population, sample size, data collection procedure, and data analysis process.
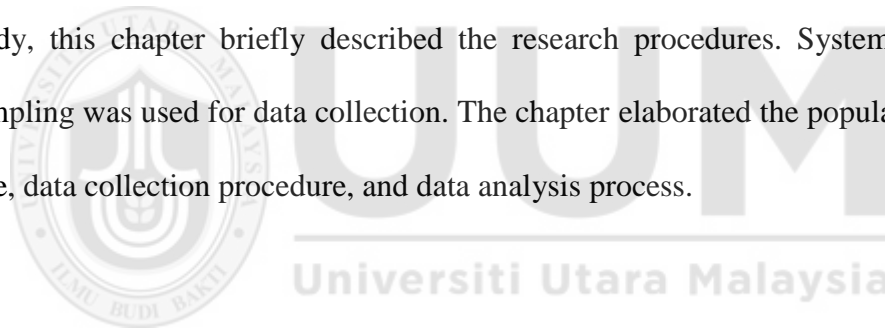
CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

The objective of this chapter is to discuss detailed data analysis procedures, their results, and findings. The following sections has included the demographic profile of the study, assessment of the model of this study, using measurement and structural model criteria.

4.2 Response Rate

A total of 463 (Table 4.1) mobile telecom consumers was contacted to get the desired response. A total of 88 respondents did not take part in the survey and did not return the questionnaire as they were not interested in participating in the survey. Therefore, the response rate is 81 percent. The questionnaire contained two filtering questions: (i) whether the consumer was a user of pre-paid or post-paid mobile telecom brand user and (ii) whether the consumer was an employee of any of the mobile telecom industry. The researcher found 08 respondents on these two categories, and later these questionnaires were excluded. Out of 367 questionnaires, 17 questionnaires had to excluded as the majority part of the questionnaire was not answered by the respondents. Then the researcher found out unengaged/straight line response, that is, those who only gave a certain response for all the questions (e.g., 3 for all the questions). A total of 13 questionnaires were excluded in this category. The researcher further excluded 57 questionnaires because of the presence of the outlier. Finally, a total of 280 questionnaires was found for final analysis. Therefore,

the total effected response rate was 60 percent. This number was quite sufficient as Sekaran (2003) argued 30 percent response rate was acceptable for surveys. Similarly, Hair et al., (2014) suggested minimum sample size for structural equation modeling would be ten times of the maximum number of arrows coming towards a

Table 4.1

Response Rate of the Consumers

No	Constructs	Frequency	Percentage
1	Total number of respondent contacted, and questionnaire distributed	463	100
2	Do not return the questionnaire and not interested to participate	88	19
3	Excluded through filtering question	08 (6+2)	2
4	Excluded due to incomplete questionnaire	17	4
5	Excluded due to straight lining response	13	3
6	Exclude due to outlier	57	12
5	Total retain for analysis	280	60

construct. In this regard, the sample size of 40 was enough for this study. As this research used PLS software for data analysis sample size more than 100 was enough for getting a result (Hair et al., 2017). Furthermore, according to the result of G*Power, a sample size 119 is enough for the research model of this study. From the above consideration, the valid response of 280 sample was substantial for analysis.

4.3 Respondents' Demographic Profile

The demographic profile of this study includes respondents' sex, age, education, marital status, income, name of telecom brand used, and the shopping mall where the survey was conducted. The summary of the demographic profile is presented in Table 4.2.

Table 4.2

Demographic Characteristics of the Respondents (n=280)

		Frequency	Percent
Gender	Male	136	48.6
	Female	144	51.4
Age	18-24	46	16.4
	25-34	185	66.1
	35-44	31	11.1
	45 and above	18	6.4
Degree	SSC	15	5.4
	HSC	50	17.9
	Bachelor	56	20.0
	Master	99	35.4
	PhD	2	0.7
	Others	58	20.7
Marital Status	Unmarried	105	37.5
	Married	175	62.5
Income	Below 25000	118	42.1
	25000-49000	67	23.9
	50000-74000	21	7.5
	75000-99000	4	1.5
	100000 and above	70	25.0
Brand Used	Grameen Phone	117	41.8
	Robi	47	16.8
	Airtel	50	17.9
	Banglalink	45	16.1
	Teletalk	21	7.5
Market	Jamuna Future Park	35	12.50
	Saad Musa City Center	23	8.21
	Bashundhara City	64	22.86

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Table 4.2 (Continued)

	Frequency	Percent
Mouchak Market	25	8.90
New Market	30	10.71
Bongo Market	18	6.43
Eastern Plaza	23	8.21
Nahar Plaza	18	6.43
Mutalib Plaza	18	6.43
Karnafuly City Garden	26	9.29

Among the 280 respondents, female participants (51.4 percent) were higher than male participants (48.6 percent). The majority of these participants (66.1 percent) was in the age group of 25 to 34 years. Others age group such as 18-24, 35-44, and 45 and above was 16.4, 11.1, and 6.4 percent respectively. Comparing respondents' marital status, it is observed that most of them were found married (62.5 pecent).

The educational status of the respondents shows that participants having secondary school certificate, higher secondary certificate, bachelor's degree, master's degree, PhD degree, and another degree were 5.4, 17.9, 20.0, 35.4, 0.7, and 20.7 percent respectively. Furthermore, the majority of the respondents (66 percent) had monthly income below TK. 50,000. The highest percentage of respondents was in the income group of below TK. 25000. It was followed by income group of TK. 25000-49000 and Tk.100,000 and above with 23.9 and 35.0 percent respectively.

Regarding the user of brands, the present study found that 41.8 percent of the respondents used the country's leading mobile telecom brand, which was, Grameen Phone. Almost equal number of respondents came from the other three brands, e.g., Robi, Airtel, and Banglalink; in addition, their percentage were 16.8, 17.9 and 16.1 respectively. Only 7.5 percent respondents were the user of the brand Teletalk.

Moreoverr, respondents' distribution by shopping mall ranges from 6.43 percent to 22.86 percent. The total percentage of participants for different shopping malls, were, namely Jamuna Future Park 12.5 percent, Saad Musa City Center 8.21 percent, Bashundhara City 22.86 percent, Mouchak Market 8.93 percent, New Market 10.71 percent, Bongo Market 6.43 percent, Eastern Plaza 8.21 percent, Nahar Plaza 6.43 percent Mutalib Plaza 6.43 percent, Karnafuly City Garden 9.29 percent.

4.4 Latent Constructs' Descriptive Analysis

The study included five latent constructs, and their descriptive statistics were presented in Table 4.3. These constructs were measured by a total of 64 items (consumer brand relationship by 17 items, brand experience by 12 items, brand personality by 15 items and customer satisfaction by 6 items). The negative items of were reversed coded using SPSS. The descriptive statistics of these constructs show that the mean and standard deviation value ranged from 5.17 to 5.35 and 0.37 to 0.45

Table 4.3

Demographic Characteristics of the Constructs

	No. of Items	Mean	Std. Deviation
CBR	17	5.3534	0.40196
BE	12	5.3000	0.39829
BP	15	5.1769	0.37767
CRM	14	5.2372	0.42748
CS	06	5.3036	0.45343

respectively. This indicated that overall, the respondents had positive perception regarding the construct of the study.

4.5 Assessment of PLS Path Modeling Findings

To assess model structure, Chin (1998a) proposed a catalog of criteria since PLS path model does not have any global goodness-of-fit criteria (Henseler, Ringle, & Sinkovics, 2009). The implementation of these criteria encompasses a two-stage process, e.g. (i) assessment of outer model and (ii) assessment of inner model (Henseler, Ringle, & Sinkovics, 2009). The outer model is known as the measurement model and the inner model is known as the structural model (Hair et al., 2017). Model assessment starts with the measurement model (Henseler, Ringle,
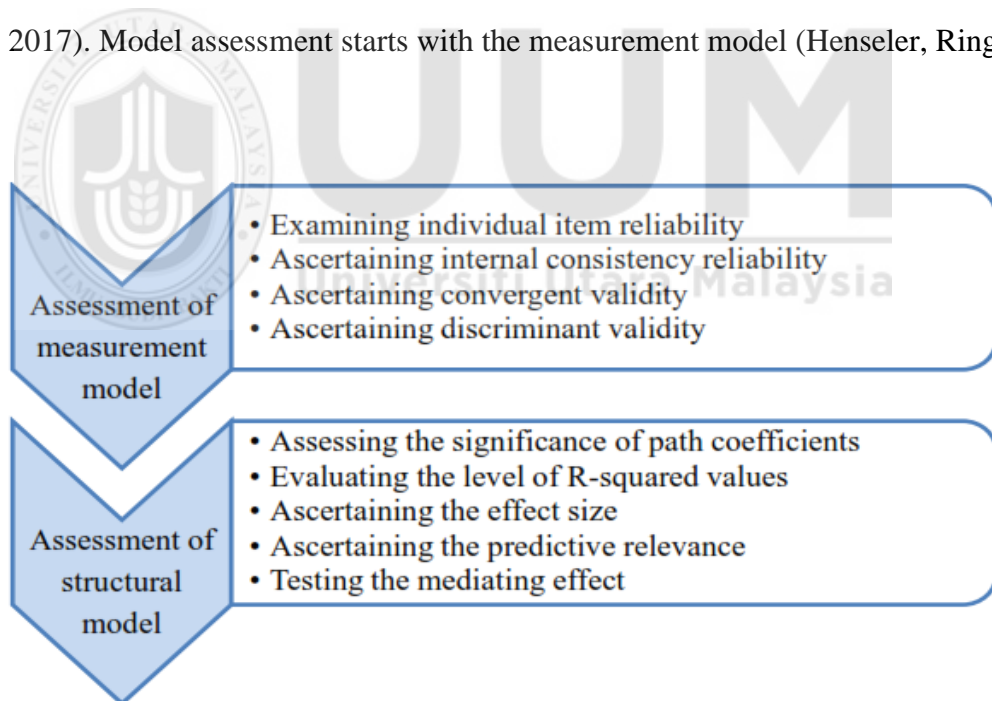
Figure 4.1
Two-Step Process of PLS Path Model Assessment
Source: Hair at el. (2017)

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& Sinkovics, 2009) which is broadly two types (i) reflective and (ii) formative (Hair et al., 2017). In this research, the indicators were reflective in nature. The evaluation criteria of measurement and structural model according to Hair et al. (2017) are presented in Figure 4.1 which are discussed below.

4.5.1 Assessment of Measurement Model

The assessment of measurement model depends on several criteria. These criteria assess reflective measurement model's reliability and validity (Henseler, Ringle, & Sinkovics, 2009). These criteria include: (i) indicator/individual item reliability (ii) internal consistency reliability, (iii) convergent validity, and (iv) discriminant validity (Henseler, Ringle, & Sinkovics, 2009; Hair at el., 2017 & Hair at el., 2014). The measurement model was presented in Figure 4.2 and details of the measurement model results were presented in Table 4.4.

4.5.1.1 Indicator/Individual Item Reliability

Researchers should assess the reliability of each indicators as they vary (Henseler, Ringle, & Sinkovics, 2009). Indicator reliability is also called as outer loading, which means that the variance of an indicator is explained by the latent construct. The outer loading ranges from 0 to 1. The general rule of thumb is that researchers should delete an item with loading less than 0.4 and should retain an item with loading greater than 0.7 (Hair et al., 2017, Henseler, Ringle, & Sinkovics, 2009).
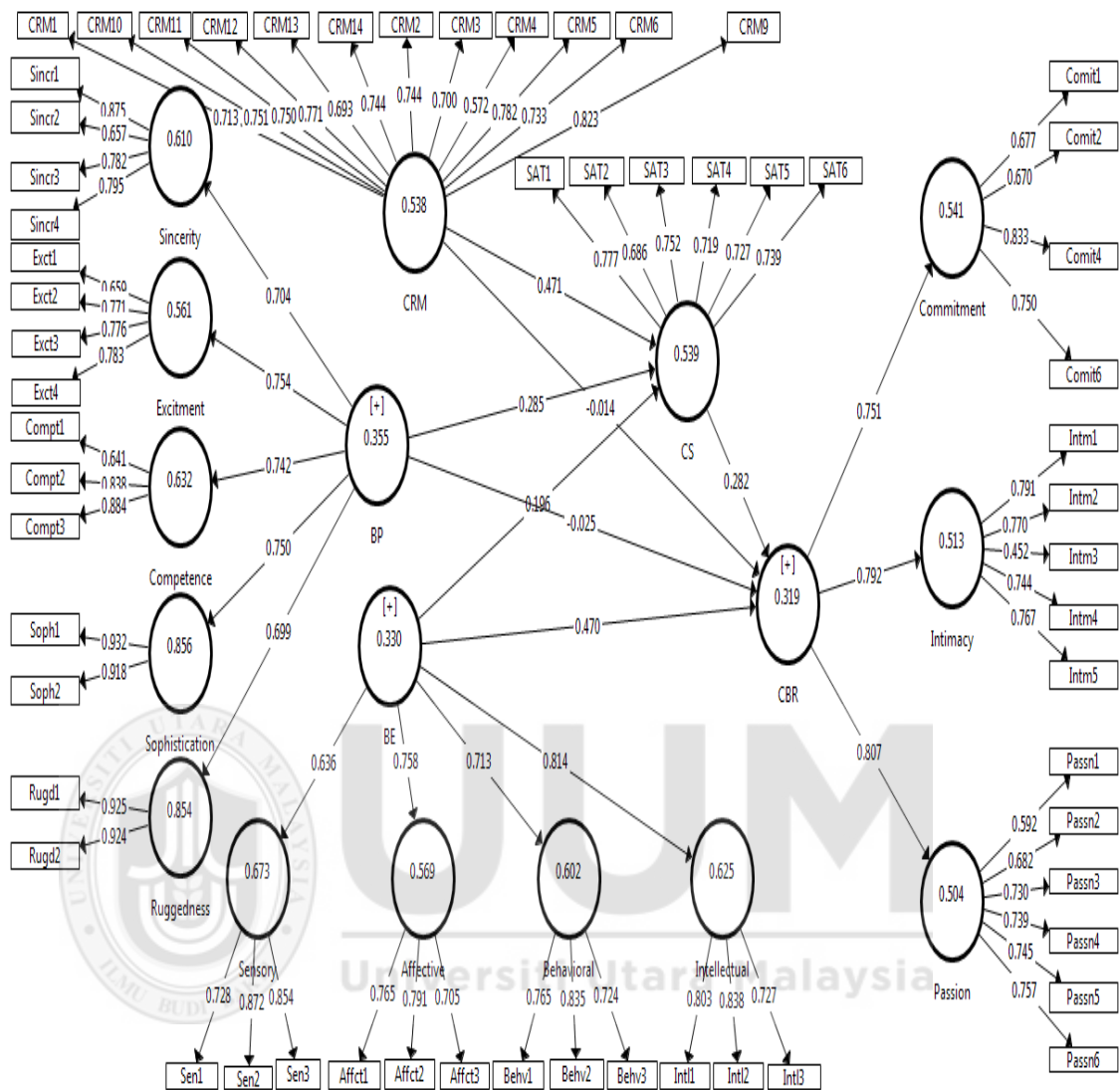
Figure 4.2

Measurement Model

Item in between greater than 0.4 and less than 0.7 can be eliminated or retained based on the internal consistency reliability (Hair et al., 2017). In this study, 4 items (commit3, comit5, crm7 and crm8) were deleted as their values were below the threshold, and rest 60 items were retained (Table 4.4). Nonetheless, items (passn1, Intm3 and CRM 4) were retained though their loadings were below 0.60 since their AVE values of were above 0.50.

4.5.1.2 Internal Consistency Reliability

Researchers suggest two measures of internal consistency reliability, such as Cronbach's alpha and composite reliability. Cronbach's alpha is the traditional criteria of checking internal consistency (Henseler, Ringle, & Sinkovics, 2009). However, it is a conservative measure (Hair et al., 2017) and produces relatively low reliable values in PLS path model (Henseler, Ringle, & Sinkovics, 2009). It is, therefore, more appropriate to apply composite reliability to assess internal consistency reliability (Henseler, Ringle, & Sinkovics, 2009). Composite reliability value between 0.6 to 0.7 is acceptable, but value above 0.7 is satisfactory (Hair et al., 2017). In this research, all the values of composite reliability were satisfactory, that is, they were above the threshold of 0.7 (Table 4.4).

4.5.1.3 Convergent Validity

Convergent validity is the extent of positive correlations among the alternative measures of the same construct (Hair et al. 2017). For reflective measurement model, Hair et al., (2017) and Fornell and Larcker (1981) recommended to use Average Variance Extracted (AVE) to judge convergent validity. AVE value at least 0.50 indicates that sufficient convergent validity is achieved (Henseler, Ringle, & Sinkovics, 2009; Hair et al., 2017). The researcher followed the AVE value to assess the convergent validity of the latent variable of this study. The AVE values of the latent variables (Table 4.4) in this study were above the cut-off value which indicates that convergent validity of the latent variables was achieved.

Table 4.4

Psychometric Properties of the Constructs

First-order Constructs	Second-order Constructs	Items	Loadings	CR	AVE
Commitment		Comit1	0.677	0.824	0.541
		Comit2	0.67		
		Comit4	0.833		
		Comit6	0.75		
Intimacy		Intm1	0.791	0.836	0.513
		Intm2	0.77		
		Intm3	0.452		
		Intm4	0.744		
		Intm5	0.767		
Passion		Passn1	0.592	0.858	0.504
		Passn2	0.682		
		Passn3	0.73		
		Passn4	0.739		
		Passn5	0.745		
		Passn6	0.757		
	Consumer Brand Relationship (CBR)	**Commitment**	0.751	0.827	0.614
		Intimacy	0.792		
		Passion	0.807		
Sensory		Sen1	0.728	0.86	0.673
		Sen2	0.872		
		Sen3	0.854		
Affective		Affct1	0.765	0.798	0.569
		Affct2	0.791		
		Affct3	0.705		
Behavioral		Behv1	0.765	0.819	0.602
		Behv2	0.835		
		Behv3	0.724		
Intellectual		Intl1	0.803	0.833	0.625
		Intl2	0.838		
		Intl3	0.727		
	Brand Experience (BE)	**Sensory**	0.636	0.822	0.538
		Affective	0.758		
		Behavioral	0.713		
		Intellectual	0.814		
Sincerity		Sincr1	0.875	0.861	0.61
		Sincr2	0.657		

Table 4.4 (Continued)

First-order Constructs	Second-order Constructs	Items	Loadings	CR	AVE
		Sincr3	0.782		
		Sincr4	0.795		
Competence		Compt1	0.641	0.835	0.632
		Compt2	0.838		
		Compt3	0.884		
Excitment		Exct1	0.659	0.836	0.561
		Exct2	0.771		
		Exct3	0.776		
		Exct4	0.783		
Sophistication		Soph1	0.932	0.922	0.856
		Soph2	0.918		
Ruggedness		Rugd1	0.925	0.922	0.854
		Rugd2	0.924		
	Brand Personality (BP)	**Sincerity**	0.704	0.851	0.533
		Excitement	0.74		
		Competency	0.754		
		Sophistication	0.75		
		Ruggedness	0.699		
	Customer Relationship Management (CRM)	CRM1	0.713	0.933	0.538
		CRM2	0.744		
		CRM3	0.7		
		CRM4	0.572		
		CRM5	0.782		
		CRM6	0.733		
		CRM9	0.823		
		CRM11	0.75		
		CRM12	0.771		
		CRM13	0.693		
		CRM14	0.744		
	Customer Satisfaction (CS)	SAT1	0.777	0.875	0.539
		SAT2	0.686		
		SAT3	0.752		
		SAT4	0.719		
		SAT5	0.727		
		SAT6	0.739		

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4.5.1.4 Discriminant Validity

Discriminant validity means that two different concepts exhibit sufficient difference (Henseler, Ringle, & Sinkovics, 2009). Hair et al. (2017) stated that it showed the extent a construct was sufficiently different from other constructs. Two commonly used measures of discriminant validity are: Fornell-Larcker criterion and the cross loading (Henseler, Ringle, & Sinkovics, 2009). According to Fornell-Larcker, criterion, a latent variable explains more variance of its indicators than other latent variables (Fornell & Larcker, 1981). In statistics, the squared root of all AVEs should be higher than the inter-construct value diagonally on the same columns and rows (Ramayah, Cheah, Chuah, Ting & Memon, 2017). The other criterion of discriminant validity is the cross-loadings, which means that each loading of an indicator must be higher than all its cross-loadings (Chin, 1998). In this study, it is seen that all the AVE values in the diagonal (Table 4.5) are higher than their respective inter-construct values on the same columns and rows. Furthermore, the indicators' loadings were also higher than at their respective cross-loadings (Appendix C).

Fornell-Larcker criterion in detecting discriminant validity will perform poorly if the loadings vary (Hair et al., 2017). Henseler et al. (2015) suggested to assess Heterotrait-monotrait ration (HTMT) of correlation as a remedy. HTMT is the between-trait and within trait ration (Hair et al., 2017). The HTMT value greater than 0.90 causes lack of discriminant validity. In Table 4.6, HTMT ratios of the latent constructs were within within the threshold, which means that the latent construct of this study was distinctive from each other.

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Table 4.5

Fornell-Larker criterion of Discriminant Validity

	BE	**BP**	**CBR**	**CRM**	**CS**
BE	**0.733**				
BP	0.337	**0.727**			
CBR	0.578	0.288	**0.781**		
CRM	0.197	0.460	0.244	**1.000**	
CS	0.389	0.588	0.441	0.635	**1.000**

Table 4.6

HTMT Ratio of Discriminant Validity

	BE	**BP**	**CBR**	**CRM**	**CS**
BE					
BP	0.458				
CBR	0.782	0.373			
CRM	0.233	0.479	0.290		
CS	0.458	0.615	0.519	0.635	

4.5.2 Assessment of Structural Model

After the assessment of measurement model, for PLS-SEM analysis, researchers should focus on the structural model assessment (Hair et al., 2017). The structural model is the inner model that shows the relationship between the latent constructs (Hair at al., 2012). The structural model tests the hypotheses, shows their path coefficients, amount of variance explained by the exogenous latent constructs, their

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effect size, and the predictive relevance. For assessing the structural model, researchers should go through few steps as presented in Figure 4.1. The researcher run the bootstrapping option with 5,000 samples, Complete Bootstrapping, Bias-Corrected and Accelerated (BCa) Bootstrap, one-tailed testing at 0.05 level of significance.

4.5.2.1 Assessment of Structural Model Collinearity

The first step of assessment of structural model is to check the multicollinearity of the exogenous latent constructs. Multicollinearity can be examined through variance inflated factor (VIF), and Hair et al. (2017) suggested that VIF value above 5 caused of multicollinearity. The Smart PLS software produces both inner and outer VIF. Table 4.7 represents the VIF values for the inner model. As seen in Table 4.7 the

Table 4.7

Variance Inflated Factor (VIF)

	Consumer Brand Relationship	**Customer Satisfaction**
Brand Experience	1.225	1.143
Brand Personality	1.538	1.364
Customer Relationship Management	1.721	1.243
Customer Satisfaction	2.150	

structural model VIF values for the exogenous variable was below the cut-off values (5). Therefore, according to the recommendation of Hair et al. (2017), multicollinearity did not exist among the predictor variables.

4.5.2.2 Assessment of the Significance of Structural Model Relationships

In this step, PLS-SEM estimates the structural model relationship which exhibits the hypothesized relationship of the latent constructs (Hair et al., 2012). A specific relationship whether significant or not is determined by the use of empirical t and p values. PLS-SEM uses bootstrapping procedure that computes empirical t and p values (Hair et al., 2017). In this study, the researcher used standard bootstrapping with 5000 bootstrap sample and 280 cases to estimate the significance of path coefficients. Figure 4.3 and Table 4.8 show the estimates of the structural model of
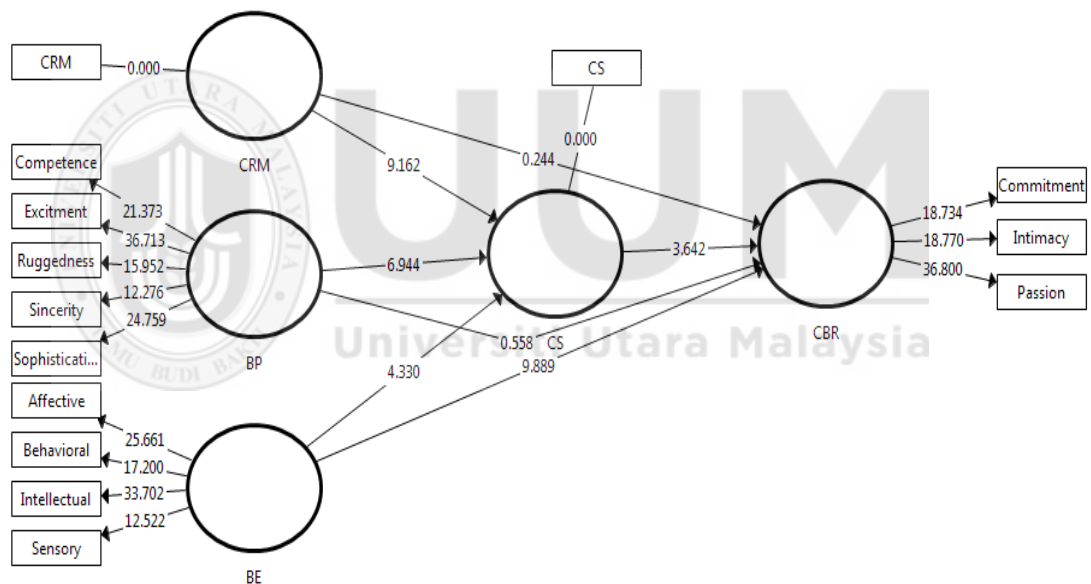
Figure 4.3
Structural Model

this study, which include exogenous latent constructs (i.e. brand experience, brand personality and customer relationship management), a mediator (customer satisfaction), and the endogenous latent variable (consumer brand relationship).

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The structural model presents the causal relationships among the constructs, which assesses the path coefficients and R^2 values (Ee, Halim & Ramayah, 2013). Table 4.8 shows the result of the hypothesized relationships. The relationships between brand experience, brand personality, customer relationship management, customer satisfaction and consumer brand relationship were assessed in the structural model. According to Figure 4.3 and Table 4.8, the relationship between brand

Table 4.8

Assessment of Path Model

Hypothesis	Relationships	Beta Values	SD	T Values	P Values	Findings
Hypothesis $_{1A}$	BE -> CBR	0.482	0.049	9.94	0.00	Supported
Hypothesis $_{1B}$	BP -> CBR	-0.033	0.061	0.543	0.587	Not Supported
Hypothesis $_{1C}$	CRM -> CBR	-0.016	0.065	0.246	0.806	Not Supported
Hypothesis $_{2A}$	BE -> CS	0.194	0.046	4.246	0.00	Supported
Hypothesis $_{2B}$	BP -> CS	0.315	0.045	6.979	0.00	Supported
Hypothesis $_{2C}$	CRM -> CS	0.451	0.05	8.986	0.00	Supported
Hypothesis $_3$	CS -> CBR	0.283	0.078	3.627	0.00	Supported

experience and CBR was significant since the hypothesis $_{1A}$ (β=0.482, t= 9.94, and p<0.001) was supported. It means that brand experience predicts the CBR.

However, reverse situation was seen for brand personality in predicting CBR. From the Table 4.8, it was seen that the relationship between BP and CBR was not significant (β=-0.033, t= 0.543, and p=0.587) and the hypothesis $_{1B}$ could not be accepted in this study. Likewise, similar result was found for the hypothesis $_{1C}$. It

was seen that the CRM could not directly predict CBR since their relationship was not significant (β= -0.016, t= 0.246, and p=0.806). Therefore, the hypothesis $_{1C}$ was not supported in this study.

On the other hand, the rest of the four hypotheses (2_A, 2_B, 2_C and 3) give positive results. The hypothesis $_{2A}$ was accepted (β= 0.194, t= 4.246, and p<0.00), and this means that BE had significant influence on CS. Similarly, customer satisfaction was positively influenced by BP as the hypothesis $_{2B}$ was significant (β= 0.315, t= 6.979, and p< 0.00). Hypothesis $_{2c}$ predicted that CRM predicted the customer satisfaction. The results in Table 4.8 shows that the relationship between CS and CRM was significant (β= 0.451, t= 8.986, and p<0.00) and the hypothesis $_{2c}$ was supported. Lastly, the hypothesis 3 was also supported, and this means that CS predicts CBR since the result presented in Table 4.8 was significant (β= 0.283, t= 3.627, and p< 0.00).

4.5.2.3 Assessment of Structural Model with Mediation

Mediation effect likely to be present when a third variable called intervening variable effects the relationship between an exogenous and an endogenous variable (Hair et al., 2012). Hair et al. (2012) suggested three types of mediation such as complementary mediation, competitive mediation, and indirect-only mediation. Three widely used technique of mediation techniques are Baton & Kenny (1986), Sobel test (Sobel, 1982), and Bootstrapping (Preacher & Hayes, 2004; 2008a). Though Baron & Kenny approach is well renowned; however, recent researchers find problem in its conceptual and methodological aspects (Hayes, 2013). Likewise,

significant amount of prior research relied on the Sobel test for mediation analysis. However, researchers, especially in PLS-SEM (e.g., Klarner, Sarstedt, Hoeck & Ringle, 2013; Sattler et al., 2010), dismissed its significance in mediation analysis due to its assumption of normal distribution, which was inconsistent with PLS-SEM method (Hair et al., 2017). Sobel test also was flawed with low statistical power and it needed unstandardized path coefficient (Hair et al., 2017).

On the other hand, bootstrapping is a non-parametric test, which uses re-sampling procedures (Hair et al., 2014). It produces better statistical power than Sobel test (Hair et al., 2017). Bootstrapping is a rigorous and powerful process for mediation analysis (Hayes, 2009; Zhao, Lynch & Chen, 2010), and it is appropriate for PLS-SEM analysis (Hair et al., 2014). Hair at al. (2014) suggested to use bootstrapping procedure for mediation analysis in the research that followed Preacher and Hayes (2004, 2008a) mediation approach. In this study, the researchers followed the Preacher and Hayes (2004, 2008a) mediation approach and bootstrapping procedure for mediation analysis. In the latest version of Smart PLS software (3.2.7), no manual calculation was necessary for mediation analysis as specific mediation effect result was incorporated for multivariate SEM analysis. For mediation analysis, Hair at al., (2017) suggested a series of steps as presented in Figure 4.4.
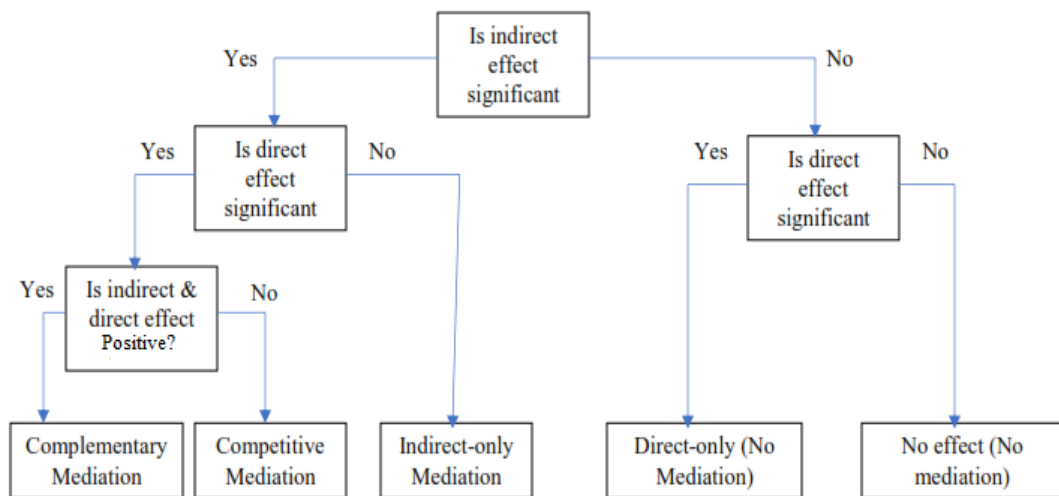
Figure 4.4
Steps of Mediation Analysis
Source: Hair et al., (2017)

In this study, customer satisfaction was used as a mediator between brand personality, customer relationship management, brand experience, and CBR. Table 4.9 represents the mediation results of this study. The study hypothesized that customer satisfaction would mediate the relationship between BP and CBR. According to the result of Table 4.9, the hypothesis $_{4B}$ was supported as the specific indirect effect of BP to CBR through CS was significant (β= 0.089, t= 3.289, and p<0.00). The nature of the mediation is the indirect-only mediation since the direct effect of BP to CBR was not significant. Nonetheless, complementary mediation was found between BE and CBR. The present study predicted that the relationship between BE and CBR would be mediated by CS. The study also found a significant result (β= 0.055, t= 2.775, and p<0.00) for this relationship which supported the hypothesis $_{4A}$. Lastly, indirect-only mediation resulted for CRM and CBR through CS in this study. From the result, it is seen that customer satisfaction significantly (β= 0.128, t= 3.447, and p<0.00) mediated the relationship between CRM and CBR.

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Table 4.9

Mediation Hypothesis Results

Hypothesis	Path	Beta Values	SD	T Values	P Values	Findings
Hypothesis 4A	BE -> CS -> CBR	0.055	0.020	2.775	0.006	Supported
Hypothesis 4B	BP -> CS -> CBR	0.089	0.027	3.289	0.001	Supported
Hypothesis 4C	CRM -> CS -> CBR	0.128	0.037	3.447	0.001	Supported

4.5.3 Assessment of Variance Explained (R^2 or Coefficient of Determination)

One of the good reasons of using PLS-SEM is that it estimates the R^2 value (Ringle et al., 2012), which maximizes the amount of explained variance in the endogenous variable by the exogenous variable (Hair et al., 2010; Hair et al., 2017). The coefficient measures the model's predictive power, and it is the aggregate effect of all exogenous constructs on endogenous construct (Hair et al., 2017). The lowest value of R^2 is zero and the highest value is one. Hair et al. (2017) stated that it was difficult to suggest an acceptable rule of thumb for R^2 values since it would rely on research discipline and the model complexity. However, Urbach & Ahlemann (2010) suggested to achieve a certain R^2 value to have a minimum level explanatory power of the model. In this regard, Falk and Miller (1992) suggested to R^2 values greater than or equal to 0.10 were adequate to explain certain endogenous variables whereas Cohen (1988) suggested 0.26, 0.13, 0.02 and Chin (1998) suggested 0.67, 0.33, 0.19 as substantial, moderate, and weak level of predictive accuracy respectively.

Table 4. 10

Coefficient of Determination (R^2 values)

Variables	R Square
CBR	0.390
CS	0.547

Table 4.10 shows the R^2 values of two endogenous constructs (CBR and CS) of this research. According to the result, it is seen that 39.0 percent of total variance in consumer brand relationship and 54.7 percent variance of customer satisfaction were explain in this study. It means three exogenous variables namely BP, BE, and CRM and a mediator variable (CS) jointly predicted 39.0 percent variance of the exogenous variable of consumer brand relationship. Whereas, the three exogenous variables explained 54.7 percent of the variance of customer satisfaction. It can, therefore, be said that the model of this study produced acceptable level of R^2 values since it is considered as substantial according to the threshold level proposed by Cohen (1988) and Falk and Miller (1992).

4.5.4 Assessing the Level of Effect Size

Another measure of assessing the structural model in PLS-SEM analysis is the effect size (f^2). The effect size (f^2) is measured by using Cohen's f^2 (Cohen, 1988). The effect size (f^2) is the relative impact of the predictor variable on the exogenous variable (Cohen, 1988). It assesses the contribution of an exogenous construct on the endogenous variable in terms of f^2 values (Ramayah et al., 2017).

The Smart PLS-3 software directly calculates the effect size. Cohen (1988) also determined the level of effect size. He proposed the values of f^2 0.35, 0.15 and 0.02 that should be taken as large, medium and small effect respectively. The f^2 values of the exogenous variable of this study are given in Table 4.11

According the result presented in Table 4.11, no significant effect was found between the two-exogenous constructs, such as brand personality and customer relationship management on the consumer brand relationship as their values were 0.001 and 0.00 respectively. Nonetheless, the other exogenous construct, BE,

Table 4.11

Effect Size of Predictive Variables

Relationship	f^2 values	Magnitude
BE -> CBR	0.314	Medium
BP -> CBR	0.001	None
CRM -> CBR	0.000	None
CS -> CBR	0.060	Small
BE -> CS	0.074	Small
BP -> CS	0.159	Medium
CRM -> CS	0.354	Large

showed medium effect (0.314) on CBR though it had very close to large effect (0.35). The mediating variable CS had small effect (0.060) on the consumer brand relationship. Likewise, the effect of BE, BP and CRM on CBR were small (0.074), medium (0.159) and large (0.354) respectively.

4.5.5 Ascertaining the Predictive Relevance

In addition to the R^2 values, Hair et al. (2017) suggested to observe Stone-Geisser's Q^2 (Geisser, 1974; Stone, 1974) values, which measured out-of-sample predictive power of the model, using blindfolding procedure. It is a resampling procedure that systematically deletes every data point of the indicators and predicts the data point at the same time (Ramayah et al., 2017). If the predicted value is close to actual value, it is considered that the path model has high-level of predictive relevance (Ramayah et al., 2017). The accepted level of Q^2 values that are greater than zero (0) (Hair et al., 2014) indicate that predictors have predictive relevance for the dependent variable under investigation (Fornell & Cha, 1994).

Blindfolding procedure is available in Smart PLS software (Ramayah et al., 2017). Hair et al., (2014) suggested to apply cross-validated redundancy measure (Q^2). The results of the Q^2 values of this study was presented in Table 4.12.

Table 4.12

Construct Cross-Validated Redundancy

Endogenous Variable	SSO	SSE	Q^2 (=1-SSE/SSO)
CBR	840	668.092	0.205
CS	280	134.622	0.519

The results show that the cross-validated redundancy measure (Q^2) values of the two-endogenous variable were greater than zero. Therefore, it is confirmed that the model of this study has predictive relevance.

4.6 Summary of the Hypotheses

The summary of the research hypotheses is presented in Table 4.13.

Table 4.13

Summary of the Hypotheses

Hypothesis	Relationships	Findings
Hypothesis $_{1A}$	BE -> CBR	Supported
Hypothesis $_{1B}$	BP -> CBR	Not Supported
Hypothesis $_{1C}$	CRM -> CBR	Not Supported
Hypothesis $_{2A}$	BE -> CS	Supported
Hypothesis $_{2B}$	BP -> CS	Supported
Hypothesis $_{2C}$	CRM -> CS	Supported
Hypothesis $_3$	CS -> CBR	Supported
Mediating Effect		
Hypothesis $_{4A}$	BE -> CS -> CBR	Supported
Hypothesis $_{4B}$	BP -> CS -> CBR	Supported
Hypothesis $_{4C}$	CRM -> CS -> CBR	Supported

4.7 Summary

This chapter represented the findings of the qualitative analysis of the study, and it included both the direct and indirect effects besides demographic analysis. Out of seven direct relationships that addressed the research hypotheses 1A to 3, five were supported. All the direct relationships to customer satisfaction was supported, and out of four, only two direct relationships to CBR were supported. In the case of

mediation relationship, all the three-indirect effects were found meaningful relationships.

CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The present study was a quantitative research in nature, and the discussions were made based on the findings of Chapter Four, which were based on the research objectives. The research objectives were consistent with the theoretical framework that was discussed in literature review section. In this chapter, the first section is the recap of the findings of this study; then the direct relationships between the dependent and independent have been discussed. Next, the direct relationships between the mediating variable and the dependent variable have been discussed. The immediately following discussion has focused on the relationships between independent and mediating variables. Then, the mediating effects of this study have been bought in the discussion. The end of the chapter has focused on implications and limitations.

5.2 Recapitulation of the Research Objectives

The study developed four major objectives based on the literature and the problems. The study was intended to identify the relationship between brand experience (BE), customer relationship management (CRM), brand personality (BP) and consumer brand relationship (CBR). It also examined the relationship between brand experience, customer relationship management, brand personality and customer satisfaction (CS). Likewise, the researcher investigated the direct relationship between customer satisfaction and CBR. Lastly, the study examined the indirect

relationship between brand experience, customer relationship management, brand personality and CBR.

5.3 Discussion of the findings

This section elaborated the findings of this study in line with the research questions and research objectives. The key findings of this study were to find out (i) brand experience had effect on consumer brand relationship (ii) the effect of brand experience, brand personality, customer relationship management on customer satisfaction was positive and (iii) the mediating effect of customer satisfaction was found between brand personality, brand experience and customer relationship management and consumer brand relationship. The quantitative research approach was applied to achieve these objectives in the context of Bangladesh. The discussions resume with the direct effect of the predictor variables on the criterion variable.

5.3.1 The Direct Effect of Predictor Variables on the Dependent Variable

5.3.1.1 The Effect of Brand Experience on Consumer Brand Relationship

The brand experience is considered as an antecedent of CBR, and the relationship process begins with the favorable brand experiences (Ashworth, Dacin & Thomson, 2009). From the Table 4.8, the result ensured that the relationship between brand experience and CBR was positive and significant, and this confirms the support of the hypothesis $_{1A}$. This finding was supported by the similar findings of the previous studies (e.g. Ashworth, Dacin & Thomson, 2009; Francisco-Maffezzolli, Semprebon

& Prado, 2014; Lee & Kang, 2012; Sahin, Zehir, & Kitapçı, 2011; Trudeau & Shobeiri, 2016) This means that brand experience is a good predictor of CBR and plays a significant role in strengthening CBR. For telecom brands of Bangladesh, higher brand experience causes higher consumer brand relationship. This is consistent with the studies of Francisco-Maffezzolli, Semprebon and Prado, 2014; Lee and Kang, 2012; Sahin, Zehir, and Kitapçı, 2011; Trudeau and Shobeiri, 2016. Those studies were conducted in Brazil, South Korea, Turkey, the USA respectively in cosmetics and automobiles product categories.

Brand experience predicts consumer behavior since consumer favor a brand that provides a memorable and unique experience to them (Zarantonello & Schmitt, 2010). Consumers nowadays do not buy the products or services that only offer the functional benefits rather they also look for experiential aspects of the products. Consequently, besides academicians, marketing practitioners acknowledge the importance of brand experience in branding goods and services, and consider it as an important branding strategy (Zarantonello & Schmitt, 2010). Particularly, for services, brand experiences play the key role in differentiating a brand from its competitors (Zarantonello & Schmitt, 2010), and BE influences consumer to maintain relationship with the brand (Francisco-Maffezzolli, Semprebon & Prado, 2014). The study revealed that the consumers of Bangladesh, who were using mobile telecom brands received favorable pleasant experiences from their used brands that influenced them to maintain their relationship with the brands.

Favorable and unique experiences strengthen consumers' relationship with a brand (Francisco-Maffezzolli, Semprebon & Prado, 2014). The mobile telecom market in

Bangladesh is very competitive (Masud, 2016), and the brands are trying hard to provide consumers with pleasant experiences. Consumers of different mobile telecom brands of Bangladesh, such as GP, Robi, Banglalink, Teletalk prefer to provide unique emotional, sensory, intellectual, and behavioral experiences. These experiential aspects of brand are also important in addition to functional benefits to consumers (Zarantonello & Schmitt, 2010). Therefore, marketers of mobile telecom bands of Bangladesh should focus on adopting branding strategies that influence consumers' sensory, intellectual, emotional, and behavioral experiences since higher level of brand experiences causes higher level of CBR in the context of Bangladesh.

Earlier studies (e.g. Francisco-Maffezzolli, Semprebon & Prado, 2014; Lee & Kang, 2012; Sahin, Zehir, & Kitapçı, 2011; Trudeau & Shobeiri, 2016) that related to brand relationship proved the predictive significance of BE on CBR from durable and non-durable brand categories in the perspective developed countries. Unswerving with their findings, this study bought worthy insight for service sector brands (e.g. mobile telecom brands) from developing country perspective.

5.3.1.2 The Effect of Brand Personality on Consumer Brand Relationship

Compared to the relationship between BE and CBR, an inverse relationship was found regarding the relationship between BP and CBR. Few authors (e.g. Aaker, Fournier & Brasel, 2004; Hayes, Alford, Silver & York, 2006; Ramaseshan & Stein, 2014) predicted significant relationship between brand personality and CBR. However, the result of this study showed non-significant relationship between brand personality and CBR. This finding is consistent with the study of Chang and Chieng,

2006; Lee and Kang, 2013). This indicates that brand personality cannot play significant role in forming the relationship with the consumers of mobile telecom brands in Bangladesh. The result of this study shows similarity with the earlier studies (e.g. Louis & Lombart, 2010; Lee & Kang, 2013) since majority of the respondents were female. Louis and Lombart (2010) conducted the study in French where Lee and Kang (2013) study was in South Korea. Therefore, this finding of the present research can generalize the same finding of service brands from developing country perspective.

Brand personality is considered as a predictor of CBR by various authors (e.g., Louis & Lambart, 2010; Chang & Chieng, 2006) in brand personality literature. However, Louis and Lambart, (2010); Chang and Chieng, (2006) failed to provide full support in favor of brand personality as a perfect predictor of CBR. Charming, creative and ascendant personality trait were found to be negative and non-significant in the study of Louis & Lambart (2010). Chang & Chieng (2006) showed that brand personality was non-significant in predicting consumer brand relationship from Taiwan context. Similarly, cross country analysis of Chung and Park (2015) showed that brand personality varied across the brand in similar product category and Chang and Chieng (2006) showed that the role of brand personality on CBR was significant in one country (China) and non-significant in another country (Taiwan) for the same brand.

This non-significant result is almost similar with the previous studies and can be attributed to few reasons. Bangladesh is a developing country, and the income level of the people is not very high. Mobile telecom service has become a daily necessity,

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and consumers are using the very basic services. Mobile telecom companies are offering their brands at the lowest price and they are trying to charge at the lowest rate. However, Hodge et al., (2015) and Heine (2009) opined that the concept brand personality was more appropriate for the luxury products as compare to ordinary products, they were distinct in terms of price, quality, aesthetic, and symbolism.

Futher, Aaker, Fournier, and Brasel (2004) showed that brand personality traits could strengthen CBR only when brand transgression was absent. Consumers of mobile telecom brands of Bangladesh are facing brand transgression. All the mobile telecom brands are claiming that they are providing 3G network connectivity but the coverage of 3G network is not available throughout the country. Call drop is a common phenomenon, but consumers have to pay for the extra time due to call drop. Charges for value added services are deducted, and consumers are not aware of those. These cause consumers to form negative perception for the brands. Brand transgression, which has no signs of recovery, damages consumer relationship with brands and the resulting pattern confirms contrary evidence that disconfirms expectation (Aaker, Fournier and Brasel, 2004).

5.3.1.3 The Effect of Customer Relationship Management on Consumer Brand Relationship

From the result of the Table 4.8, it is evident that the hypothesis$_{1C}$ is not supported it means that customer relationship management failed to explain the variance of CBR directly. The role of customer relationship management on CBR is not meaningful for the mobile telecom brands of Bangladesh. This finding is consistent with the study of Long, Khalafinezhad, Ismail, and Rasid (2013), and Tian and Wang (2014).

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The later study failed to predict the relationship trust by ECRM activities; the previous study showed interaction management and relationship development strategy of CRM was not significant for loyalty, and the loyalty considered as an outcome of CBR. These studies were conducted in two Asian countries as Iran and China respectively, and this is substantiated by this research conducted on developing country like Bangladesh.

Fournier and Avery (2011) identified the reasons for the failure of CRM in building CBR. They mentioned the reason for the failure of CRM, and that was that marketers considered customers as a "customer" instead of people. Marketers form CRM strategy based on information are available in the CRM system, but they fail to incorporate that give meaning to them. From CRM system, managers know the purchasers and their demographic information, but for maintaining relationship, managers need to know what makes the person impulse (Fournier and Avery, 2011). Similarly, in another study of Long, Khalafinezhad, Ismail, and Rasid (2013) most of the CRM aspect were found non-significant.

Most of the CRM strategy were based on the loyalty program (Omar & Nazri, 2011). Mobile telecom industry of Bangladesh is very competitive. In order to hold their customers, all the companies offer various cash incentives, reward points, tire benefits, and other incentives. Consumers do not find any differentiation among the offers of different brands, and they do not find any attraction to these offers. Due to inappropriateness, they are not taking part in the loyalty programs. The same phenomenon is true for other countries, for example, in the USA less than ten out of twenty consumers are taking part in the loyalty programs offered by the companies

(Beerman, 2015). Therefore, CRM programs fail to bear any significant result for the brands.

The mobile telecom companies of Bangladesh have customer size over 100 million. Large customer size means heterogeneity in the market segments with diverse need and expectations. It becomes difficult for them to develop effective CRM programs for the customers according to their expectations. The study of Tian and Wang (2014) showed that the effect of CRM in maintaining the relationship with customers was not significant for the large companies with the large customer base. However, it is possible for the brands to be accountable and reactive to customers using CRM system, these are not enough. Tian and Wang (2014) suggested balancing the value incorporating proactive and partnership features in CRM.

5.3.2 The Direct Effect of Predictor Variables on the Mediator Variable

5.3.2.1 The Effect of Brand Experience on Customer Satisfaction

A significant relationship was found between brand experience (BE) and customer satisfaction (CS). This indicates that brand experience is a significant contributor of the satisfaction of the consumers of the mobile telecom brands of Bangladesh. This result is similar with the findings of the previous studies such as Brakus, Schmitt and Zarantonello (2009); Jafari, Forouzandeh, Ghazvini, Safahani and Moslehi (2016); Nysveen, Pedersen and Skard (2012) and Yulianti and Tung (2013).

Brand experience is a predictor of mobile telecom customer satisfaction in Bangladesh. Experiences are considered as a source of value (Prahalad &

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Ramaswamy, 2004). Brand experiences deliver value to consumers, and better experience increases customers satisfaction (Nysveen, Pedersen and Skard, 2012; Brakus, Schmitt and Zarantonello, 2009). The sensory experience of the brand stimulates consumers (McAllister & Pessemier, 1982) and they seek pleasure instead of pain (Freud, 1950). Affective and emotional experiences defeat monotony (Brakus, Schmitt and Zarantonello, 2009). These experiential aspects enhance customer satisfactions of mobile telecom brands.

Mobile telecom brands of Bangladesh are meeting the experiential aspect of the consumers. The brands meet consumers' expectations in terms of uses, emotion, thinking and behavioral aspects. At the time of the first introduction in 1996, when mobile telecom brand first got its license to operate in Bangladesh market, the price was very high, and it was beyond the capacity of the mass people. Consumers had to pay around TK. 100000 (equal to almost RM. 5000) for a single brand. Now, the price is very low, and consumers can buy a brand at around Tk. 100. It makes the brand available to mass customers and around 130 million consumers are now using the brands. They are now connected with their dear and peer ones who enhance their emotional bonding. As the market is very competitive, consumers are now getting different offers that help them to choose the best options. Different values added services and features (e.g., music, entertainment, sports, medical, education, horoscope, internet etc.) also enhance consumers psychological experience of the brands. These experiential aspects meet consumers expectations resulting mobile telecom consumer satisfaction.

5.3.2.2 The Effect of Brand Personality on Customer Satisfaction

The study confirmed the significant effect of brand personality on customer satisfaction as it was hypothesized earlier. It means that the role of brand personality has predictive capacity on the consumers' satisfaction of mobile telecom brands of Bangladesh. This finding is consistent with the study of Brakus, Schmitt and Zarantonello (2009). Similar results were also found in the study of Kim, Kim and Lee (2016); Ong, Neuyen and Alwi (2017); Nikhashemi, Valaei and Tarofder (2017).

The construct brand personality means the assignment of human attributes to brand (Aaker, 1997). Consumers assign personal meaning to brand (Magin, Algesheimer, Huber & Hermann, 2003). Brand personality creates meaningful and sustainable differentiation (Farquhar, 1990). The mobile telecom consumers of Bangladesh find meaning full brands that meet their personal expectations. Therefore, the consumers of mobile telecom brands of Bangladesh are satisfied with the individual brand personality. The similar phenomenon was found in Malaysian in the study of Mabkhot, Salleh and Shaari (2016) from automobile brand context.

5.3.2.3 The Effect of Customer Relationship Management on Customer Satisfaction

The hypothesized relationship of CRM and CS was supported (Table 4.8) in this study. CRM had the predictive capacity for customer satisfaction. It means that higher the level of CRM the higher the level of customer satisfaction for the mobile telecom brands of Bangladesh. This finding of the study is consistent with the

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previous study of Mithas, Krishnan and Fornell (2005); Charoensukmongkol and Sasatanum (2017); and Kristian and Panjaltan (2014).

Customer relationship management enhances CS (Feliks and Panjaitan, 2012). CRM helps to accumulate customer information and customized the offer that best suits customer needs (Mithas, Krishnan & Fornell, 2005). Customized offerings boost up the perceived quality which is a determinant of the customer satisfaction (Mithas, Krishnan & Fornell, 2005). The mobile telecom brands of Bangladesh ensure their customers' satisfaction by the strategy of the customer relationship management.

Mobile telecom brands of Bangladesh try to know the consumers' expectations and preferences. They have personalized their services according to the expectations of the consumers. Consumers of telecom brands of Bangladesh can choose their talk time, SMS and internet packages. The CRM facilities enable consumers to design their products. Direct hot line number enables consumers to put complains, opinion, and suggestion instantly regarding the brands. Consumers find these services are in good values and exceed their costs. In addition, different loyalty programs, like cash incentives and tire benefits make the consumers satisfied to their respective brands.

5.3.3 The Direct Relationship between the Mediator (Customer Satisfaction) and the Dependent Variable (Consumer Brand Relationship)

From Table 4.8 the result has confirmed the support for the hypothesis $_3$, which hypothesized the positive significant relationship between CS and CBR. In other words, customer satisfaction is a significant predictor of CBR for the mobile telecom brands in Bangladesh. It indicates that for mobile telecom brands of Bangladesh

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customer satisfaction has been playing meaningful role in predicting consumer brand relationship. This result is consistent with the study of Giovanis (2016). This study also conducted on the consumers of mobile telecom brands in Greece and that implies that customer satisfaction is an important consideration for strengthening CBR for both developed and developing countries. The most recent study of Giovanis and Athanasopoulou (2017) conducted on broadband brands also supported this finding.

Satisfaction is a major factor in a relationship (Giovanis, 2016). Several authors (e.g. Breivik & Thorbjornsen, 2008; Sung & Choi, 2010; Li & Petrick, 2008) showed that consumer brand relationship is strengthened by satisfaction. Satisfaction is the sum of both positive and negative feelings or emotions of the parties involved in a relationship experienced (Giovanis, 2016). A brand can make consumers satisfied if it can meet consumers' expectation. A brand is responsible for consistency in behavior (Veloutsou, 2007). A stable brand reduces dissatisfactory experiences of the consumers and the bond between consumers and brand is created when consumers are satisfied with the brands (Jurisic & Azevedo, 2010). The result of this study also supports that customer satisfaction of the mobile telecom brands in Bangladesh is essential for consumers' relationship with their brands.

5.3.4 The Mediating Relationship between the Predictor Variables and the Dependent Variable

This study proposed customer satisfaction as a mediator. It works as a mediator between the relationship of BE and CBR, BP and CBR and CRM and CBR. These mediating relationships are discussed below.

5.3.4.1 Customer Satisfaction Works as a Mediator between Brand Experience and Consumer Brand Relationship

The hypothesis $_{4A}$ of this study predicted the role of customer satisfaction as a mediator between brand experience and consumer brand relationship. The study found the significance of the customer satisfaction as a mediator between the brand experience and CBR in the mobile telecom brands context of Bangladesh. Compared to the direct effect of BE on CBR (Hypothesis $_{1A}$), which was found significant, the indirect effect of BE on CBR also found to be significant. According to Hair et al., (2017), this is the called as complementary mediation. This means that, besides direct influence, brand experience was influencing mobile telecom brands consumers relationship in Bangladesh through customer satisfaction.

This study has provided support for customer satisfaction as a mediator. This finding is consistent with the study of Wulandari (2015) where customer satisfaction was found as a mediator from brand experience context. This result is also consistent with the interdependence theory perspective since based on this theory, satisfaction was found as a mediator in the study of Crede et al., (2007) based on this theory.

The consumers of mobile telecom brands of Bangladesh have been undergoing different BE through sensory, effective, intellectual and behavioral aspect. The mobile telecom brands of Bangladesh ensure easy use and accessibility to consumers. The brands facilitate consumers attachment and emotion connecting them with family, friends, and peers. The brands offer consumers different innovative features and benefit which consumers can select the best options to best

fit their needs. All these features ensure consumers satisfaction, which in turns enhance consumers' relationship with the brands.

5.3.4.2 Customer Satisfaction Works as a Mediator between Brand Personality and Consumer Brand Relationship

The mediating effect of CS on BP and CBR was found to be significant in this study. This indicates that the customer satisfaction acte as a significant mediating variable between BP and CBR. According to Hair et al., (2017) the nature of the mediating effect was indirect only mediation since the direct relationship (Hypothesis $_{1B}$) between brand personality and CBR was found non-significant. In BP study, CS worked as a mediator in the study of Mabkhot, Salleh, and Shaari (2016) in the Malaysian context.

The finding of this study signifies the importance CS in building consumer relationship with their brands for the mobile telecom brands of Bangladesh. The result of this study suggests that Bangladeshi consumers perceived that mobile telecom brands with certain brand personality met their needs and expectation which made them satisfied. The satisfied consumers then were interested to continue their relationship with the brands.

5.3.4.3 Customer Satisfaction Works as a Mediator between Customer Relationship Management and Consumer Brand Relationship

The hypothesis $_{4C}$ stated that customer satisfaction the mediated the relationship between customer relationship management and CBR. The study found the significance of the customer satisfaction as a mediator between the customer

relationship management and CBR in the mobile telecom brands context of Bangladesh. Previously, the direct relationship between customer relationship management and CBR (Hypothesis $_{1C}$) was found to be non-significant. According to Hair et al., (2017) this is called as the indirect only mediation. This means that CRM strategies can only influence mobile telecom brands' consumer relationship in Bangladesh through customer satisfaction.

From the finding of this study, it is observed that the effect customer relationship management on CS was found significant, and at the same time the effect of CS on CBR also found to be significant. The specific indirect effect of CRM on CBR was also been found to be significant. This means that customer relationship management strategies adopted by the bands of mobile telecom industries of Bangladesh ensured their CS. Satisfied customers in return become interested in maintaining their relationship with their respective brand. Therefore, effective CRM programs ensure higher the level of consumer relationship with their brand through customer satisfaction for the mobile telecom brands of Bangladesh.

5.4 Implications of the Study

The conceptual framework of this study entails direct and indirect relationship, investigating its effect on CBR. The existence of direct relationship implies its significance in strengthening CBR related to mobile telecom brands in Bangladesh. The indirect relationship of CBR indicates the existence of CS as a mediator in this study for the mobile telecom brand of Bangladesh. In this consideration, Hallinger (2010) stated that conceptual framework conveys implication in terms of theoretical,

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practical and methodological aspects. These implications of the present study are discussed below.

5.4.1 Theoretical Implication

From theoretical consideration, this empirical study has important implication in few facets. Firstly, this study is based on "Theory of interdependence" by Thibaut and Kelley (1959) and Kelley and Thibaut (1978) as underpinning theory. From theoretical perspective, this study is intended to make significant contribution on the "Theory of interdependence". This theory has been used in business research from relationship perspective as Thibaut and Kelley has considered the paradigm in channel conflict study (Hunt, 1995). Similarly, for marketing study, this theory also was used by Gassenheimer, Calantone, and Schully (1995) for understanding the dealer supplier relationship.

From CBR perspective, the use of this theory is scarce. Though from the perspective of CBR, this theory was first used by Fournier (1998) in her seminal works, but her study was qualitative in nature, and she studied to conceptualize the CBR concept along with the theory of attraction (Cayolla & Loureiro, 2014; Loureiro, Ruediger, Demetris, 2012). Therefore, this study is one of the few attempts of generalizing the theory of interdependence from CBR perspective.

Second, this study has better explained and generalized the phenomenon described under the theory. Interdependence based analysis better explains the phenomenon based on the interpersonal and social situation that are related to individual need, motivation, and cognation (Rusbult & Van-Lunge, 2003). Therefore, consistent with

need, motivation and cognition, this study used BE, BP and CRM constructs in strengthening relationship between consumer and brand. The study revealed that, compare to BP and CRM, BE played vital role in strengthening CBR directly.

Thirdly, the study confirmed the contribution of BE, CRM and BP in customer satisfaction. Among the three predictors (BE, CRM and BP) CRM played the most important role in customers' satisfaction. BE is the least important construct among the three in influencing the CS.

Fourthly, correlation analysis established relationship between the construct (Preeacher & Hayes, 2008). An intervening variable explains the reasons of this relationship (Hair et al., 2017). CS is a well-established construct in marketing literature. In this study, CS, though scarce in CBR studies, was used as a mediating variable to understand its predictive capacity between BE, CRM, BP and CBR as an intervening variable. The study supported that BE, CRM and BP had indirect relationship with CBR through CS. Among the three indirect paths CRM to CBR through CS is the most important whereas BP to CBR through CS is the least important.

Fifthly, besides the direct effect of BE and BP, this study proposed CRM as a predictor variable. This is well established in marketing literature from B2B perspective. This study tested its predictive capacity on CBR as a predictor variable from B2C perspective. The study found that customer relationship management had only indirect relationship with CBR for the mobile telecom brands of Bangladesh.

5.4.2 Methodological Implication

Some methodological contributions have been identified apart from its practical and theoretical contributions.

Firstly, the researcher developed a complex model of CBR study since Hair et al. (2017) suggested that any model more than four variables was considered as complex model. The researcher analyzed three exogenous variables, one mediator, and one endogenous latent construct of CBR simultaneously. Therefore, this research produced the effect of three exogenous variables and one mediator on the endogenous latent construct simultaneously in the field of CBR study.

Secondly, in interpersonal relationship, cognitive, affective, and behavioral elements are the essential components of a relationship (Reis & Collins & Berscheid, 2000; Johnson & Grayson, 2005). Consumers ascribe brand with human qualities (Aaker, 1997), and considered as an active relationship partner (Fournier, 1998). Therefore, similar to interpersonal relationship, Kim, Park, & Kim (2014); Blackston (1992); Nebel and Blattberg (2000) urged to combine these three components (cognitive, affective and behavioral) in CBR conceptualization to form a strong and durable CBR relationship. Limited number of researchers, such as Fournier (1998), Sweeny and Chew (2002), Muniz and O' Guinn (2001), Dimitriadis and Papista (2010), Hodge, Romo, Medina & Fionda-Douglas (2015) conceptualized CBR from combining different dimensions from these perspective, but they did not operationalize this concept. Though few empirical researchers attempted to investigate CBR elements, such as brand attachment (Thomson & Johnson, 2002), commitment and trust (Hess & Story, 2005), self-concept (Swaminathan, Page &

Gurhan-Canli, 2007), trust (Chaudhuri & Holbrook, 2001; Delgado-Ballester, 2004), brand engagement (Chan, Zheng, Cheung, Lee & Lee, 2014), these researches focused either cognitive or socio-emotive or behavioral aspect (Sreejesh, 2015). Therefore, the measurement of CBR is under-researched, and the operationalization of CBR considering three aspects (cognitive, affective and behavioral) is scarce. This study operationalized CBR under three dimensions, namely intimacy, passion, and commitment which are known as cognitive, effective and behavioral elements.

Thirdly, this study used three constructs (BE, CRM and BP) as higher order constructs. This is also rare in CBR studies that used three higher order constructs in a single study.

Fourthly, the measures of the variable of this study have been adapted from the various studies conducted in different environments. For carrying out this study, the validity and the reliability of the measures was checked using different statistical parameter which were discussed in detail in the methodology section. This research, therefore, validated the measures of the variables (BE, CRM, BP, CS and CBR) from a developing country perspective, especially Bangladesh.

Fifthly, previous studies of CBR used AMOS, SPSS and LISREL as an analysis tool. This study used PLS-SEM (Smart PLS 3) for analysis. PLS-SEM has the better power of predicting a model (Hair et al., 2017).

5.4.3 Practical Implication

The results of this study bear important practical insights. Besides academic contribution, this study is significant to the mobile telecom companies, their dealers and suppliers, the government of Bangladesh, and other developing countries. Considering the practical aspect, the contribution of this study will come from several facets. Firstly, in technology-oriented products and services, differentiation is very difficult, and brands face difficulties to maintain their competitive advantages. Marketers should, therefore, focus on relational aspect branding with consumers. This relationship perspective of branding also differs from country, industry, segments, and so on. This consumer brand relationship study will be helpful for the telecom brand managers of Bangladesh as they will get important insight from this study regarding consumer brand relationships. The relationship framework helps managers understand the perspective brand relationships from consumers' aspect.

Secondly, CBR studies (e.g. Bruhn and Eichen, 2010; Fetscherin, Boulanger, Goncalves-Filho, & Souki, 2014; Fournier, 1998) mainly were conducted from developed countries perspective. This study has important practical significance as it was conducted from developing country perspective, especially Bangladesh. Among the six mobile telecom brands, only Teletalk is the local brand, and the others are foreign brands. These foreign brands have their operations in other countries. As the CBR differs from to country to country (Hodge et al., 2015), the foreign brands should not use the same brand-building strategies in Bangladesh, those they have been adopted in other countries to strengthen CBR. From this ground, this study has key insight and findings for both the local and foreign mobile telecom brand

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managers of Bangladesh. For example, mobile telecom consumers of Bangladesh re more intimate and passionate to their current brands than showing high commitment. Consumers are not firm committed to their current mobile telecom brands. Marketer should concerntrate their efforts to make the consumers more committed because committed consumers ensure repeat purchase and loyalty over the period of time.

Thirdly, for mobile telecom brands, CRM strategies have been widely used. CRM technologies enable managers to track customers continuously and offer different product and services to strengthen their relationship with brands. The findings of this study suggest that CRM strategies influence CBR through customer satisfaction. This is an important indication for the brand managers that CRM strategies is worth of strengthening CBR if they can satisfy customers' need. Therefore, the loyalty programs or the personalized services strategies, such as cash benefits, reward programs, brand use plan selection and others, that are adopted by the brand managers would strengthen their brand relationship with their consumers if these strategies are able to make the mobile telecom brand consumers of Bangladesh satisfied.

Fourthly, the similar implication is applicable for BP strategies, which include sincerity, excitement, competence, sophistication, and ruggedness dimensions cannot directly influence CBR. In this context, the brand managers should concentrate more. They should understand which BP aspect the consumers of Bangladesh love to adorn and strengthen these aspects of BP. Brand personality as an important tool for strengthening CBR, and this was not only supported theoretically but also empirically (e.g., Aaker, Fournier & Brasel, 2004; Nikhashemi, Valaei, & Tarofder,

2017; Nober, Becjer & Brito, 2010) also revealed its role on CBR. Thus, it may be considered that brand personality strategy is not applicable to all types of brands since Hodge et al., (2015) state that it is applicable to luxury brands. Nonetheless, the study conducted on both developed (e.g., Louis & Lombart, 2010) and developing countries context (Chang & Chien, 2006) showed that the brand personality strategy was appropriate for daily necessary and inexpensive brands, like coffee and soft drinks. Therefore, the brand managers of mobile telecom brands of Bangladesh should give more focus on this issue.

 Fifthly, BE is vital for maintaining and strengthening CBR of mobile telecom brands in Bangladesh. Consumers having strong BE become interested in continuing their relationship with the mobile telecom brands of Bangladesh. The consumers prefer the experiential aspect such as sensory, affective, intellectual, and behavioral dimensions of mobile telecom brands in Bangladesh. The brand managers have rightly identified the experiential aspects that strengthen CBR. It is, therefore, suggested that managers should continue to strengthen their BE strategies and find new aspects of BE. For example, mobile telecom companies are now offering 3G network whereas 4G network services are now available and it is common in developed countries. Telecom brands should have installed 4G network, which would also give consumers better experiences.

Sixthly, ensuring customer satisfaction is important for the mobile telecom brands of Bangladesh. Managers should have taken brand personality or customer relationship management strategies to strengthen the relationship with consumers, and these would not have bought desired results unless these failed to ensure their customers'

satisfaction. Customer satisfaction both directly and indirectly strengthens CBR of mobile telecom brands in Bangladesh. This is an important insight for the brand managers of Bangladesh. Before undertaking brand building strategies, like, BE, CRM, or BP, managers should understand the need and expectations of the customers. Consumers will show their intimacy, commitment, and passion towards the brand if it meets their expectations and make them satisfy.

5.5 Limitations of the Study and Suggestion for Future Research

The research has meaningful contribution in terms of theoretical, practical and methodological considerations to the consumers, brand managers, companies, dealers, suppliers, and government. However, this research could have more strength to overcome the following limitations, which also create scope for future research.

Firstly, the study included three higher-order constructs (e.g., CBR, BP and BE) to understand how they were related to one another. However, the relationship with the specific dimensions was investigated not in this study; for example, what types of personality influences customer satisfaction and CBR the most and which types of brand experience is more important for building consumer brand relationship. Therefore, it urges the importance of future research on the impact of the dimensions of the constructs, like BP and BE on CBR and customer satisfaction. of this study. This will enable future researchers to understand which aspects of BP and BE are more important for strengthening CS and CBR.

Secondly, the study included five constructs (e.g. BE, BP, CRM, CS and CBR), however, it could have been included other relationship variables, such as trust,

partner quality, self-connection, etc. Therefore, there is a scope for future researchers to include other relationship construct in CBR study.

Thirdly, this study has analyzed consumer brand relationship for overall mobile telecom consumers of Bangladesh. However, brand relationship varies for different consumer groups. For example, Fournier (1998) stated that relationship with women was stronger than men. Therefore, further researches need only to consider specific market segment in-terms of their demographic, cultural, and socio-economic differences.

Fourthly, the cross-sectional data has been used in this study to assess consumer brand relationship. Therefore, future studies need to be conducted based on the longitudinal data. It will help to understand how the relationship changes over the period.

Fifthly, the study found customer satisfaction as a mediator in explaining the relationship between BE, BP, CRM, and CBR. However, the direct effect of brand personality and customer relationship management on CBR was found non-significant. It means there is a scope for other mediators to explain these relationships. Therefore, further research could be conducted including some other mediator, like trust, partner quality.

Lastly, the study conceptualized CBR from interpersonal relationship perspective incorporating commitment, intimacy and passion. However, social aspect of

interpersonal relationship was absent in this aspect. Therefore, future researchers could include the social aspects in conceptualizing CBR.

5.6 Conclusion

The purpose of this present research work was to examine the variables that affect the consumer brand relationship and strengthen consumer brand relationship for mobile telecom brands of Bangladesh. Strengthening consumer brand relationship is vital for the mobile telecom brands of Bangladesh since brand switching rate is very high in Bangladesh. From the findings of this study, the following conclusion can be drawn:

1. The findings of the study (consistent with the research objective 1) showed that BE is playing an important role in influencing consumer relationship with the mobile telecom brands of Bangladesh. Brand personality and customer relationship cannot directly influence consumer relationship with the mobile telecom brands in Bangladesh.

2. All the three predictor variables of this study, such as brand personality, brand experience and customer relationship management were a significant contributor of the customer satisfaction (consistent with the research objective 2). Out of these three variables, customer relationship management had the major influence on customer satisfaction followed by brand personality and brand experience.

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3. The study also revealed that customer satisfaction directly influenced the mobile telecom consumers relationship with their brands in Bangladesh (consistent with the research objective 3). It means that the higher the level of satisfaction the higher the CBR.

4. The study also found that mobile telecom consumers' relationship with their brand was strengthened by ensuring their customer satisfaction (consistent with the research objective 4) since the role of customer satisfaction as an intervening variable was found to be meaningful in Bangladesh.

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Appendix A

List of Shipping Center in Dhaka City

S.N.	Name	S.N.	Name
1	Jamuna Future Park	31	Farmview Super Market, Farmget
2	Saad Musa City Center	32	Mascot Plaza, Uttara
3	Bashundhara City	33	Polwel Carnation, Uttara
4	Mouchak Market	34	Pink City, Gulshan-2
5	New Market	35	Dhaka City Corporation Market,
6	Bongo Market, Bongo Bazar	36	DCC Market, Gulshan-2
7	Eastern Plaza, Hatirpool	37	Police Plaza Concord,
8	Nahar Plaza, Hatirpool	38	North Tower, Uttara
9	Mutalib Plaza, Hatirpool	39	RAK Tower, Uttara
10	Karnaphuli Garden City	40	Grand Plaza, Mogbazar
11	Eastern Plus, Shantinagar	41	Gazi Bhaban, Noya paltan
12	Riffles Square, Jigatala	42	Orchid Plaza, New Elephant Road
13	Eastern Mallika, Old Elephant Road	43	Fortune Shopping Mall, Mouchak
14	Twin City Corcord Shopping Complex	44	Police Plaza Concord,
15	Metro Shopping Mall, Mirpur Road	45	Savar City Center, Savar
16	Rapa Plaza, Mirpur Road	46	Nabinagar Shopping Complex, Savar
17	Orchad Point, Mirpur Road	47	Prince Plaza
18	Alpona Plaza, New Elephant Road	48	Concord twin Towers shopping

S.N.	Name	S.N.	Name
19	Multiplan Center, New Elephant Road	49	Concord Arcadia
20	Bishal Centre, Moghbazar	50	A.R.A Centre
21	Baitul Mukarram Market, Gulistan	51	Razzak Plaza
22	Stadium Market, Gulistan	52	Iqbal Center
23	Navana Shopping Center	53	Shop'n Save
24	Rajluxmi Complex, Uttara	54	One Stop Mall, Gulshan
25	Royal Plaza, Uttara	55	Hosaf Shopping Center
26	Rajmoni Ishakha Shopping Complex,	56	Suvastu Arcade Shopping Plaza
27	Capital Market, Mirpur Road	57	Anam Rangs Plaza
28	Mirpur Shopping Center, Mirpur	58	Rajuk Trade Center
29	BCS Computer City, Aagargaon	59	United Summit Center
30	Palwel Super Market, Noya Paltan		

Source: Wikipedia,
https://en.wikipedia.org/wiki/List_of_shopping_malls_in_Bangladesh

Appendix B

Common Method Variance (CMV)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.923	20.192	20.192	12.923	20.192	20.192
2	5.522	8.628	28.820			
3	3.575	5.586	34.406			
4	2.542	3.972	38.378			
5	1.973	3.083	41.461			
6	1.902	2.972	44.433			
7	1.582	2.471	46.904			
8	1.426	2.228	49.132			
9	1.379	2.155	51.287			
10	1.317	2.058	53.346			
11	1.284	2.007	55.352			
12	1.214	1.896	57.249			
13	1.189	1.858	59.107			
14	1.161	1.814	60.920			
15	1.091	1.704	62.625			
16	1.068	1.669	64.293			
17	.984	1.537	65.831			
18	.916	1.432	67.263			
19	.882	1.379	68.641			
20	.866	1.353	69.995			
21	.844	1.319	71.314			
22	.804	1.257	72.570			
23	.790	1.234	73.805			
24	.769	1.201	75.006			
25	.747	1.167	76.173			
26	.735	1.148	77.321			
27	.697	1.089	78.410			
28	.651	1.017	79.427			
29	.645	1.008	80.435			
30	.630	.984	81.419			
31	.603	.943	82.361			
32	.570	.890	83.252			
33	.553	.864	84.116			
34	.535	.837	84.952			
35	.519	.811	85.763			
36	.498	.779	86.542			

37	.484	.757	87.299
38	.476	.743	88.042
39	.456	.713	88.755
40	.440	.687	89.442
41	.425	.664	90.106
42	.422	.660	90.766
43	.386	.603	91.368
44	.380	.593	91.961
45	.373	.583	92.544
46	.371	.580	93.124
47	.336	.525	93.650
48	.328	.512	94.162
49	.310	.484	94.645
50	.299	.467	95.112
51	.296	.462	95.575
52	.285	.445	96.020
53	.274	.428	96.448
54	.267	.417	96.865
55	.251	.392	97.256
56	.248	.387	97.643
57	.229	.358	98.002
58	.212	.332	98.334
59	.210	.328	98.662
60	.205	.320	98.982
61	.191	.299	99.280
62	.169	.264	99.544
63	.151	.235	99.780
64	.141	.220	100.000

Extraction Method: Principal Component Analysis.

Appendix C

Cross-Loadings

Cross-Loadings of Constructs and Dimensions

	CBR	BE	BP	CRM	CS
Commitment	**0.744**	0.352	0.171	0.155	0.276
Intimacy	**0.760**	0.345	0.243	0.212	0.351
Passion	**0.834**	0.593	0.252	0.202	0.391
Sensory	0.392	**0.626**	0.160	0.180	0.245
Affective	0.449	**0.781**	0.308	0.207	0.340
Behavioral	0.397	**0.701**	0.216	0.079	0.225
Intellectual	0.453	**0.811**	0.286	0.108	0.318
Sincerity	0.286	0.432	**0.640**	0.250	0.276
Competence	0.210	0.315	**0.746**	0.314	0.412
Excitment	0.248	0.207	**0.807**	0.505	0.639
Sophistication	0.174	0.185	**0.754**	0.282	0.370
Ruggedness	0.102	0.103	**0.674**	0.197	0.290
CRM	0.244	0.197	0.460	**1.000**	0.635
CS	0.441	0.389	0.588	0.635	**1.000**

Cross-Loadings of Dimensions and Items

	Affective	Behavioral	CRM	CS	Commitment	Competency	Excitement	Intellectual	Intimacy	Passion	Ruggedness	Sensory	Sincerity	Sophistication
Affct1	**0.765**	0.334	0.133	0.248	0.225	0.141	0.214	0.479	0.188	0.391	0.153	0.229	0.301	0.132
Affct2	**0.791**	0.304	0.195	0.282	0.232	0.201	0.244	0.403	0.219	0.373	0.090	0.205	0.183	0.184
Affct3	**0.705**	0.229	0.141	0.238	0.137	0.104	0.182	0.337	0.220	0.264	0.075	0.197	0.194	0.145
Behv1	0.264	**0.765**	0.042	0.163	0.178	0.039	0.064	0.283	0.167	0.310	0.010	0.225	0.222	0.056
Behv2	0.367	**0.835**	0.091	0.169	0.246	0.067	0.176	0.370	0.190	0.329	0.027	0.225	0.253	0.163
Behv3	0.262	**0.724**	0.045	0.194	0.179	0.132	0.240	0.358	0.164	0.300	0.107	0.229	0.235	0.104
CRM1	0.201	0.114	**0.713**	0.511	0.143	0.353	0.279	0.152	0.164	0.207	0.174	0.147	0.252	0.260
CRM10	0.152	0.024	**0.751**	0.425	0.089	0.293	0.195	0.097	0.066	0.085	0.129	0.086	0.160	0.171
CRM11	0.086	0.066	**0.750**	0.417	0.129	0.308	0.246	0.015	0.159	0.092	0.110	0.059	0.196	0.192
CRM12	0.190	0.070	**0.771**	0.458	0.158	0.431	0.249	0.107	0.204	0.219	0.207	0.162	0.232	0.227

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CRM13	0.159	0.097	**0.693**	0.474	0.094	0.355	0.198	0.074	0.100	0.136	0.089	0.140	0.169	0.156
CRM14	0.215	0.037	**0.744**	0.474	0.128	0.397	0.291	0.105	0.209	0.162	0.211	0.142	0.172	0.245
CRM2	0.120	0.010	**0.744**	0.485	0.104	0.421	0.190	0.006	0.166	0.133	0.123	0.151	0.146	0.179
CRM3	0.115	0.033	**0.700**	0.418	0.083	0.354	0.259	0.070	0.160	0.112	0.117	0.107	0.201	0.162
CRM4	0.177	0.051	**0.572**	0.405	0.122	0.342	0.181	0.101	0.091	0.071	0.169	0.184	0.162	0.205
CRM5	0.153	0.026	**0.782**	0.518	0.088	0.365	0.258	0.060	0.169	0.174	0.089	0.079	0.208	0.236
CRM6	0.164	0.077	**0.733**	0.475	0.098	0.402	0.210	0.073	0.113	0.170	0.188	0.155	0.132	0.200
CRM9	0.085	0.077	**0.823**	0.497	0.120	0.402	0.197	0.086	0.235	0.174	0.122	0.168	0.167	0.232
Comit1	0.165	0.214	0.099	0.214	**0.677**	0.198	0.097	0.176	0.326	0.304	0.013	0.205	0.096	0.150
Comit2	0.168	0.170	0.065	0.160	**0.670**	0.096	0.056	0.164	0.294	0.263	0.046	0.183	0.175	0.078
Comit4	0.275	0.212	0.145	0.253	**0.833**	0.063	0.040	0.192	0.474	0.307	0.040	0.218	0.145	0.130
Comit6	0.162	0.170	0.137	0.174	**0.750**	0.089	0.050	0.132	0.360	0.261	0.099	0.241	0.100	0.065
Exct1	0.126	0.104	0.436	0.591	0.148	**0.659**	0.325	0.195	0.257	0.220	0.336	0.116	0.223	0.363
Exct2	0.182	0.038	0.364	0.451	0.062	**0.771**	0.359	0.100	0.024	0.149	0.341	0.094	0.203	0.358
Exct3	0.123	0.107	0.337	0.428	0.114	**0.776**	0.338	0.091	0.173	0.138	0.335	0.069	0.235	0.390
Exct4	0.166	0.057	0.380	0.451	0.120	**0.783**	0.306	0.091	0.157	0.159	0.290	0.139	0.219	0.361
Compt1	0.328	0.246	0.245	0.285	0.115	0.300	**0.641**	0.218	0.163	0.224	0.219	0.215	0.341	0.322
Compt2	0.189	0.119	0.235	0.305	0.054	0.331	**0.838**	0.219	0.148	0.157	0.286	0.079	0.341	0.328
Compt3	0.185	0.148	0.269	0.384	0.036	0.416	**0.884**	0.170	0.120	0.135	0.402	0.122	0.342	0.434
Intl1	0.448	0.316	0.116	0.275	0.235	0.138	0.135	**0.803**	0.266	0.416	0.054	0.295	0.313	0.101
Intl2	0.483	0.335	0.041	0.236	0.184	0.110	0.199	**0.838**	0.167	0.377	0.068	0.253	0.331	0.128
Intl3	0.353	0.389	0.102	0.245	0.113	0.127	0.266	**0.727**	0.264	0.350	0.147	0.248	0.339	0.115
Intm1	0.237	0.206	0.132	0.288	0.379	0.104	0.144	0.279	**0.791**	0.318	0.166	0.174	0.245	0.091
Intm2	0.182	0.138	0.149	0.214	0.295	0.124	0.071	0.216	**0.770**	0.275	0.031	0.173	0.064	0.135
Intm3	0.172	0.064	0.144	0.153	0.139	0.121	0.120	0.123	**0.452**	0.185	0.123	0.033	0.175	0.144
Intm4	0.178	0.166	0.184	0.313	0.455	0.199	0.166	0.170	**0.744**	0.265	0.115	0.157	0.099	0.105
Intm5	0.221	0.194	0.162	0.263	0.448	0.176	0.138	0.232	**0.767**	0.347	0.084	0.179	0.137	0.119
Passn1	0.266	0.225	0.111	0.186	0.249	0.138	0.125	0.328	0.193	**0.592**	0.044	0.332	0.246	0.082
Passn2	0.291	0.277	0.103	0.248	0.255	0.138	0.094	0.391	0.276	**0.682**	-0.094	0.276	0.114	0.007
Passn3	0.334	0.322	0.198	0.336	0.277	0.179	0.239	0.308	0.311	**0.730**	0.120	0.209	0.198	0.114
Passn4	0.319	0.269	0.201	0.344	0.214	0.198	0.104	0.312	0.250	**0.739**	0.028	0.277	0.155	0.058
Passn5	0.404	0.306	0.116	0.303	0.249	0.160	0.158	0.357	0.252	**0.745**	0.036	0.263	0.210	0.140
Passn6	0.337	0.310	0.129	0.241	0.381	0.134	0.164	0.364	0.374	**0.757**	0.066	0.302	0.258	0.094
Rugd1	0.121	0.029	0.185	0.277	0.031	0.398	0.336	0.080	0.105	0.024	**0.925**	-0.037	0.393	0.415

Rugd2	0.144	0.084	0.179	0.260	0.092	0.407	0.384	0.126	0.156	0.068	**0.924**	-0.028	0.334	0.410
SAT1	0.318	0.205	0.503	**0.777**	0.215	0.479	0.334	0.246	0.324	0.350	0.251	0.211	0.219	0.320
SAT2	0.168	0.136	0.493	**0.686**	0.197	0.403	0.248	0.243	0.216	0.194	0.185	0.140	0.220	0.273
SAT3	0.287	0.173	0.470	**0.752**	0.235	0.541	0.358	0.217	0.252	0.326	0.212	0.229	0.178	0.302
SAT4	0.253	0.199	0.424	**0.719**	0.181	0.501	0.367	0.251	0.210	0.339	0.246	0.244	0.244	0.236
SAT5	0.236	0.159	0.429	**0.727**	0.231	0.453	0.255	0.211	0.271	0.245	0.250	0.116	0.223	0.259
SAT6	0.217	0.111	0.476	**0.739**	0.150	0.429	0.235	0.233	0.267	0.247	0.126	0.122	0.128	0.232
Sen1	0.203	0.195	0.127	0.225	0.247	0.119	0.115	0.229	0.171	0.278	-0.033	**0.728**	0.212	0.061
Sen2	0.251	0.242	0.160	0.144	0.236	0.067	0.161	0.277	0.163	0.356	-0.017	**0.872**	0.177	-0.047
Sen3	0.232	0.273	0.155	0.238	0.230	0.156	0.137	0.314	0.188	0.314	-0.037	**0.854**	0.190	0.082
Sincr1	0.278	0.274	0.253	0.306	0.125	0.278	0.400	0.381	0.163	0.307	0.344	0.258	**0.875**	0.315
Sincr2	0.247	0.217	0.173	0.156	0.183	0.229	0.286	0.272	0.104	0.200	0.291	0.219	**0.657**	0.226
Sincr3	0.199	0.264	0.160	0.181	0.115	0.217	0.301	0.299	0.167	0.170	0.309	0.118	**0.782**	0.362
Sincr4	0.223	0.195	0.190	0.202	0.131	0.192	0.338	0.330	0.170	0.180	0.282	0.130	**0.795**	0.351
Soph1	0.187	0.119	0.277	0.353	0.113	0.494	0.431	0.148	0.159	0.137	0.453	0.035	0.394	**0.932**
Soph2	0.189	0.146	0.245	0.332	0.157	0.412	0.418	0.118	0.133	0.078	0.369	0.034	0.350	**0.918**

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Appendix D

Fornell-Larker Discriminant Validity for Dimensions of the Constructs

	Affective	Behavioral	CRM	CS	Commitment	Competency	Excitement	Intellectual	Intimacy	Passion	Ruggedness	Sensory	Sincerity	Sophistication
Affective	0.75													
Behavioral	0.39	0.78												
CRM	0.21	0.08	0.73											
CS	0.34	0.23	0.63	0.73										
Commitment	0.27	0.26	0.15	0.28	0.74									
Excitment	0.20	0.10	0.51	0.64	0.15	0.75								
Competence	0.28	0.21	0.31	0.41	0.08	0.44	0.79							
Intellectual	0.54	0.44	0.11	0.32	0.23	0.16	0.25	0.79						
Intimacy	0.28	0.22	0.21	0.35	0.50	0.20	0.18	0.29	0.72					
Passion	0.46	0.40	0.20	0.39	0.39	0.22	0.21	0.48	0.40	0.71				
Ruggedness	0.14	0.06	0.20	0.29	0.07	0.44	0.39	0.11	0.14	0.05	0.92			
Sensory	0.28	0.29	0.18	0.24	0.29	0.14	0.17	0.34	0.21	0.39	-0.04	0.82		
Sincerity	0.30	0.31	0.25	0.28	0.17	0.29	0.43	0.41	0.20	0.28	0.39	0.23	0.78	
Sophistication	0.20	0.14	0.28	0.37	0.14	0.49	0.46	0.14	0.16	0.12	0.45	0.04	0.40	0.93

Appendix E

HTMT Rations of the Dimensions of the constructs

	Affective	Behavioral	CRM	CS	Commitment	Competency	Excitement	Intellectual	Intimacy	Passion	Ruggedness	Sensory	Sincerity	Sophistication
Affective														
Behavioral	0.59													
CRM	0.27	0.11												
CS	0.47	0.30	0.72											
Commitment	0.39	0.38	0.19	0.35										
Excitement	0.29	0.15	0.61	0.82	0.21									
Competence	0.45	0.31	0.39	0.54	0.13	0.62								
Intellectual	0.81	0.64	0.14	0.42	0.32	0.22	0.37							
Intimacy	0.41	0.30	0.26	0.44	0.65	0.29	0.25	0.40						
Passion	0.64	0.55	0.23	0.47	0.51	0.29	0.29	0.65	0.50					
Ruggedness	0.20	0.09	0.23	0.35	0.10	0.56	0.50	0.15	0.19	0.11				
Sensory	0.41	0.41	0.22	0.31	0.40	0.19	0.24	0.46	0.27	0.50	0.05			
Sincerity	0.43	0.42	0.29	0.34	0.24	0.39	0.58	0.56	0.26	0.35	0.49	0.31		
Sophistication	0.28	0.19	0.32	0.44	0.19	0.63	0.60	0.19	0.21	0.16	0.53	0.10	0.50	

Appendix F

Questionnaire

সন্মানিত উত্তরদাতা:

আমার শুভেচ্ছা গ্রহন করুন।

আমি ইউনিভার্সিটি উতারা মালয়েশিয়া-য় স্কুল অব বিজনেস ম্যানেজমেন্ট-এ পি.এইচ.ডি পর্যায়ে গবেষণায়রত। বাংলাদেশের মোবাইল টেলিকম ইন্ডাস্ট্রির ভোক্তাদের সাথে তাদের ব্র্যান্ডের সম্পর্ক নির্ণয়ের লক্ষ্যে উচ্চতর পর্যায়ে এই গবেষণা কর্মটি করা হচ্ছে। ভোক্তাদের সাথে তাদের ব্র্যান্ডের সম্পর্কের বিভিন্ন দিক সম্বন্ধে ভোক্তাদের মূল্যায়ন জানার জন্য এই স্ট্রাকচার প্রশ্নমালা সরবরাহ করা হয়েছে। এই গবেষণা কর্মটি সফলভাবে সম্পন্ন করার জন্য আপনার সহযোগিতা একান্ত কাম্য। দয়া করে আপনার মূল্যবান সময় হতে কিছু সময় ব্যয় করে প্রদত্ত প্রশ্নাবলির উত্তর প্রদানের অনুরোধ করছি।

আপনার প্রদত্ত তথ্যের সম্পূর্ণ গোপনীয়তার নিশ্চয়তা প্রদান করছি। এই গবেষণা-প্রকল্পে অংশগ্রহণের জন্য আপনাকে ধন্যবাদ ও কৃতজ্ঞতা জানাচ্ছি।

শুভেচ্ছাসহ-

মোঃ কাশেদুল ওহাব তুহিন
সহকারী অধ্যাপক
মার্কেটিং বিভাগ
জাহাঙ্গীরনগর বিশ্ববিদ্যালয়
ও পি.এইচ.ডি গবেষক
স্কুল অব বিজনেস ম্যানেজমেন্ট
ইউনিভার্সিটি উতারা, মালয়েশিয়া।

সাধারণ প্রশ্নঃ

১. আপনি কি প্রি-পেইড মোবাইল ব্র্যান্ড ব্যবহারকারী? (Are you the user of pre-paid mobile telecom brand?)

☐ হ্যাঁ   ☐ না

২. আপনি কি বাংলাদেশের কোন মোবাইল টেলিকম কোম্পানিতে কর্মরত আছেন? (Are you the employee of any of the mobile telecom company of Bangladesh?)

☐ হ্যাঁ   ☐ না

বিভাগ- ১: ব্যক্তিগত পরিচিতি (Demographic Profile) : প্রতিটি বিবৃতির জন্য দয়া করে টিক চিহ্ন (✓) ব্যবহার করুন। (Please use tick mark (√) for each statement below.)

১. লিঙ্গ: (Gender:)

☐ পুরুষ   ☐ নারী

২. বয়স (বছর): {Age (Years)}

☐ ১৮-২৪   ☐ ২৫-৩৪   ☐ ৩৫-৪৪   ☐ ৪৫ ও তদুর্ধ্ব

৩. সর্বশেষ শিক্ষাগত যোগ্যতা (Last academic degree)

☐ এস এস সি   ☐ এইচ এস সি   ☐ ব্যাচেলর   ☐ মাস্টার্স

☐ পি এইচ ডি ও অন্যান্য   ☐ অন্যান্য (দয়া করে নির্দিষ্ট করুন) ....

৪. বৈবাহিক অবস্থা (Marital Status:)

☐ অবিবাহিত   ☐ বিবাহিত

৫. আয়, দয়া করে আপনার মাসিক আয় উল্লেখ করুন (টাকা) (Income, please indicate your approximate monthly income (Taka):)

☐ ২৫০০০ এর নিচে   ☐ ২৫০০০-৪৯০০০   ☐ ৫০০০০-৭৪০০০   ☐ ৭৫০০০-৯৯০০০

☐ ১০০০০০ এবং তদুর্ধ্ব

৬. আপনি কোন মোবাইল টেলিকম ব্র্যান্ড ব্যবহার করছেন? (নির্দিষ্ট করে একটি টিক দিন) {Which mobile telecom brand/s you are using? (please specify tic only one)}

☐ গ্রামীণফোন (Grameen Phone)   ☐ রবি (Robi)   ☐ এয়ারটেল (Airtel)

☐ বাংলালিংক (Banglalink)   ☐ টেলিটক (Teletalk)   ☐ সিটিসেল Citycell)

৭. কতদিন ধরে আপনি এই ব্র্যান্ড ব্যবহার করছেন? (How long have you been using the brand?)

☐ ১ বছরের কম   ☐ ১-২   ☐ ৩-৫   ☐ ৬-৯   ☐ ১০ বছর এবং তদুর্ধ্ব

৮. মাসিক মোবাইল বিল বাবদ খরচ (ভয়েস কল, বার্তা, ইন্টারনেট) দয়া করে নির্দিষ্ট করুন (টাকা) (Monthly expenditure for mobile bill (including voice, text, internet etc.), please specify (TK):)

_____

নির্দেশনা- নিম্নোক্ত সকল উত্তরের জন্য আপনার ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডের নাম উল্লেখ করা জরুরি, আপনার ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডটি হলো (All the answers given for the following sections need to be referred to your mobile telecom brand name, the name of your mobile telecom brand is (Please specify) --------------------

বিভাগ- ২: প্রতিটি বিবৃতির জন্য দয়া করে টিক চিহ্ন (✔) ব্যবহার করুন। (Please tick (√) for each statement below)

১. সম্পূর্ণভাবে অসম্মত (Strongly disagree), ২. কিছুটা অসম্মত (Somewhat disagree), ৩. অসম্মত (Disagree), ৪. সম্মত বা অসম্মত কোনোটিই নয় (Neither agree nor disagree),

৫. সম্মত (Agree), ৬. কিছুটা সম্মত (Somewhat agree), ৭. সম্পূর্ণভাবে সম্মত (Strongly agree)

	বর্ণনা (Description)	১	২	৩	৪	৫	৬	৭
১	আমি আমার ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডের প্রতি অনেক বিশ্বস্ত (I am very loyal to the mobile telecom brand I am using.)							
২	আমি আমার ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডটি প্রতিনিয়ত ব্যবহারের জন্য কিছু ত্যাগ করতে রাজি আছি (I am willing to make small sacrifices in order to keep using my mobile telecom brand.)							
৩	আমার ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডটি যদি সাময়িকভাবে বন্ধ থাকে তবে আমি নতুন একটি ব্র্যান্ড ক্রয় করা থেকে বিরত থাকব। (I would be willing to postpone my purchase if the mobile telecom brand I am using was temporarily unavailable)							
৪	সাময়িক সমস্যা হলেও আমি আমার ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডের সাথে থাকব। (I would stick with the brand even if it let me down once or twice)							

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৫	আমার ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডের প্রতি আমি এত খুশি যে এর বিকল্প হিসেবে অন্য কোন মোবাইল টেলিকম ব্র্যান্ডের প্রয়োজন অনুভব করছি না (I am so happy with the current brand that I no longer feel the need to watch out for other mobile telecom brand as alternatives)						
৬	বর্তমানে ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডটি আমি পরবর্তী এক বছরের জন্য ব্যবহার করতে রাজি আছি (I am likely to use the current mobile telecom brand one year from now.)						
৭	আমি বর্তমানে ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডকে আমার যাবতীয় ব্যক্তিগত তথ্য জানাতে রাজি আছি (I would feel comfortable sharing detailed personal information about myself with the current mobile telecom brand.)						
৮	বর্তমানে ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডটি আমার যাবতীয় মোবাইল টেলিকম সার্ভিসের চাহিদা পূরণ করতে সক্ষম (The current brand really understands my needs in the mobile telecom services categories (e.g. voice, text, internet and others).)						
৯	বর্তমানে ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডটি সম্পর্কে অবগত নয় এমন কারো কাছে আমি এটি সম্পর্কে আলোচনা করতে স্বাচ্ছন্দ্যবোধ করি। (I would feel comfortable describing the current mobile telecom brand to someone who was not familiar with it.)						
১০	বর্তমানে ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডের যাবতীয় পণ্য, সেবা এবং অফার সম্পর্কে আমি অভ্যস্ত (I am familiar with the range of products and services the brand offers)						
১১	বর্তমানে ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ড সম্পর্কে আমি অধিক জানি (I have become very knowledgeable about the mobile brand)						

		১	২	৩	৪	৫	৬	৭
১২	যদি এমন কোন শহর বা দেশে গমন করি যেখানে এই ব্র্যান্ডটি নেই তখন আমি এই ব্র্যান্ডটি পেতে চাইব (I would seek out this brand if I moved to a new town/country where it wasn't available)							
১৩	আমার কাছে অন্য কোন ব্র্যান্ড এই ব্র্যান্ডের জায়গা নিতে ব্যর্থ (No other brand can quite take place of this brand)							
১৪	এই ব্র্যান্ডটি চাওয়ার পরও না পেলে আমি খুব কষ্ট পাব। (I would be very upset if I couldn't find it or get in touch with this brand when I wanted it.)							
১৫	এই ব্র্যান্ডের প্রতি আমি খুব বেশি আকর্ষণ বোধ করি। (I have a powerful attraction toward this brand)							
১৬	আমার কাছে এই ব্র্যান্ড এবং আমি একে অপরের পরিপূরক(I feel that this brand and I were meant for each other)							
১৭	অনেক ক্ষেত্রে আমি এই ব্র্যান্ডের প্রতি আসক্ত (I am addicted to this brand in some ways)							

বিভাগ- ৩ঃ প্রতিটি বিবৃতির জন্য দয়া করে টিক চিহ্ন (✓) ব্যবহার করুন। (Please tick (√) for each statement below)

১. সম্পূর্ণভাবে অসম্মত (Strongly disagree), ২. কিছুটা অসম্মত (Somewhat disagree), ৩. অসম্মত (Disagree), ৪. সম্মত বা অসম্মত কোনোটিই নয় (Neither agree nor disagree),

৫. সম্মত (Agree), ৬. কিছুটা সম্মত (Somewhat agree), ৭. সম্পূর্ণভাবে সম্মত (Strongly agree)

	বর্ণনা (Description)	১	২	৩	৪	৫	৬	৭
১	আমার অনুভূতির (দৃষ্টি, শব্দ, স্পর্শ) জন্য এই ব্র্যান্ডটি অনেক সংবেদনশীল (This brand makes a strong impression on my senses (sight, sound, smell test, touch).)							
২	আমার নিকট এই ব্র্যান্ডটি অনুভূতির জায়গা থেকে আকর্ষণীয় (I find this brand interesting in a sensory way)							
৩	এই ব্র্যান্ডটি আমার অনুভূতিকে সক্রিয় করে (This brand appeals to my senses)							

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8	এই ব্র্যান্ডটি আমার অনুভূতিকে প্রভাবিত করে (This brand induces feelings and sentiments)							
৫	এই ব্র্যান্ডের প্রতি আমার গভীর আবেগ বিদ্যমান (I have strong emotions for this brand.)							
৬	এটি একটি আবেগ-সঞ্চারী ব্র্যান্ড (This brand is an emotional brand)							
৭	এই ব্র্যান্ডটি যখন ব্যবহার করি তখন আমি শারীরিকভাবে তার সাথে জড়িত হই (I engage in physical actions and behavior when I use this brand)							
৮	এই আচরণ আমার শারীরিক অভিজ্ঞতার জন্য ইতিবাচক। (This behavior results in bodily experiences)							
৯	এটি একটি ফলপ্রসূ ব্র্যান্ড (This brand is action oriented)							
১০	এই ব্র্যান্ড ব্যবহার কালে আমি নানামুখী চিন্তায় লিপ্ত হই (I engage in a lot of thinking when I encounter this brand)							
১১	এই ব্র্যান্ড আমাকে চিন্তা করতে সহায়তা করে (This brand makes me think)							
১২	এই ব্র্যান্ড আমার কৌতূহলী মনোভাব জাগ্রত করে (This brand stimulates my curiosity and problem solving)							

বিভাগ- ৪: প্রতিটি বিবৃতির জন্য দয়া করে টিক চিহ্ন (✔) ব্যবহার করুন। (Please tick (√) for each statement below)

১. সম্পূর্ণভাবে অসম্মত (Strongly disagree), ২. কিছুটা অসম্মত (Somewhat disagree), ৩. অসম্মত (Disagree), ৪. সম্মত বা অসম্মত কোনোটিই নয় (Neither agree nor disagree),

৫. সম্মত (Agree), ৬. কিছুটা সম্মত (Somewhat agree), ৭. সম্পূর্ণভাবে সম্মত (Strongly agree)

	আমি মনে করি আমার মোবাইল টেলিকম ব্র্যান্ডটি হচ্ছে (I feel my mobile telecom brand is)	১	২	৩	৪	৫	৬	৭
১	কার্যকর (Down-to-earth)							
২	অনেক বেশি বিশ্বস্ত (Honest)							
৩	স্বয়ংসম্পূর্ণ (Wholesome)							

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৪	আনন্দদায়ক (Cheerful)							
৫	নির্ভরযোগ্য (Reliable)							
৬	বুদ্ধিদীপ্ত (Intelligent)							
৭	সফল (Successful)							
৮	সাহসী (Daring)							
৯	অনুপ্রেরণাদায়ক (Spirited)							
১০	চিন্তাপ্রসূ (Imaginative)							
১১	সময়োপযোগী (Up-to-date)							
১২	অভিজাত শ্রেণির (Upper class)							
১৩	দৃষ্টিনন্দন (Charming)							
১৪	বহির্মুখী (Outdoorsy)							
১৫	শ্রমসাধ্য (Tough)							

বিভাগ- ৫: প্রতিটি বিবৃতির জন্য দয়া করে টিক চিহ্ন (✔) ব্যবহার করুন। (Please tick (√) for each statement below)

১. সম্পূর্ণভাবে অসম্মত (Strongly disagree), ২. কিছুটা অসম্মত (Somewhat disagree), ৩. অসম্মত (Disagree), ৪. সম্মত বা অসম্মত কোনোটিই নয় (Neither agree nor disagree),

৫. সম্মত (Agree), ৬. কিছুটা সম্মত (Somewhat agree), ৭. সম্পূর্ণভাবে সম্মত (Strongly agree)

	বর্ণনা	১	২	৩	৪	৫	৬	৭
১	আমার ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডটি আমাকে সম্মান প্রদর্শন করে। (The mobile telecom brand I am using treats me with respect)							
২	এই ব্র্যান্ড ব্যবহারে আমার অভিজ্ঞতা আমার প্রত্যাশার চেয়েও ভালো (My shopping experiences with this brand are better than I expected)							
৩	এই ব্র্যান্ড আমাকে গুরুত্বপূর্ণ গ্রাহক হিসেবে বিবেচনা করে (This brand treats me as an important customer)							

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৪	আমি আমার পরিবার ও বন্ধু মহলে এই ব্যান্ড ব্যবহারে উদ্বুদ্ধ করেছিলাম। (I recommend this brand to friends and family)						
৫	এই ব্যান্ড আমার বিশ্বাস অর্জনে সক্ষম (This brand deserves my trust)						
৬	এই ব্যান্ড সকল সমস্যা দক্ষতার সাথে সমাধান করে (This brand solves the problems efficiently)						
৭	এই ব্যান্ড যেসব পণ্য ও সেবা বিক্রয় করে তা উচ্চ মানের (The products/ services sold by this brand are high quality)						
৮	এই ব্যান্ডের মাঝে আমি নিজেকে খুঁজে পাই। (I identify myself within this brand)						
৯	আমি এই ব্যান্ড হতে অন্যান্য পণ্য/সেবা গ্রহণ করতে আগ্রহী (I am willing to buy other products/services from this brand)						
১০	এই ব্যান্ড ব্যক্তিগত গ্রাহক সেবা প্রদান করে (This brand offers personalized customer service (e.g. flexible purchase plan)						
১১	এই ব্যান্ড আমার চাহিদা, প্রশ্ন এবং পরামর্শ গ্রহণ করতে ইচ্ছুক (This brand tries to get to know my preferences, questions and suggestions)						
১২	এই ব্যান্ড ভালো সুযোগ-সুবিধা প্রদান করছে। (This brand has good facilities (e.g. either physical, in case of stores, or virtual, in case of websites).)						
১৩	এই ব্যান্ড প্রদত্ত পণ্য/সেবা সমূহ মানসম্মত। (The products/services sold by this brand are a good value (the benefits exceed the						

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	cost).)						
১৪	এই ব্র্যান্ড আমাকে বিশ্বস্ততার স্বীকৃতি প্রদান করে (The brand rewards my loyalty)						

বিভাগ- ৬ঃ প্রতিটি বিবৃতির জন্য দয়া করে টিক চিহ্ন (✓) ব্যবহার করুন। (Please tick (√) for each statement below)

১. সম্পূর্ণভাবে অসম্মত (Strongly disagree), ২. কিছুটা অসম্মত (Somewhat disagree), ৩. অসম্মত (Disagree), ৪. সম্মত বা অসম্মত কোনোটিই নয় (Neither agree nor disagree),

৫. সম্মত (Agree), ৬. কিছুটা সম্মত (Somewhat agree), ৭. সম্পূর্ণভাবে সম্মত (Strongly agree)

	বর্ণনা (Description)	১	২	৩	8	৫	৬	৭
১	ব্যবহৃত মোবাইল টেলিকম ব্র্যান্ডটি নিয়ে আমি সন্তুষ্ট (I am satisfied with the mobile telecom brand I am using)							
২	দ্বিতীয় বার ক্রয় করার প্রয়োজন হলে আমি বর্তমানে ব্যবহৃত ব্র্যান্ডটি ব্যতীত অন্য ব্যান্ড ক্রয় করবো। (If I could do it again, I would buy a brand different from that brand)							
৩	এই ব্র্যান্ডটি গ্রহণ করার সিদ্ধান্তটি যৌক্তিক ছিলো (My choice to get this brand has been a wise one)							
8	আমি এই ব্র্যান্ডটি গ্রহণের সিদ্ধান্তে অসন্তুষ্ট (I feel bad about my decision to get this brand)							
৫	আমার মনে হয় এই ব্র্যান্ড গ্রহণের সিদ্ধান্তটি সঠিক ছিল (I think that I did right when I decided to get this brand)							
৬	আমি এই ব্র্যান্ড নিয়ে খুশি (I am happy with what I did with this brand)							