



**Masters of Science in Business Administration**

# Axe's Brand Personality and Equity

---

Consumers' perspective on the  
brand's personality and  
equity

**Miguel Raminhos Gonçalves Santos**

**Student Number: 152111120**

**Advisor:**

**Professor Pedro Celeste**

Date: 07/03/2013

Dissertation submitted in partial fulfilment of requirements for the degree of MSc in Business  
Administration, at the Universidade Católica Portuguesa

## **Abstract**

**Title:** Axe's Brand Personality and Equity, consumers' perspectives on the brand's personality and equity

**Author:** Miguel Raminhos Gonçalves Santos

Companies search to establish a type of communication which is not only unique but also coherent, in order to ascertain certain types of associations within the minds of consumers. It is the composition of all the associations transmitted that forms the personality of a brand. However, this is a very demanding process, requiring years of investment and a need to be entirely coherent when communicating, through the years.

Axe is a perfect example of this intention, with not only a distinctive type of communication but also a consistent one, trespassing always the ideas of sensuality and self-confidence.

Nevertheless, not always do the intentions of brand managers coincide with the perceptions of consumers. Additionally, implications of a brand personality in its value, is still somewhat an uncertain subject.

This dissertation aims to analyse Axe's brand personality and its inferences on its own equity, analysing what consumers perceive the brand to be and furthermore how they value those attributes.

For that purpose a practical application of Jennifer Aaker's "Big Five" model was carried out, in order to understand how the brand is perceived, in what way does this perception influence the brand's equity and what can be the future options for the brand to undertake.

The study evidenced the predicted strong facet of the brand, the emotional side, as well as the relationships between the brand personality dimensions and Axe brand equity. This emotional side is in fact the most differentiating asset of the brand, although it is not the dimension with the strongest effect on brand equity.

## **Abstract**

**Title:** Axe's Brand Personality and Equity, consumers' perspectives on the brand's personality and equity

**Author:** Miguel Raminhos Gonçalves Santos

As empresas procuram desenvolver um tipo de comunicação que seja não só único mas também coerente, de maneira a estabelecer certo tipo de associações nas mentes dos consumidores. É a composição de todas estas associações que forma a personalidade de uma marca. Contudo, este processo é bastante exigente, requerindo anos de investimento e uma necessidade de coerência total na comunicação, ao longo desses anos.

Axe é um exemplo perfeito desta intenção, apresentando não só um tipo de comunicação distintivo como também consistente, transmitindo ideias de sensualidade e confiança pessoal.

No entanto, nem sempre as intenções dos gestores das marcas coincidem com as percepções dos consumidores. Adicionalmente, as implicações da personalidade de uma marca no seu valor, é ainda de certa maneira um tópico incerto.

Esta tese visa analisar a personalidade da marca Axe e as suas repercussões no seu próprio valor, analisando o modo como os consumidores interpretam a marca e adicionalmente como avaliam esses atributos.

Com este propósito foi desenvolvida uma aplicação prática do modelo "Big Five" de Jennifer Aaker, de maneira a compreender como a marca é percebida, de que maneira esta percepção influencia o valor da marca e quais poderão ser as opções futuras para a marca desenvolver.

O estudo evidenciou a faceta forte da marca, o seu lado emocional, bem como as relações entre as dimensões da personalidade da marca e o valor da Axe. Este lado emocional é de facto o activo diferenciador da marca, contudo não é a dimensão com o maior efeito no valor da marca.

## **Index**

<b>1. Acknowledgements</b>	<b>6</b>
<b>2. Introduction</b>	<b>7</b>
<b>3. Methodology</b>	<b>8</b>
<b>3.1. Quantitative research</b>	<b>8</b>
<b>3.2. Secondary data</b>	<b>9</b>
<b>4. Literature Review</b>	<b>10</b>
<b>4.1. Introduction</b>	<b>10</b>
<b>4.2. Brand</b>	<b>10</b>
<b>4.2.1. Brand Roles</b>	<b>10</b>
<b>4.2.2. Brand Equity</b>	<b>11</b>
<b>4.2.3. Drivers of brand equity</b>	<b>11</b>
<b>4.2.4. Measuring Brand Equity</b>	<b>12</b>
<b>4.2.5. Customer-based brand equity</b>	<b>12</b>
<b>4.2.6. Construct</b>	<b>12</b>
<b>4.2.7. Brand Image and associations</b>	<b>13</b>
<b>4.2.8. Measuring Customer-Based Brand Equity</b>	<b>14</b>
<b>4.2.9. Brand Personality</b>	<b>14</b>
<b>4.2.10. Brand Personality Construct</b>	<b>14</b>
<b>4.2.11. Measuring Brand Personality</b>	<b>16</b>
<b>4.2.12 Brand Extensions</b>	<b>16</b>
<b>4.3. Consumer Behaviour</b>	<b>17</b>
<b>4.4. Brand Relationship Quality Models</b>	<b>18</b>
<b>5. Case Study</b>	<b>19</b>
<b>5.1. Unilever Jerónimo Martins</b>	<b>19</b>
<b>5.2. Axe</b>	<b>19</b>
<b>5.3. Axe and the Market</b>	<b>20</b>
<b>5.4. Marketing Strategy</b>	<b>21</b>
<b>5.5. Axe's Brand Personality</b>	<b>22</b>
<b>5.6. Brand Image</b>	<b>22</b>
<b>5.7. Axe's Brand Equity</b>	<b>23</b>

5.8. Targeting and Communication	24
6. Quantitative Research	26
6.1. Questionnaire design	26
6.2. Results	28
6.2.1. Reason for purchase	28
6.2.2. Axe's customers	28
6.2.3. Brand Personality	29
6.2.4. Brand Personality – Differences between Body spray and other products	32
6.2.5. Brand Equity	32
6.2.6. Brand Personality and Brand Equity	34
7. Conclusions and recommendations	36
8. Limitations of the research	39
9. Further Research	40
10. Teaching Notes	41
10.1. Introduction	41
10.2. Objectives	41
10.3. Questions	42
10.4. Answers	42
11. Exhibits	46
12. References	54
13. Appendix	58

## **Exhibits**

<b>Exhibit 1 - Dimensions of Brand Knowledge – Kevin Lane Keller, 1993</b>	<b>13</b>
<b>Exhibit 2 - Brand Personality Framework – Jennifer L. Aaker, 1997</b>	<b>15</b>
<b>Exhibit 3 - Brand relationship Models - Breivik &amp; Thorbjørnsen, 2008</b>	<b>18</b>
<b>Exhibit 4 – Deodorant market – Major players’ market share – in percentage</b>	<b>20</b>
<b>Exhibit 5 – Shower gel market – Major players’ market share – in percentage</b>	<b>21</b>
<b>Exhibit 6 – Consumers perceptions regarding the brand Axe</b>	<b>23</b>
<b>Exhibit 7 – Brand Equity – Axe and competitors</b>	<b>23</b>
<b>Exhibit 8 –Reason for purchase – in percentage</b>	<b>28</b>
<b>Exhibit 9 – Loadings from brand personality dimensions</b>	<b>30</b>
<b>Exhibit 10 – Consumers’ perceptions about Axe personality – 0 to 5 scale</b>	<b>31</b>
<b>Exhibit 11 – Loadings from brand equity dimensions</b>	<b>33</b>
<b>Exhibit 12 – Correlations between brand personality and equity dimensions</b>	<b>35</b>
<b>Exhibit 13 – Axe concept</b>	<b>46</b>
<b>Exhibit 14– Axe Website</b>	<b>46</b>
<b>Exhibit 15 - Deodorant market – Major brands’ sales</b>	<b>46</b>
<b>Exhibit 16 - Shower Gel market – Major brands’ sales</b>	<b>46</b>
<b>Exhibit 17 – Brand Recall Results regarding Axe Anarchy campaign</b>	<b>47</b>
<b>Exhibit 18 - Questionnaire Results</b>	<b>47</b>
<b>Exhibit 18.1 - Demographics</b>	<b>47</b>
<b>Exhibit 18.1.1 – Age and Gender cross tabulation</b>	<b>47</b>
<b>Exhibit 18.1.2 - Gender and Occupation cross tabulation</b>	<b>47</b>
<b>Exhibit 18.2 - Axe consumers</b>	<b>48</b>
<b>Exhibit 18.3 - Brand personality</b>	<b>49</b>
<b>Exhibit 18.3.1 - Factor analysis</b>	<b>49</b>
<b>Exhibit 18.3.2 – Brand personality descriptive analysis – Axe body spray consumers</b>	<b>50</b>
<b>Exhibit 18.3.3 – Brand personality descriptive analysis – Axe shower gel consumers</b>	<b>51</b>
<b>Exhibit 18.4 - Brand equity</b>	<b>52</b>
<b>Exhibit 18.4.1 - Factor analysis</b>	<b>52</b>
<b>Exhibit 18.4.2 - Descriptive analysis</b>	<b>53</b>
<b>Exhibit 18.5 - Regression analysis</b>	<b>53</b>

## **1. Acknowledgements**

There were several people absolutely crucial in terms of support and motivation throughout the development of this dissertation, which was confirmed not only to be a very demanding experience in terms of time and effort dedicated to it, as on the other hand, highly rewarding in terms of knowledge and insights.

First of all, I would like to thank my family, whose support was extremely important in demanding times such as this, and dedicate this work here presented, to my father who has always been an example due to his perseverance, dedication, and helpful comments and suggestions throughout the elaboration of this work.

To Professor Pedro Celeste, who always shared the best advices in order to improve this dissertation.

Furthermore, the assistance provided by Unilever Jerónimo Martins, especially Dr. Zakir Karim, who always made available the information needed and proved to be extremely helpful whenever a question was raised throughout the development of this work.

## 2. Introduction

The Fast Moving Consumer Goods market is becoming more and more competitive each year. Brands face fiercer competition as consumers become increasingly demanding with regards to brands' offerings. Therefore, companies that perceive as their best strategy the differentiation from competitors, instead of price competition, need to justify the consumers' choice with different attributes, when compared to other products on the shelf.

When brands invest on differentiation strategies, they intend to offer consumers something he/she is not able to obtain from competitors' products, whether it is a physical characteristic or an emotional element. Brands' emotional expression assists in the establishment of a relationship with the consumer. If there is a positive and strong relationship, there is undeniably a differentiation factor. However brands need to keep investing in building and maintaining this relationship in order to become part of the consumer's daily life, justifying his/her choice, and eventually becoming part of the customer's perception of himself.

Axe is a brand that seeks a differentiation strategy; it does not follow price competition, and on the contrary, hopes that its differentiation allows itself to price above all others in its category.

This dissertation has as its main objective the practical application of the brand personality dimensions, the "Big Five" model, in order to better comprehend the image of the brand and its effect on the its value and possible future strategies. To do so, it is necessary to obtain a better understanding of the construct of brand personality, its influence on consumers' minds and everyday lives, and respective implications on the brand results, specifically in Axe's case.

Therefore, five research questions were developed to serve as objectives for this dissertation.

RQ1: Which types of self-construct consumers are more associated with AXE brand? (Actual or ideal self)

RQ2: What is Axe's perceived brand personality (or brand image)?

RQ3: How does Axe's brand personality influence its' customer-based brand equity?

RQ4: Do Axe brand extensions such as shower gel or shampoo share the same intended and perceived brand personality?

RQ5: How can Axe explore its personality in order to face the market challenges in the future?



### **3. Methodology**

An extensive study had to be undertaken in order to better understand dimensions such as brand personality, brand image, consumers' perceptions and associations. To do so, interpretation and understanding of several academic articles had an essential role within the progress of the dissertation.

Furthermore, primary and secondary data were extremely significant in understanding the practical relevance of these dimensions and their expression within consumers' perspectives. Regarding secondary data, assistance from the responsible of the Axe brand had a large importance in understanding the brand's intentions and its positioning strategy. In terms of primary data, a quantitative research study was realized to reach further depth regarding consumers' perceptions of the brand and its main associations with it.

#### **3.1. Quantitative research**

As previously stated, in order to better understand the influence that these branding dimensions really exert on consumers and their perceptions and associations, an online questionnaire was developed. This questionnaire was composed by four parts with distinct purposes.

The first part of the survey was designed to comprehend what are the consumers' perceptions and interests regarding the body health market and more specifically the deodorant category. This part had no reference to the brand Axe; it was mainly composed by questions assessing consumers' valued attributes and favourite brands.

The second part was developed around the concept of brand personality, aiming to give further depth to the answer of the second research question (Is AXE's intended brand personality coherent with perceived brand personality (or brand image)?). It is an application of the brand personality framework ("The Big Five") into consumers' perceptions, by rating the brand Axe within several factors that influence the referred five dimensions.

Furthermore, within this second part, there is the intention of understanding to which extent brand extensions such as shower gel or shampoo are perceived as having the same brand personality as Axe body spray, therefore responding to the fourth research question.

The third part of the quantitative research was designed with the intention to establish a relationship between the brand personality dimensions and the constructs of brand equity. Moreover, it represents

the development of brand equity through the customer point-of-view, analysing dimensions such as brand loyalty, intention to purchase, perceived quality and ability to pay a price premium, answering the third research question of the dissertation.

The last part is composed by the personal information of each respondent, such as gender, age and occupation.

### **3.2. Secondary data**

With the assistance of the responsible for the Axe brand at Unilever Jerónimo Martins, Zakir Karim, it was possible to achieve a more thorough comprehension of the brands' objectives and intentions in terms of positioning and consequently its intended brand personality. His assistance was also helpful when analysing the overall market and the position of Axe in it, providing data in order to perform a competition analysis.

## **4. Literature Review**

### **4.1. Introduction**

There are two major perspectives within the brand personality subject, the company's and the consumer's. In order to better understand the subject, two directions were taken: firstly the one that proposes to analyse intended brand personality and respective repercussions on brand equity, how the company aims to develop its personality and how to transmit the desired associations to its consumers, secondly the one that proposes to understand the consumer behaviour side, how consumers really perceive the brand personality, or brand image.

### **4.2. Brand concept**

"A brand is a distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate from those of competitors. A brand thus signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical" (Aaker, 1991).

According to the American Marketing Society "a brand is a customer experience represented by a collection of images and ideas. A brand often includes an explicit logo, fonts, colour schemes, symbols, sound which may be developed to represent implicit values, ideas, and even personality."

#### **4.2.1. Brand Roles**

Brands can perform various roles for the consumer and the company adding to why it is important to have a strongly established brand (Aaker, 1991) (Kotler, Keller, Brady, Goodman & Hansen, 2009).

Regarding consumers, brands transmit a certain level of quality which enables satisfied consumers to easily choose the product or service in the future with ease. Buyers will be guaranteed an equal level of quality from their previous purchase, ensuring a reduced perceived risk when making a purchase decision. With less time to make decisions when buying, having a brand that minimizes the time it takes to make a choice as well as ensuring that the perceived risk is minimal becomes an invaluable asset. Furthermore, with an increasing number of products and services to choose from, having a brand can decrease indecision when making a purchase (Kotler, Keller, Brady, Goodman & Hansen, 2009).

Regarding companies, a brand offers legal protection. This is another powerful role that a brand has as it ensures that the physical characteristics of a brand cannot be copied. Registered trademarks and intellectual property rights means that companies can safely invest and gain from the benefits of having a valuable asset. A brand can lead to brand loyalty which will in turn generate secure demand, predictability and barriers to entry for competitors. Loyal customers can also signify that the ability of consumers to pay a higher price for products will be increased and well as a more accepting reaction to a price increase.

Whilst a product or service can be copied as well as the designs of these, the impression that the consumers have on the brand is something that cannot be duplicated. Moreover, branding can help secure competitive advantage helping in the differentiation of their products and services.

Still according to the same authors, there are other roles that brands can have, which include marketing communication efficiency, attraction of higher quality employees, stronger support from their distribution channels, further growth opportunities from brand extensions and ability to target different markets with segmentation.

#### **4.2.2. Brand Equity**

“Brand equity is a set of brand assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers” (Aaker, 1991). According to the author these assets or liabilities can be grouped into five categories: brand loyalty, name awareness, perceived quality, brand associations and other proprietary brand assets such as patents or trademarks. These five categories create value for the customer and for the firm.

#### **4.2.3. Drivers of Brand Equity**

Brand equity can be driven by several factors, among them rely brand attachment and attitude strength as critical drivers (Park, MacInnis, Priester, Eisingerich & Iacobucci, 2010). Brand attachment defined as a combination of brand prominence and self-connection, is a strong contributor to brand equity. The stronger the consumers’ level of attachment to a brand, the more they are willing to invest in behaviours that will require their time, money, energy and reputation in order to develop their relationship with it. According to the authors, brand attachment is driven by two concepts: Brand self-connection and prominence. Brand self-connection occurs when consumers select a specific brand

according to their current self-concept or potential or future self, therefore developing a relationship with the brand (Escalas & Bettman, 2003). Brand prominence is constituted by the degree of pleasantness of associations in memory, derived from past experiences with the brand, and the frequency with which consumers remember those associations (Park, MacInnis, Priester, Eisingerich & Iacobucci, 2010).

#### **4.2.4. Measuring Brand Equity**

Although there is not a specific measure to evaluate brand equity, several theories have been developed to aid in doing so. Revenue premium (Ailawadi, Lehman & Neslin, 2003) is one of them. This concept is analysed through a more financial perspective, assessing brand equity as the difference in revenue between a branded product and a corresponding non-branded product.

Another example of brand equity measurement theories is the “Brand Equity Ten” (Aaker, 1996) where ten types of measures are aggregated into five groups: loyalty measures, perceived quality or leadership measures, associations or differentiation measures, awareness measures and market behaviour measures. The first four categories are related to consumer insights and perceptions while the last category includes information gathered from the market. According to Aaker (1996) price premium should be considered the best single measure in evaluating brand equity, since it represents a reasonable summary of the strength of the brand.

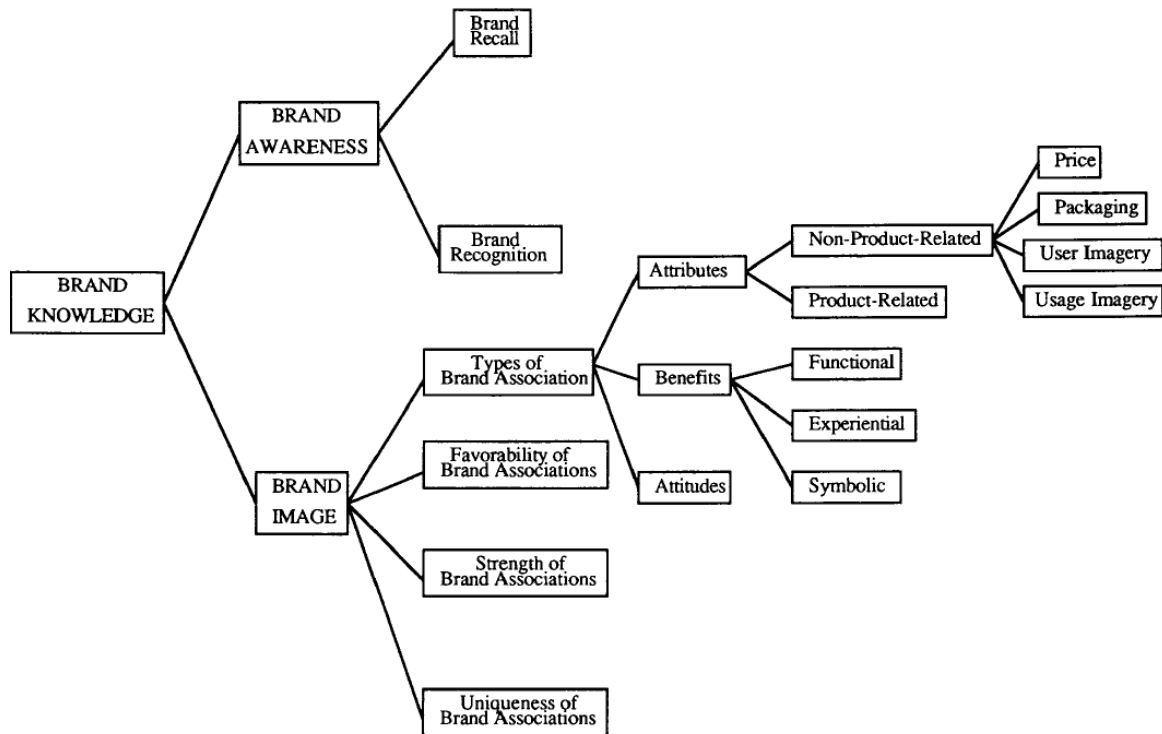
#### **4.2.5. Customer-Based Brand Equity**

Customer-based brand equity is defined as the differential effect of brand knowledge on consumer response to the marketing of the brand (Keller, 1993), represented by a collection of brand related associations in consumers’ minds. Brand knowledge has multiple dimensions such as awareness, attributes, benefits, images, thoughts, feelings, attitudes and experiences influencing consumer memory associations with the brand, becoming a large contributor to brand equity (Keller, 2003).

#### **4.2.6. Construct**

Brand knowledge is divided in two categories: brand awareness and brand image. “Customer-based brand equity occurs when the consumer is aware of the brand and holds some favourable, strong, and unique brand associations in memory” (Keller, 1993).

Exhibit 1 - Dimensions of Brand Knowledge – Kevin Lane Keller, 1993



The same author divides brand awareness into brand recognition and brand recall. Brand awareness is related to the strength of memory regarding a specific brand. Brand recognition exists when consumers discriminate the brand when having previous contact with it and recall when they automatically identify the brand from memory. Even though these may appear distinct concepts, they are two opposite points in a scale, since “brand awareness involves a continuum ranging from an uncertain feeling that the brand is recognized, to a belief that it is the only one in the product class” (Aaker, 1991).

#### 4.2.7. Brand Image and Associations

Brand image is the set of associations, organized in meaningful groups or clusters, which reflect consumers’ perception on a brand (Aaker, 1991) (Keller, 1993). Consumers may retrieve these associations and use them to evaluate the brand in three different perspectives; seeing the brand as a product (value), the brand as a person (brand personality) or the brand as an organization (organizational associations) (Aaker,1996).

Brand image is a combination between several dimensions of brand associations: type, favourability, strength and uniqueness. Brand associations must be congruent in order to avoid sharing a diffuse

brand image which would lead to confusion towards the brand and possible weakness of future associations (Keller, 1993).

Brand image and associations are highly dependent on brand usage; their strength is connected to the amount and depth of consumers' experiences and exposures to a brand's communications (Aaker, 1991). Through an increase in brand usage, consumers tend to have more and stronger brand associations, however when the opposite occurs, associations tend to be more category related (Oakenfull & McCarthy, 2010).

#### **4.2.8. Measuring Customer-Based Brand Equity**

Customer-based brand equity can be measured through two different approaches according to Keller (1993). The direct approach is used to understand the impact of brand knowledge in response to marketing programs while the indirect measures brand knowledge and repercussions on customer-based brand equity. The indirect approach is used to identify what aspects of brand knowledge create a differential result on brand equity while the direct evaluates the nature of the referred response.

Customer-based brand equity has a direct effect on customer lifetime value (CLV), influencing its three components: acquisition, retention and profit margin. The four pillars of customer-based brand equity studied: knowledge, relevance, esteem and differentiation, have different effects on CLV, revealing customer-based brand equity as a multidimensional concept (Stahl, Heitmann, Lehmann, & Neslin, 2012).

#### **4.2.9. Brand Personality**

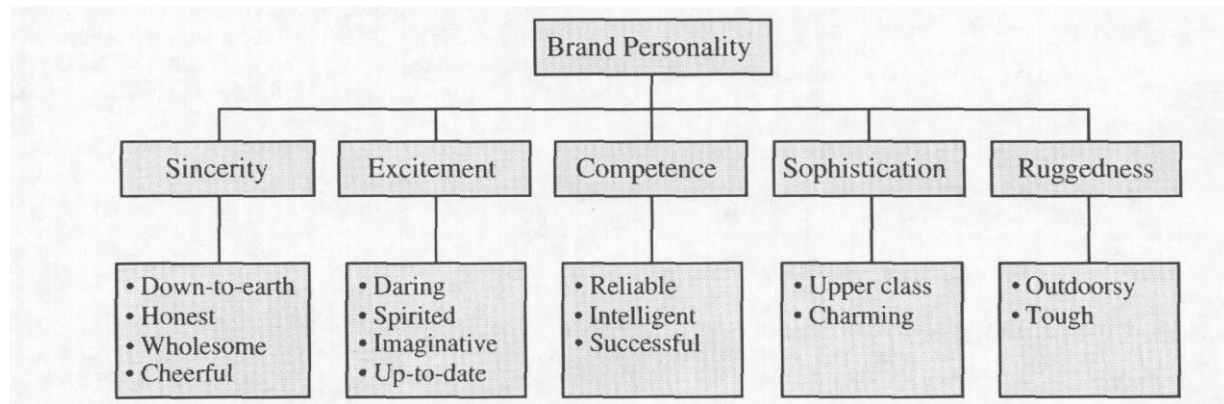
"Brand personality is the psychological nature of a particular brand as intended by its sellers, though persons in the marketplace may see the brand otherwise (called brand image). These two perspectives compare to the personalities of individual humans: what we intend or desire, and what others see or believe" (American Marketing Association). Brand personality can also be defined as "the set of human characteristics associated with a brand" (Aaker, 1997).

#### **4.2.10. Brand Personality Construct**

Brand personality empowers the development of customer-brand relationships and resultant differentiation from competition, providing customers with a link to the brand's emotional and self-expressive benefits (Aaker, 1996).

Brand personality is characterized by five dimensions: sincerity, excitement, competence, sophistication and robustness. Even though brand personality aims to reflect human associations and characteristics, it is reported that not all these dimensions represent characteristics of the actual self but also of the ideal self, sophistication and ruggedness represent characteristics that humans may not possess but aspire to (Aaker, 1997).

Exhibit 2 - Brand Personality Framework – Jennifer L. Aaker, 1997



There are two strategies to create a brand personality in order to influence consumers; either to reflect the actual self or the ideal self of the consumer, depending on the self-congruence and consumer characteristics such as the level of self-esteem or public self-consciousness. Even though developing a brand personality related to the actual self of the consumer may lead to a higher brand attachment, branding directed to the ideal self may work when self-esteem or public self-consciousness are low (Malär, Krohmer, Hoyer & Nyffenegger, 2011). Still on the consumer side, it is reported that individuals who have a negative view of self are more willing to discriminate a brand based on its personality than others, this type of consumer will look for brands with exciting personalities in order to express their ideal-self to potential relationship partners, whilst on the other hand, consumers with low relationship avoidance tend to be attracted by more sincere brands (Swaminathan, Stilley & Ahluwalia, 2009).

Different types of brand personalities exert different responses from consumers in terms of loyalty and feedback to the brand's actions. Sincere brands tend to develop longer and more loyal relationships from customers, strengthening with time, while more exciting brands tend to be perceived as more short-term oriented. When there are transgressions committed by brands, relationships with sincere brands tend to be severely affected while with exciting brands these tend to become less and sometimes even re-energized (Aaker, Fournier & Brase, 2004).



Furthermore, the fit between brand personality intended by the firm and the consumer perception also depends from other factors such as: singularity of the brand's personality profile, competitive differentiation of the brand, credibility of brand related communication activities, product involvement, and prior brand attitude (Malär, Nyffenegger, Krohmer & Hoyer, 2012).

“Specific brand personalities are associated with particular product categories” (Maehle, Otnes & Supphellen, 2011), for example, as the authors support, sincere brands are commonly associated with morals and family-values, exciting brands to special occasions and new feelings, competent brands are associated with quality and expertise.

#### **4.2.11. Measuring Brand Personality**

When analysing the effects of brand personality on brand image, consumers' self-construal has to be taken into account, the self-perception and how consumers value their self-personalities influences how they use the brand to express themselves to others. (Park & John, 2010).

Brand personality can be evaluated through the dimensions of brand personality appeal (BPA): favourability, originality and clarity. These three dimensions are extremely important in developing brand personality and their optimization leads to higher levels of consumer purchase intentions. Favourability can be defined as the evaluation of brand personality by consumers, how consumers perceive the brand personality and how they evaluate the favourability of an attribute. Originality is the perception of distinctiveness and uniqueness, the view of novelty. Clarity represents the extent to which brand personality traits are visible and recognizable (Freling, Crosno & Henard, 2011).

#### **4.2.12. Brand Extensions**

Brand extensions, in order to be successful, must possess a very strong fit or authenticity with the parent brand, as evidenced by the model of Brand Extension Authenticity (BEA), defined by the authors as “the extent to which consumers accept the legitimacy of a brand extension” where this congruency is divided by four dimensions: brand standards and style, brand heritage, brand essence and brand exploitation. The first three are factors that need to be consistent with the parent brand. The last dimension, brand exploitation, is an aspect of developing brand extensions that must be avoided (Spiggle, Nguyen & Caravella, 2012).

The dimensions of brand personality may be influenced by brand extensions. Extensions with good fit with the parent brand may have an advantageous effect in terms of favourability; they may also dilute

the brand personality traits and perceptions from consumers. However, when there is no good fit between the parent brand and the extensions, the parent brand's personality loses its strength (Mathur, Jain & Maheswaran, 2012).

### **4.3. Consumer Behaviour**

Consumers are becoming more and more exposed to an increasing number of brands at all times, which is leading to changes in their behaviour and in the reactions to those stimuli (Fitzsimons, Chartrand & Fitzsimons, 2008).

Research has shown that brand choice, loyalty and purchase are strongly related to personality-related attributes of the brand itself; consumers select a brand more as a personal statement of personality than for its physical attributes (Sirgy, 1982). Furthermore, brands help consumers in developing self-esteem, connecting with the past, demonstrating personal accomplishments, expressing individuality or differentiating themselves, brands assist consumers in developing an extended-self. There are four distinct phases in the process of brand usage within relationship with the environment: "the infant distinguishes self from environment, (2) the infant distinguishes self from others, (3) possessions help adolescents and adults manage their identities and (4) possessions help the old achieve a sense of continuity and preparation for death" (Belk, 1988).

However, all these intentions to select a brand depend upon each consumer's self-construal. There are two types of self-construal individuals, independent and interdependent; the first one see themselves as separate individuals while the second one as a part of a group (Agrawal & Maheswaran, 2005) (Swaminathan, Page & Gürhan-Canli, 2007). Interdependent self-construal individuals may develop different relationships whether brands are present in their ingroup or outgroup, regarding their reference groups (Escalas & Bettman, 2005). Furthermore, brand commitment, aligned with consumers' self-construal, has also a constructive impact on brand appeal (Agrawal & Maheswaran, 2005).

Depending on the type of self-construal, consumers may have different degrees of tolerance regarding brands' mistakes or transgressions. Research evidences that when brand's connection to the consumer's self is high, he/she will be more willing to defend the brand from critics. (Swaminathan, Page & Gürhan-Canli, 2007).

According to Mittal (2006), consumer's creation of a self-concept involves five dimensions: values and character, competence and success, social roles, body image and self-perceived personality traits and it

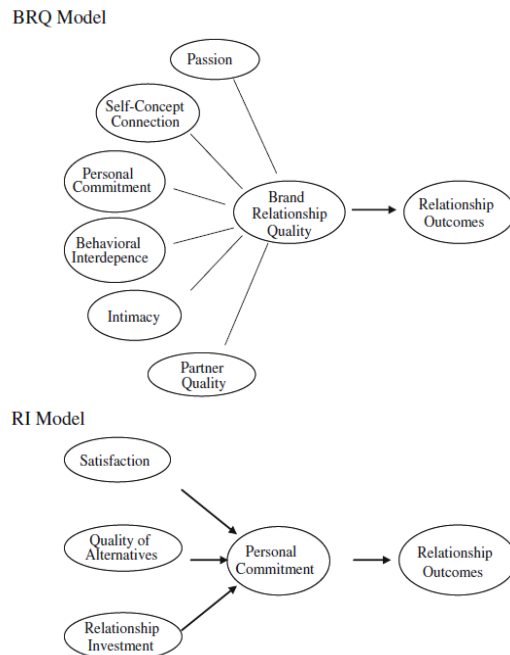
is the combination of these dimensions that constitutes the self-concept. However, consumers differ on evaluating the proportion and importance of these dimensions individually.

#### 4.4. Brand Relationship Quality Models

Consumers transfer characteristics from human relationships to the ones they hold with certain brands. When consumer and brand behaviours are coherent with each other, this may give origin to reactions that will produce effects leading to a high brand relationship quality, consumers to settle for the brand, tolerate and forgive its mistakes, biased opinions towards the brand’s marketing programs, devaluating alternatives and attributing bias in their purchase decisions, resulting in a more durable and more stable relationship with the brand, an alternative model to evaluating brand loyalty (Fournier, 1998).

Alternatively to the six components of the Brand Relationship Quality (BRQ) model, there are also drivers of brand relationship stability and durability such as the quality of alternatives and the investment put by the consumers in establishing a relationship with the brand, as evidenced by the Relationship Investment Model. Self-connection and behavioural interdependence in the BRQ model can be described in the Relationship Investment (RI) model as the Relationship Investment variable since these constructs represent sunk costs incurred by consumers in order to connect with a brand (Breivik & Thorbjørnsen, 2008).

Exhibit 3 – Brand relationship Models - (Breivik & Thorbjørnsen, 2008)



## **5. Case Study**

This dissertation is focused on the marketing strategy of the brand Axe. This brand is part of an extended portfolio from the multinational Unilever, recognized in the Portuguese market as Unilever Jerónimo Martins (Unilever-JM). The company develops its activities through different product categories. This dissertation focuses on personal care products, more precisely, body health and more predominantly the deodorant category. Unilever-JM has several brands within this market, the most famous being Axe, Dove, and Rexona.

### **5.1. Unilever Jerónimo Martins**

Unilever is an Anglo-Dutch company present in the Fast Moving Consumer Goods Industry (FMCG). The company has a portfolio of over 400 brands, products sold in 190 countries, accounting for a sales growth of 6.5% in 2011. It is the world's third largest consumer goods company.

In Portugal, Unilever performs its activities with the partnership of Jerónimo Martins group, since 1949. Jerónimo Martins was created in 1792, having its core business within Food Distribution activities, achieving €9.571 Million Euros of sales with 2.283 stores worldwide in 2011<sup>1</sup>.

### **5.2. Axe**

In 1983, Unilever launched Axe, using as inspiration another brand, Impulse. Impulse was introduced in the United Kingdom in 1981, as a perfume deodorant and with the slogan "Men can't help acting on Impulse". Since its launch, Axe has created a new scent every year, leading to a brand usage in more than 60 countries every day. In Australia, UK and Ireland, it is known as Lynx.

Axe had a very successful launch in Europe, followed by Latin America. Later the brand was launched in the Asian and African continents, revealing moderate results. After 2000, Axe was launched in the United States and Canada, exposing itself as a triumphant brand.

It was in 2009 when Axe made the decision to develop brand extensions, leading to its current portfolio of products, including body spray, deodorant, antiperspirant, shower gel and hair products. However, Axe has also failed in developing brand extensions such as underwear and razors.

---

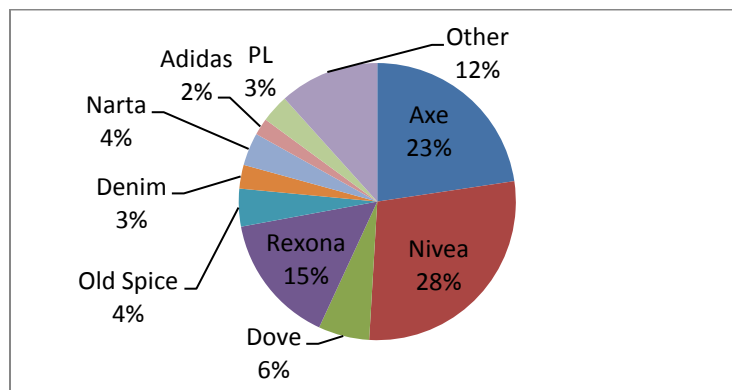
<sup>1</sup> Source: Jerónimo Martins website

In 2012, with the launch of the new campaign and respective products, Axe Anarchy, the company took a new step in approaching a new target-segment, positioning the brand towards both genders, as opposed to the usual strategy of targeting only men.

### 5.3. Axe and the Market

Analysing the deodorant market, between November 2011 and November 2012, and respective brands' sales values, it is clear that the strongest brand is Nivea with sales of approximately 6,9 Million Euros (Exhibit 15). Axe had sales of approximately 5,5 Million Euros while Rexona presented sales values in the order of 3,7 Million Euros, completing the podium of the category within this period. The sum of private labels' total sales value is 796.133€ which, even though represents a relatively high rate, falls short compared to the most successful brands<sup>2</sup>.

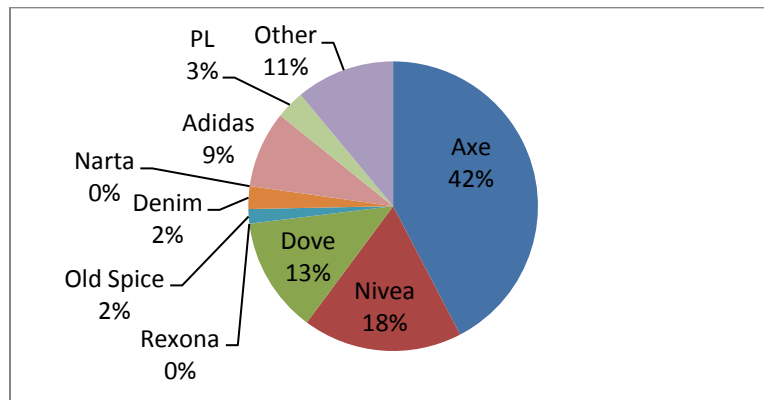
Exhibit 4 – Deodorant market – Major players' market share – in percentage



Among the men shower gel category, Axe is the leader with approximately 1,5 Million Euros, followed by Nivea and Dove, with sales value of 656.321€ and 474.924€, respectively (Exhibit 16). These brands are far apart from the leader, within the men shower gel category. The total of private labels is of 117.103€. These brands have a smaller disadvantage within this market compared to the most successful brands but still their value is low, especially considering that it is represented by the sum of all private labels.

<sup>2</sup> Sales extracted from ACNielsen Nitro platform (ACNielsen is a market research company - <http://www.nielsen.com/content/corporate/us/en.html>)

Exhibit 5 – Shower gel market – Major players’ market share – in percentage



The increasing relevance of private labels in almost every market and especially within the Fast Moving Consumer Goods Industry is a well known fact; Portugal is no exception regarding this scenario. Large retailers use economies of scale in order to enter most markets, with a cost leadership strategy.

This phenomenon is extremely dangerous to all the other companies, particularly the ones whose strategy is to empower in differentiation and brand equity, investing in innovation and creation of new products. This leads to a higher cost structure and therefore, higher prices to the consumer. Axe presents a higher price than almost every brand present in its category, which can be perceived as a threat to its sales in the near future, especially in times of crisis, like nowadays, when consumers tend to value brands that practice more competitive prices.

#### 5.4. Marketing Strategy

Every marketing initiative from the brand has to be coherent with its overall strategy. The brand positions itself as more than just a grooming brand, it is something that will help consumers achieve their desires and intentions about their future, it will help them become attractive, sensual, and unique, therefore more confident than ever.

Consequently, as it presents a unique offer when comparing to the competition, which mostly offers product-related features, Axe must present a differentiating price, almost as Apple does with its products, it is not a simple product; it is a self-concept statement. This is the reason behind Axe's superior pricing.

In order to have a higher price, even having a differentiating product, a very large investment in communication has to be made. Consumers must keep the brand in their mindset to ease the decision

making process and ultimately select Axe even though it requires an extra financial effort to make the choice. Thus, Axe has to fill the pricing gap by communicating its superior offer. In order to do so it has to develop a multiple-channel communication approach, present in traditional channels as well as in modern ones such as online. A unique and modern website (Exhibit 14) combined with YouTube and Facebook advertisements, in addition to the TV and radio ads, are part of the brand's strategy to be present in every moment of consumers' lives.

### **5.5. Axe's Brand Personality**

According to Zakir Karim, Axe's main associations are: irreverent and young, cool and fun and masculine, as evident in the results of the Axe Anarchy campaign. Regarding the product itself, its main benefit is the perfume, the innovative and seductive odours that distinguish Axe from the competition.

Axe intends to transmit certain specific values and associations to its consumers such as originality, primal masculinity, implied magic and playful fantasy. These associations incur in one main objective, sexual confidence, the most communicated association of the brand. The aggregation of these factors, or personality, intend to create the idea in consumers' minds that Axe is essential in gaining the attention of women and a precious help in developing a relationship with them.

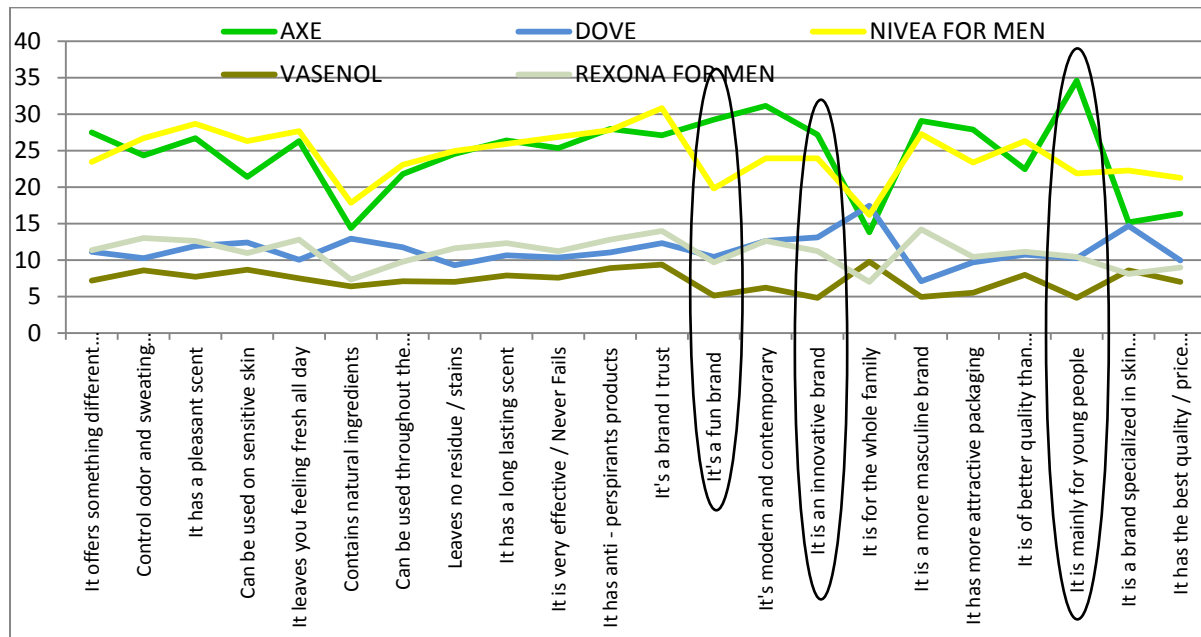
Each brand has its own differentiation factors and Axe is no exception, among them rely the fun and innovation and also the perception from consumers that Axe is mainly aimed at young people. A masculine and an attractive packaging are also differentiation factors for consumers.

Axe has already developed through time several features that consumers will always relate to the brand, when thinking about the body health market: the black colour, the distinction between body spray and deodorant, distinguishing fragrance, unique understanding of young male consumers and finally, as a combination of these factors, the definition of the Axe effect.

### **5.6. Brand Image**

According to a study made by Initiative, a media agency, there are several characteristics that influence the reputation of the brand. Comparing every feature to the average of the category, Axe had surprising results when consumers rated the brand as: targeted for young people, modern and fun, attractive packaging, focused on innovation, masculine and finally stated that the brand presents a different offer than others.

Exhibit 6 – Consumers perceptions regarding the brand Axe

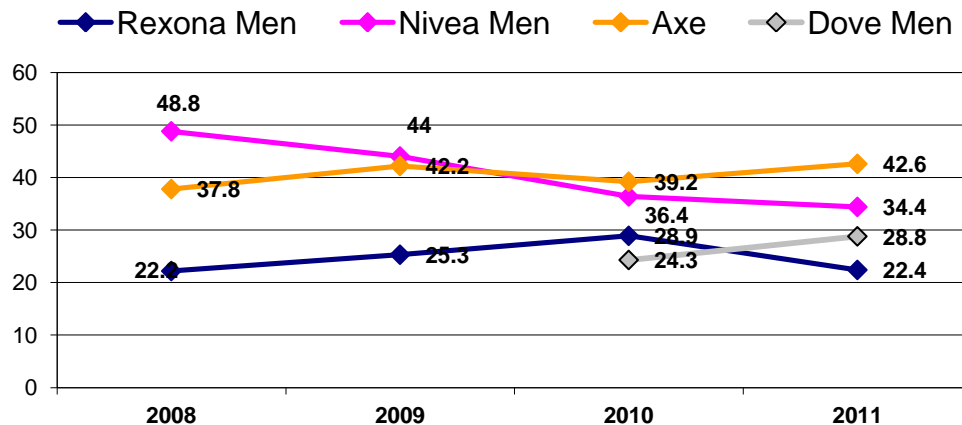


On the other hand, the brand expressed negative results regarding family convention, skin care specialization, natural ingredients and most important, quality/price relationship.

### 5.7. Axe’s Brand Equity

Axe is the strongest brand in Body Health category since 2010, where it captured the leadership that belonged to its competitor Nivea for Men. Dove Men has also been increasing in terms of Brand Equity, while Rexona for Men has demonstrated signs of decrease.

Exhibit 7 – Brand Equity – Axe and competitors





Axe is recognized in the FMCG industry for having well-built brand equity, perceptible through several dimensions of itself. For example, Axe is priced over 50% compared to its direct competitors, the reason may be its differentiated positioning, it is not a deodorant but also a body spray, functioning as an alternative to perfume or cologne, but the reason may also be the ability to charge a price premium, applicable only on strong brands. As Zakir Karim said, "If Axe is perceived as having the same product features as competitors, although with overall product superiority then there is brand equity".

### **5.8. Targeting and Communication**

The main mission of Axe is to assist "young men in the game of seduction", according to Zakir Karim, responsible for the Personal Hygiene brands at Unilever Jerónimo Martins; its vision is to "become a reference within the grooming industry, associated with the mating game" (Exhibit 13).

Axe has fundamental purposes behind its products; it intends to deliver the promise to its customers that the brand will make them smell good, feel good and look good, therefore contributing to their self-confidence and sensuality, supporting the overall brand mission.

Axe's main target group is constituted by young men, between 14 and 25 years old. For this demographic group, the seduction of the opposite sex is almost an obsession, a reality that demonstrates who the individual is, especially among his group of reference. This peer group approval is determinant in the way consumers tend to perceive themselves as men and consequent importance and influence amongst the group. Therefore it is implicit that the intention of the brand is to target young consumers who have limited experience with the opposite sex. The brand assists in the definition of the personality and the building of self-confidence of its customers, based on an idea of sensuality and desire from young women.

A considerable part of Axe sales come from consumers with inferior ages within the referred target. This is strongly motivated by the aspiration effect, these consumers purchase products or specific brands that will make them feel and look older, similar to whom they desire to become when they grow older.

Axe is reported to be one of the strongest brands within the Health Care category, especially regarding this particular age segment, mainly due to its broad portfolio of diverse fragrances, with a cool and different design at every point of contact, specially planned for young men and their purposes in life.

The brand is known for its very unique style of communication and advertising. It makes a large investment in communication every year, whether nationally or internationally, as evidenced by

campaigns such as “Angels”, “The Chocolate Man”, “Axe Anarchy” or the latest investments such as the launch of the new “Axe Apollo”.

The campaign “Axe Apollo” involves sending twenty two Axe consumers in a trip to the Moon, one of the most original and differentiated initiatives ever seen worldwide. Axe developed a program and correspondent space academy, with the collaboration of Buzz Aldrin, the second man to step on the moon, in order to make an online offer to the brand’s consumers. According to Axe’s global vice-president Tomas Marcenaro “The Axe Apollo launch is the biggest and most ambitious in the Axe brand's 30-year history,(...) For the first time, we're simultaneously launching one global competition in over 60 countries offering millions of people the opportunity to win the most epic prize on Earth: A trip to space, yes, actual space”.<sup>3</sup>

Axe’s advertising presents results among the best within the category. Regarding the previous launch, Axe Anarchy, a study was made to evaluate the overall performance. For instance, 85% of the participants attributed correctly the advertisement to the brand, a result much higher than what is common within the Personal Care category (44%), with a high percentage of these participants also declaring the right product (Exhibit 17).

Among the conclusions of the referred study, insights regarding the main reasons supporting the brand’s differentiation can be found. Such examples of differentiation are: the enjoyable odours, the power of attraction and the originality in advertising. This campaign provided a very strong insight regarding consumers and future prospects; Axe had the ability to improve its brand image among women without degrading its brand image among men.

---

<sup>3</sup> Article from the Mashable website - <http://mashable.com/2013/01/10/axe-buzz-aldrin-space-contest>

## **6. Quantitative Research**

### **6.1. Methodology of the Investigation**

A questionnaire was carried out in order to extract the information required to answer the research questions, minimizing the respondents' effort to participate in the survey. It was conducted online due to one main reason, the brand's target consumers. Since they are mostly young men and women between 14 and 25 years old, this would be the most efficient channel in order to reach them.

The online study was carried out within two weeks. There were 223 valid participations, after crossing out the incomplete questionnaires. The SPSS program was used in order to better analyse the results.

The sample is reasonably evenly distributed in terms of gender, even though there is a slightly higher magnitude of female respondents. Taking into consideration the composition of the Axe's target, young individuals between 14 and 25 years old, the study offered a considerably effective age distribution for its purpose, with approximately 67% of the sample placed within the brand's target segment (Exhibit 18.1.1). This fact is particularly important in order to also take the non-consumers perspective of the brand image into account.

As would be predictable by the age distribution, a large proportion of the sample is currently attending University classes (60.5%), in Undergraduate degrees (38.1%) or Master degrees (22.4%). Another considerable section of the sample is composed by employed individuals (22%)(Exhibit 18.1.2).

Furthermore, with the intention of presenting a higher congruency within results, open-ended questions were avoided. There are different types of questions using various styles of response scales, in order to evade several biases. Examples of these strategies are: questions regarding familiarity with the product or, agreement with the sentence, present typically a balanced even number of single-answer possibilities so that the respondent is somewhat forced to avoid the neutral bias effect. Questions concerning consumption habits of products have a single-choice balanced scale whilst all the others related with product features or brands choice are presented with a multiple-choice answer, where consumers are asked to rate the best three options.

Among all the questions within the survey, there are two absolutely essential to the purpose of this dissertation; these are number four and number nine, where theoretical frameworks within subjects of brand personality and brand equity are applied. In the first case the "Big Five" model from Jennifer L. Aaker is applied by asking consumers to rate the brand in several sub-dimensions from the framework,

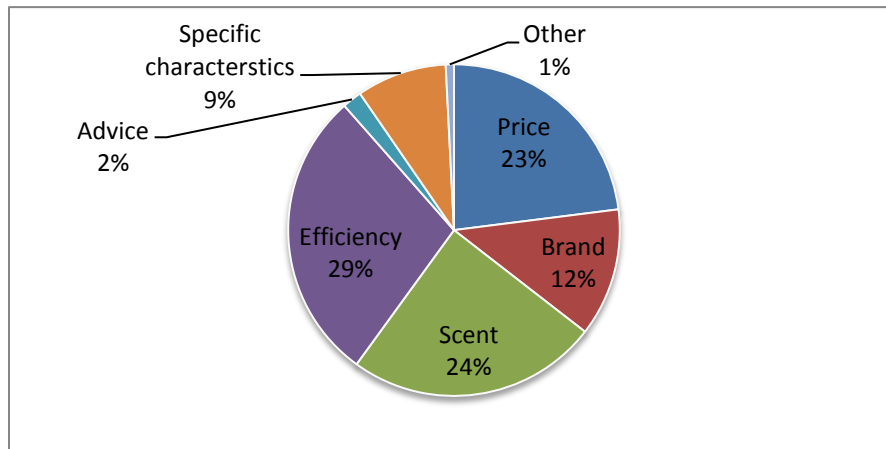
resulting in the overall evaluation of the brand personality in terms of sincerity, excitement, competence, sophistication and ruggedness. In this case, a 5-point bipolar scale is used in order to better understand the information, changing some positions of the opposite attributes of the scale, in order to avoid the “halo” effect. In the second case David Aaker’s brand equity model is used in order to assess consumers’ valuation of the brand, in their mindset, and comparison to competitors. In question nine, the evaluation of Axe’s brand equity is done through several inquiries, each linked to one dimension of the Aaker model, perceived quality, brand loyalty, awareness and associations.

## 6.2. Results

### 6.2.1. Reason for purchase

Consumers' most important reason to buy deodorant is clearly the effectiveness of the product (28.5%), followed by the scent (24.5%) and price (23%), respectively. This fact may give origin to a certain dilemma, since the brand exploits the scent factor as its main mean of differentiation, even though it is still the second most important factor. Since two brands owned by Unilever, Axe and Rexona, position themselves on the topics of scent and efficiency correspondingly, this may be a successful strategy to cover the different types of needs of the consumers and therefore fulfil a large percentage of the market.

Exhibit 8 –Reason for purchase – in percentage



### 6.2.2. Axe's customers

As previously stated, Axe focuses its communication mainly on consumers of male gender, only recently has it started to position itself directly towards women, with the launch of the Axe Anarchy products. Therefore there is no surprise when the majority of the respondents stating that they are consumers of Axe products belong to the masculine gender, 81.8% and 77.4% correspond to the men's weight amongst the frequencies of purchase "frequently" and "sometimes" (Exhibit 18.2).

Around 36.4% of men with ages between 17 and 20, 50% between 21 and 24, 38.5% between 25 and 34 and finally 21% of men over 35 stated that they use Axe body spray at least occasionally, which makes a total of 37.2% of respondents from the masculine gender, stating that they use Axe body spray at least occasionally.

Even though these percentages are considered to be of significant proportions, bearing in mind the competitiveness of the market, there are few consumers stating that they always use Axe's body spray, a total of 2.1% in the men category and 0.8% in women's. The explanation may rely on the product's price, it may be seen as a special product, to be used only in special occasions, consumers may not be willing to spend the amount of money required to purchase the product and use it in everyday life. This may be evident by the almost 40% of respondents that even though referred to Axe as one of their preferred brands, never or rarely consume it.

When analysing the priorities in choosing a deodorant from respondents who stated that Axe was one of their preferred brands, it is visible that the decision is mostly based on the efficiency of the product, followed by the scent and price, respectively. Surprisingly, the brand had no significant importance on the reason of choice of a deodorant. This fact may occur because, even though it was expected that Axe brand was revealed as a significant reason of choice, the consumption of this products is done on a daily basis, therefore consumers do not perceive them as important purchases and consequently do not attribute enough brand value to the ones present on the shelves.

When asked the main reason for choosing Axe, confessed users of the brand's body spray or other products referred the scent and the efficiency of the product as their main motivations. Once again the branding factor was ranked much lower than predicted, excluded from the top three reasons for consumption.

### **6.2.3. Brand Personality**

In order to better understand which dimensions of brand personality are most valued, a factor analysis was performed. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy reveals the validity of the test; in this case, it presents a high value (0.854), which indicates that the test was successful in determining which dimensions from the "The Big Five" model are more valued by consumers regarding the Axe brand (Exhibit 18.3.1).

The analysis demonstrated three important dimensions amongst the "Big Five" framework that account for 22.5%, 19.7% and 11.4% of the variance explained. Therefore, the variations in consumers' behaviour regarding Axe can be explained by these three components by 53.6%.

The three dimensions were defined as: Excitement, Competence and Sophistication. Excitement is the emotional side of the brand, whether it is spirited, cheerful, imaginative or tough. The competence

dimension results from the aggregation of two elements from Aaker’s model, competence and sincerity, and it encompasses the operational facet of Axe, the rationality, intelligence, honesty and reliability scales of the brand. Sophistication is the extent to which the brand transmits a superior value, meaning whether Axe transmits the idea of success, charming, belonging to a superior class or outdoorsy.

Exhibit 9 – Loadings from brand personality dimensions

<b>Rotated Component Matrix</b>			
If Axe were a person, how would you describe it?	<b>Loadings</b>		
	1	2	3
<b>Excitement</b>			
Sad - Cheerful	.739	.102	.161
Shy - Bold <sup>4</sup>	.753	-.118	
Uncreative –Creative	.682	.333	
Antique - Modern	.594	.158	.210
Fragile – Robust	.442		.309
<b>Competence</b>			
Unreliable – Reliable	.177	.781	.208
Unintelligent –Intelligent	.269	.724	
Dishonest - Honest	.117	.689	-.283
Unrealistic - Realistic	-.107	.648	.234
<b>Sophistication</b>			
Indoor - Outdoor			.624
Little charming – Very charming	.396	.273	.563
Lower class – Upper Class	.147	.544	.551
Unsuccessful - Successful	.415	.391	.484

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

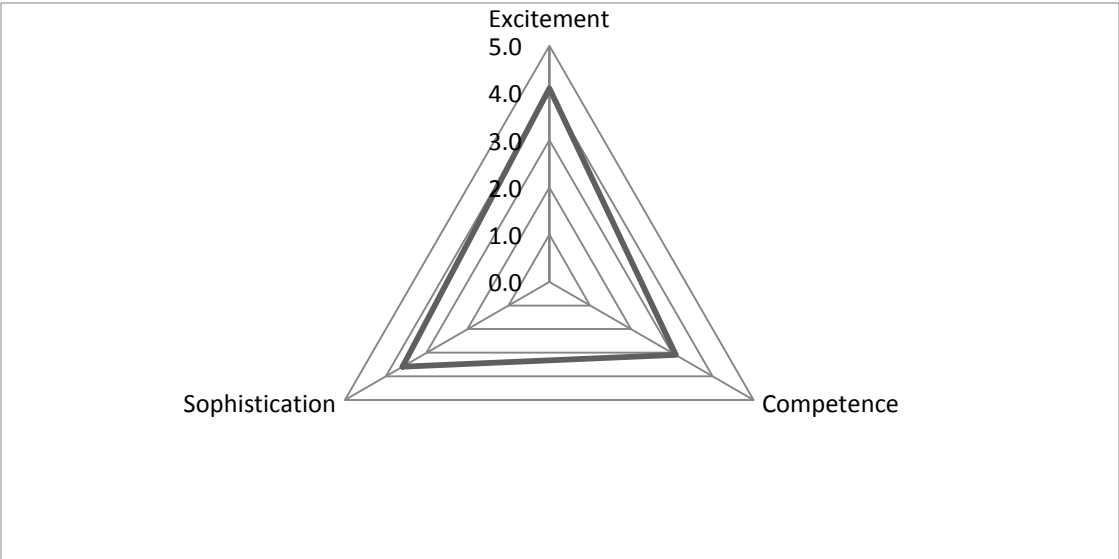
a. Rotation converged in 5 iterations.

Having understood how consumers value the different dimensions of brand personality, a descriptive analysis was conducted in order to understand how they would rank the brand Axe amongst these measurements (Exhibit 18.3.2).

<sup>4</sup> Opposite poles in questions: shy-bold, fragile-robust and dishonest-honest, have been switched in order to avoid halo effect

Concerning the excitement dimension, consumers consider Axe to be cheerful, daring, somewhat strong, spirited, creative and modern. Therefore Axe was ranked as a very exciting brand, strong on the emotional appeal to consumers. Regarding the competence dimension, Axe is not perceived as a realistic brand and had moderate results on the topics of intelligence, honesty and reliability. Finally on the sophistication factor, consumers ranked the brand as a moderately successful and charming one, not perceived as being neither upper class nor lower class. Still on the sophistication factor, the brand was described as an outdoor one.

Exhibit 10 – Consumers’ perceptions about Axe personality – 0 to 5 scale<sup>5</sup>



Therefore, the brand is perceived to be standard in terms of competence and sophistication, while very good in terms of excitement. Furthermore, Axe’s main dimension, responsible for the biggest percentage of variance explained, was described as the excitement dimension, combining this fact with the results obtained within the descriptive analysis, it leads to the belief that this emotional facet of the brand may be its strongest differentiation factor and competitive advantage.

<sup>5</sup> These values were calculated through an weighted average of the brand personality descriptive results



#### **6.2.4. Brand Personality – Differences between Body spray and other products**

Confessed users of Axe's body spray, the ones who use it frequently or always, rank the brand as highly cheerful and daring, robust and very spirited, and finally very creative and very modern, within the excitement dimension. Regarding the competence dimension, consumers perceive Axe as somewhat realistic and intelligent, moderately honest and reliable. Furthermore, Axe's consumers view it as a successful and charming brand, connected to the outdoor and without associations to class, upper or lower (Exhibit 18.3.2).

Analysing the perceptions of consumers of other Axe products, it is evident that there is no large distinction between the types of consumers. They share the same notions about the personality of Axe, even though customers of other products, or brand extensions, perceive the brand as less realistic, with the presence of negative results within the group of consumers who state they use the products frequently or occasionally (Exhibit 18.3.3).

#### **6.2.5. Brand Equity**

An additional factor analysis was conducted in order to evaluate the brand equity dimensions evident within this study, regarding consumers' judgments about Axe. The test had a substantial validity (0.738) and confirmed once again three fundamental dimensions amongst the four ones stated by David Aaker: perceived quality, brand awareness and associations, and brand loyalty (Exhibit 18.4.1).

As stated previously, the first dimension, responsible for 28.8% of the variance explained, is the perceived quality of the brand. The second dimension, accounting for approximately 21.3% of the variance explained, is the brand awareness. This element is constituted by two main factors, awareness and brand association, including subjects concerning brand image and knowledge regarding the brand. Thirdly, the last concept that contributes for 11.6% of the variance explained, is brand loyalty, where consumers stated that they would not buy competitors' products if Axe's ones were available. It is important to emphasise that these three dimensions are responsible for 61.8% of the variance explained and that only customers of Axe's products were asked to answer these specific questions regarding brand equity.

Exhibit 11 – Loadings from brand equity dimensions

Rotated Component Matrix<sup>a</sup>

If you are an Axe consumer, to which extent do you agree with the following statements?	Loadings		
	1	2	3
<b>Perceived Quality</b>			
Axe has high quality products	.703	.182	-.357
The probability of Axe having products adjusted to my needs is really high	.766	.123	-.013
Axe’s products must have high quality	.477	.288	-.023
Axe is always my first choice	.751	.051	.171
It makes sense to buy Axe’s products over similar products from other brands	.750	.148	.112
If there is another brand with the same attributes, I prefer Axe	.746	.095	.089
<b>Brand Awareness and associations</b>			
I recognize Axe’s image	.141	.408	-.655
I know Axe well	.148	.826	.030
The characteristics of Axe easily occur to me	.102	.840	.008
I remember easily the symbol, colour or other characteristics of Axe	.199	.760	-.124
<b>Brand Loyalty</b>			
I don’t use other products if Axe’s are available	.300	.210	.811

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Within the purpose of this study, it is important to understand that concepts such as brand awareness and associations have been perceived by consumers as being part of the same dimension, there is no barrier or distinction between the scopes of these two notions. This fact may be extremely relevant to determine the perception of Axe’s brand personality and relationship with brand equity; consumers do not assess brand associations individually but brand awareness and image as whole, associations may be at a subconscious level.

With the intention of better judging the overall positioning of the brand in consumers’ minds, a descriptive analysis was performed (Exhibit 18.4.2).

The results revealed that among the perceived quality features, consumers agree with Axe’s high-quality products, the adjustment to their needs, and the obligation of Axe having premium quality products. However, Axe’s customers revealed that Axe is not always their first choice, and were reluctant in

agreeing with facts such as always preferring Axe to the competition products and that Axe deserves to be chosen when there are somewhat similar products. The category with the best results was awareness and associations. Consumers argue that they recognize and are familiar with Axe's image and state that they easily remember some of the Axe's features. Furthermore, Axe demonstrated negative results regarding brand loyalty. Consumers do not confirm that they would not use other brands' products if Axe is available, resulting in a somewhat negative loyalty tendency.

#### **6.2.6. Brand Personality and Brand Equity**

With the intention of understanding the impact of brand personality dimensions on brand equity, a regression analysis and consequently a correlation analysis were completed (Exhibit 18.5).

In the first one, the three brand equity dimensions, perceived quality, brand awareness and associations and loyalty, were aggregated into one simple factor in order to better analyse the impact of the dimensions of brand personality. The analysis registered an Adjusted R Square of 0.288 which means that brand equity variations can be explained by almost 30% by the variations of brand personality. The results were consistent with the theory proposed, brand personality revealed an impact on brand equity, even though it is not a strong one. However, only two brand personality dimensions, resultant from the first factor analysis, have been proven to affect brand equity; excitement and competence, while sophistication was excluded from the results. Consequently, the most important factor is competence.

$$\text{Brand Equity} = - 0,041 + 0,398 \text{ Competence} + 0,370 \text{ Excitement}$$

With the correlation analysis, it was possible to understand how the several dimensions are related. The three brand personality constructs have different types of connections with the perceived quality of Axe. The one with the highest correlation with this dynamic is in fact, the competence dimension from the "Big Five" model. As predicted, competence and perceived quality present a positive correlation of 0.508 between the two. The second correlated dimension is excitement, since this one is composed by the aggregation of excitement and sincerity constructs, it was somewhat predictable that it would be interrelated with the perceived quality of the brand. On the other hand, the sophistication dimension was reported to be negatively correlated with the brand loyalty, leading to the idea that the higher the sophistication level of the brand, the lower would be the willingness from the consumers to engage in a repetitive purchase, positive word-of-mouth and subsequent loyal behaviour towards the brand.

Exhibit 12 – Correlations between brand personality and equity dimensions

		Perceived Quality	Brand awareness	Brand Loyalty
<b>Excitement</b>	Pearson Correlation	.389**	0.094	-0.161
	Sig. (2-tailed)	0	0.383	0.132
	N	89	89	89
<b>Competence</b>	Pearson Correlation	.508**	0.008	0.016
	Sig. (2-tailed)	0	0.941	0.883
	N	89	89	89
<b>Sophistication</b>	Pearson Correlation	0.198	0.016	-.223*
	Sig. (2-tailed)	0.063	0.88	0.035
	N	89	89	89

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## **7. Conclusions and recommendations**

This dissertation provided insights regarding marketing strategies focused on differentiation and specifically in developing a brand's personality, by creating and enhancing specific associations that consumers will always relate with the brand.

With concerns to the research questions of this dissertation, the following results and implications have been uncovered:

### **RQ1: Which types of self-construct consumers are more associated with Axe brand? (Actual or ideal self)**

The insights obtained through the interpretation of academic articles and information provided by Zakir Karim, were of extreme importance when analysing this question.

As indicated by Zakir Karim, Axe targets young consumers, specifically teenagers, with a strong prominence on the masculine gender. By communicating attributes and associations of the brand such as sensuality and self-confidence, the brand is targeting mainly consumers who value their ideal-self. This type of consumers intends to use the brand in order to establish their own future personality (Sirgy, 1982), synchronizing Axe as a part of it.

The brand intends to appeal to success and social roles, but especially to body image, by using models in its communication and advertising, therefore attracting consumers who intend to develop themselves in order to become somewhat similar to what they see and desire when purchasing Axe. By appealing to values such as these, the brand covers very important dimensions of the self-concept creation (Mittal, 2006).

### **RQ2: What is Axe's perceived brand personality (or brand image)?**

Analysing consumers evaluation of different attributes of brand personality, three important dimensions were extracted from the initial "Big Five" model (Jennifer L. Aaker). These dimensions are, by order of importance to consumers, excitement, competence, and sophistication.

Axe is perceived to be a cheerful, daring, strong, creative and modern brand. Among these, the brand is ranked higher in terms of creativity and modernity. These associations that consumers link to the brand, are part of the most important dimension of the brand, the excitement. The excitement construct is

what consumers perceive to be the most differentiating factor of the brand, the one with the highest importance.

Within the second most important dimension, competence, Axe was ranked as an honest, intelligent, and reliable brand, even though it did not evidence results as strong as the ones presented amongst the excitement dimension.

Amongst the last important dimension within the brand personality framework, sophistication, consumers have evaluated Axe as a successful, charming and outdoor brand.

### **RQ3: How does Axe's brand personality influence its' customer-based brand equity?**

There are three important factors within brand personality framework; excitement, competence, and sophistication, and three important dimensions within brand equity model; perceived quality, brand awareness, and brand loyalty. From the original five dimensions from the brand personality model, excitement prevailed as an important dimension when analysing Axe, competence and sincerity somewhat combined and formed the competence dimension while sophistication is composed by features mainly from the previous sophistication and ruggedness of brands. Within the brand equity side, the main difference regarding this analysis is the aggregation of brand awareness and brand associations into one single dimension.

Brand personality revealed an influence on brand equity; variations in Axe equity can be explained by 30% by variations in its brand personality dimensions. However, two dimensions have been proven to manipulate brand equity, competence and excitement, by order of higher influence. Therefore, there was no proof of sophistication dimension presenting significant influence on the brand's brand equity.

Regarding correlations among the referred dimensions, analysis demonstrated connections between the three brand personality constructs and only one dimension belonging to the brand equity framework; perceived quality. Competence was the one with the highest positive correlation value with perceived quality, followed by brand awareness. Surprisingly, the sophistication dimension presents a negative correspondence with the perceived quality of the brand.

**RQ4: Do Axe brand extensions such as shower gel or shampoo share the same intended and perceived brand personality?**

There was no strong evidence of severe divergences regarding Axe brand personality, when comparing body spray or other brand extensions.

However, there was some tendency evidenced by the referred brand extensions' consumers, as their personality was evaluated as less realistic, especially the ones who consider themselves, within the questionnaire, as more devoted users of the brand's products.

**RQ5: How can Axe explore its personality in order to face the market challenges in the future?**

As proved in the research, the most valued personality feature of the brand Axe is its excitement qualities, its ability to reach the emotional side of the consumer, creating an innovative and dynamic relationship. However, in general, it is the competence dimension, from all the ones within the personality framework, which exerts the strongest effect on brand equity.

This bold type of communication and advertising undertaken by the brand may be the cause of the current perception of Axe, in terms of being little realistic, which in turn produces a negative effect on the overall competence dimension.

In order to counter this tendency, Axe could invest in communicating functional aspects of its products instead of focusing only on the emotional side, even though the brand should maintain its primarily centre of attention within the excitement dimension, since it is its strongest differentiation factor. A balanced policy of communication and advertising could lead to an increase in the results from the competence dimension, providing an enhancement to the brand at the eyes of the consumer, since competency factors are the ones with higher repercussions on brand equity characteristics such as perceived quality, as evidenced by the correlations analysis.

## **8. Limitations of the research**

Regarding the quantitative research, although the sample was composed by consumers present within the target segment of Axe, there is a slightly superior percentage of respondents belong from the female gender which is not entirely coherent with the brand's positioning and communication, since the brand invests mainly in communicating to young men, with the exception of the launch of "Axe Anarchy".

Furthermore, there is a strong presence of respondents in University or employed, which results in a lower percentage of younger consumers, from high school for example, which could provide additional insights regarding the preferences and perceptions of Axe's personality, from their perspective.

The sample is representative of the market, as evidenced by the number of respondents who defined themselves as non-consumers, a coherent fact with the analysis of Axe's market share. However, having an elevated proportion of non-consumer respondents may be detrimental to the purpose of this dissertation, as evidenced by the results of the regression, which even though they were positive, still remained not as strong as previously expected.

Although there is an established relationship between brand personality and brand equity, the effect is limited, responsible for only 30% of the brand equity variance.



## **9. Further Research**

In order to understand future strategies of the company, further research is required to grasp a better understanding of the relationships between the personality dimensions, particularly so as to comprehend the type of effect that the suggestion from the research question five would provoke, since an investment in communicating not only the emotional side and excitement of the brand but also the functional and competence facet could cause different types of scenarios.

It is crucial to understand if the brand could lose its identity, its differentiating brand image, by creating a more complex personality, not as perceivable as the actual one, at the eyes of consumers, or even if the brand could enter into a different target segment, more directed towards the functionality of the product, such as Rexona, one of the other brands, part of Unilever's portfolio.

## **10. Teaching Notes**

### **10.1. Introduction**

Unilever possesses several brands within its portfolio; among them rely three of the strongest players within the personal care and body health market: Dove, Axe and Rexona. These three brands have different positioning, target segments and therefore different marketing strategies, aiming to cover a large proportion of the market.

The brand Axe was launched in 1983, focused on consumers of the masculine gender, with ages compressed between 14 and 25 years old.

This dissertation aims to present a practical application of a “The Big Five Model” in order to understand how is the brand perceived by its target, in what ways does this perception influence the brand’s worth and what can be the future options for the brand to undertake.

### **10.2. Objectives**

This case would be ideal to be developed in courses within subjects such as brand management or marketing research. It would be important to understand the concepts of brand personality and its dimensions, and also consumer behaviour frameworks, in order to comprehend the advantages of creating and developing a personality for a specific brand.

The case would present a practical setting in order to apply theoretical frameworks such as the one from the following article:

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity.

*Journal of Marketing, 57, 1-22.*

Furthermore, students should keep in mind the analysis done; being the most important both factor analysis, the brand personality and brand equity ones, the regression and correlation analysis, so that they could practice a better understanding of the SPSS platform and consequent insights.

### 10.3. Questions

First of all, students should be able to understand the main reason for Axe's success, its coherent targeting and positioning policies, under a common slogan, "The Axe effect".

1. What is the main concept Axe intends to transmit through its communication and how is it related with the brand's target segment?
2. What types of brand associations, specifically benefits and attributes, are intrinsically related with the brand Axe?
3. What are the advantages and disadvantages of Axe having a strong personality?
4. Is the most important brand personality dimension the one with the highest impact on the brand's equity? If not, which is the brand personality dimension with the most impact on brand equity? And with which dimension of brand equity does it possess the highest correlation?

### 10.4. Answers

1. What is the main concept Axe intends to transmit through its communication and how is it related with the brand's target segment?

#### **Conclusions and ideas to be covered:**

Target Segment: The target segment is composed predominantly by young males, between 14 and 25 years old. The main characteristic of these is the necessity of peer approval and enrichment of self-confidence. The target focuses on building their ideal self around the ideas of sensuality and desire from the opposite gender, enriched by a sensation of success.

Axe's main concept: the brand talks to consumers through its signature "The Axe effect" (Exhibit 13) which basically describes the effect of using Axe as a product that enhances the masculine appeal. Throughout the different product launches and advertisements released there is the constant notion of sensuality present in every one of them.

- Communication and advertising uses models that consumers identify as their future ideal self.
- The sex appeal that is transmitted by the brand is one of the main objectives that the target wants to attain.

- The informal manner in which the communication is done makes it easier for the target to relate to.
  - “The Axe effect” slogan used by the brand comprises all of the following associations of the brand and is therefore ideal for the target to recall.
2. What types of brand associations, specifically benefits and attributes, are intrinsically related with the brand Axe and its differentiation from the market?

**Conclusions and ideas to be covered:**

Customer-based brand equity model: Respondents should be able to make a brief description of the model, illustrating the different components of brand image. They should make brief explanations about the types of benefits and attributes within the types of associations.

- Axe develops its positioning around non-product related benefits and symbolic attributes of the brand.
  - Non-product related benefits:
    - Price information – aspiring product, necessary to reach the ideal self construct, therefore a high price signals that importance to the consumer.
    - Modern design and packaging – young, “cool and fun” factors
    - User imagery – young male consumers who value their ideal self, consuming the product in order to become more sensual, cooler and closer to the models they see on the brand’s advertisements.
    - Usage situation – When with female company or intending to, as reflected by all the communications undertaken by the brand
  - Symbolic attribute:
    - The Axe effect is not a physical characteristic of the product and it is not something that can be proved through the usage of the product, therefore the main benefit of the brand is emotional.

3. What are the main advantages and disadvantages of Axe having a strong personality?

**Advantages:**

- Easy to be related to by consumers.
- Consumers that identify with Axe personality will more easily become a loyal client as they feel like the brand speaks to them.
- Having a strong personality and hence a very specific target increases its ability to charge a higher price. Consumers that relate to the personality will be loyal customers that will more easily accept a higher price.

**Disadvantages:**

- Its strong personality will mean that consumers will either love or hate the brand, consequently it will be difficult for consumers that do not feel strongly about Axe to purchase the products
- A specific personality can generate a niche market which can be detrimental to achieve a larger market segment.
- The personality that Axe transmits is one that consumers can feel is offensive towards the female gender

4. Is the most important brand personality dimension the one with the highest impact on the brand's equity? If not, which is the brand personality dimension with the most impact on brand equity? And with which dimension of brand equity does it possess the highest correlation?

**Conclusions and ideas to be covered:**

- Amongst the brand personality framework, the "Big Five" model, the factor analysis has reduced to three the most important dimensions, excitement, competence and sophistication, in order.
- Excitement is the brand personality dimension with the highest results on the variance explained (22.5%) therefore being the most important dimension when analysing Axe's brand personality.
- Within the regression analysis between the three brand personality dimensions and the brand equity construct, competence was evidenced as the one with the highest impact on brand equity, followed by the excitement dimension.

- Therefore, excitement is not the dimension with the highest impact on brand equity, competence.
- Competence is the dimension which also presents the highest correlation with brand equity dimension, being the last one, perceived quality, with an approximate 0.5 Pearson correlation index between these two variables.
- The Pearson correlation factor indicates that the variations of one of these variables can be explained by 50% by the variations of the other, this means, a variation in perceived quality can be explained by 50% by a variation in competence factor.

## 11. Exhibits

Exhibit 13 – Axe concept



Exhibit 14 – Axe Website

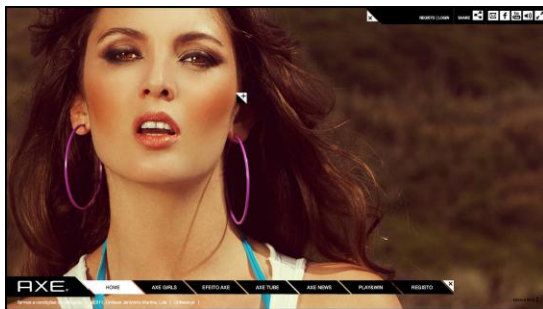


Exhibit 15 - Deodorant market – Major brands' sales

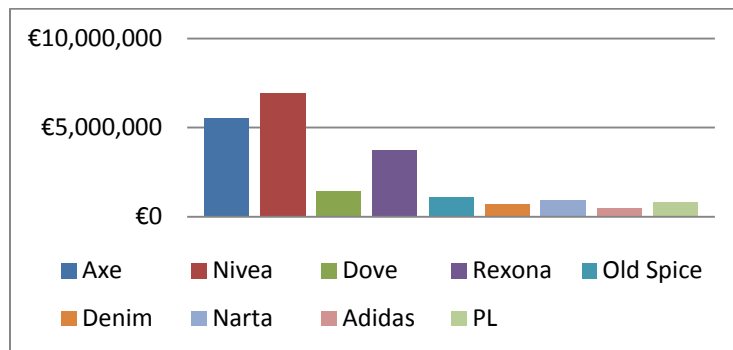
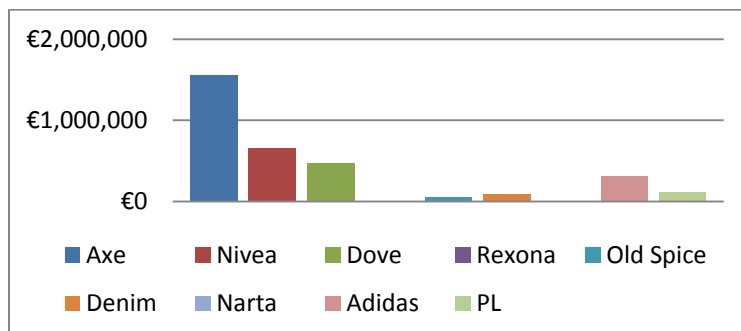
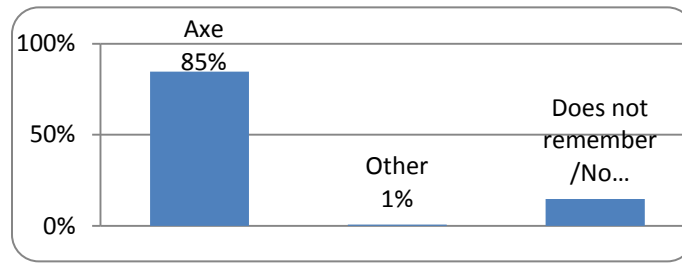


Exhibit 16 - Shower Gel market – Major brands' sales



**Exhibit 17 – Brand Recall Results regarding Axe Anarchy campaign**



**Exhibit 18 - Questionnaire Results**

**18.1 - Demographics**

18.1.1 – Age and Gender cross tabulation

Gender	Age					Total
	12-16	17-20	21-24	25-34	>35	
Count	3	30	59	18	18	128
Feminine % within Age	60.0%	71.4%	54.6%	58.1%	48.6%	57.4%
% of Total	1.3%	13.5%	26.5%	8.1%	8.1%	57.4%
Count	2	12	49	13	19	95
Masculine % within Age	40.0%	28.6%	45.4%	41.9%	51.4%	42.6%
% of Total	0.9%	5.4%	22.0%	5.8%	8.5%	42.6%
Count	5	42	108	31	37	223
Total % within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of Total	2.2%	18.8%	48.4%	13.9%	16.6%	100.0%

18.1.2 - Gender and Occupation cross tabulation

Occupation	Gender:		Total
	Feminine	Masculine	
High School	Count: 7 % of Total: 3.1%	Count: 5 % of Total: 2.2%	Count: 12 % of Total: 5.4%
Undergraduate	Count: 51 % of Total: 22.9%	Count: 34 % of Total: 15.2%	Count: 85 % of Total: 38.1%
Master Student	Count: 27 % of Total: 12.1%	Count: 23 % of Total: 10.3%	Count: 50 % of Total: 22.4%
Intern	Count: 5 % of Total: 2.2%	Count: 4 % of Total: 1.8%	Count: 9 % of Total: 4.0%
Employee	Count: 29 % of Total: 13.0%	Count: 20 % of Total: 9.0%	Count: 49 % of Total: 22.0%
Entrepreneur	Count: 5 % of Total: 2.2%	Count: 5 % of Total: 2.2%	Count: 10 % of Total: 4.5%
Other	Count: 4 % of Total: 1.8%	Count: 4 % of Total: 1.8%	Count: 8 % of Total: 3.6%
Total	Count: 128 % of Total: 57.4%	Count: 95 % of Total: 42.6%	Count: 223 % of Total: 100.0%



**18.2 - Axe consumers**

Gender	Age	Are you an Axe Body Spray?					Total	
		No	Rarely	Sometimes	Frequently	Always		
Feminine	12-16	Count % within Age	3 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 100.0%
	17-20	Count % within Age	26 86.7%	2 6.7%	0 0.0%	1 3.3%	1 3.3%	30 100.0%
	21-24	Count % within Age	49 83.1%	5 8.5%	4 6.8%	1 1.7%	0 0.0%	59 100.0%
	25-34	Count % within Age	17 94.4%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	18 100.0%
	>35	Count % within Age	16 88.9%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	18 100.0%
	Total	Count % within Age	111 86.7%	7 5.5%	7 5.5%	2 1.6%	1 0.8%	128 100.0%
Masculine	12-16	Count % within Age	0 0.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2 100.0%
	17-20	Count % within Age	6 54.5%	1 9.1%	1 9.1%	2 18.2%	1 9.1%	11 100.0%
	21-24	Count % within Age	22 44.9%	7 14.3%	16 32.7%	4 8.2%	0 0.0%	49 100.0%
	25-34	Count % within Age	5 38.5%	3 23.1%	3 23.1%	2 15.4%	0 0.0%	13 100.0%
	>35	Count % within Age	14 73.7%	1 5.3%	2 10.5%	1 5.3%	1 5.3%	19 100.0%
	Total	Count % within Age	47 50.0%	12 12.8%	24 25.5%	9 9.6%	2 2.1%	94 100.0%
Total	12-16	Count % within Age	3 60.0%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	5 100.0%
	17-20	Count % within Age	32 78.0%	3 7.3%	1 2.4%	3 7.3%	2 4.9%	41 100.0%
	21-24	Count % within Age	71 65.7%	12 11.1%	20 18.5%	5 4.6%	0 0.0%	108 100.0%
	25-34	Count % within Age	22 71.0%	3 9.7%	4 12.9%	2 6.5%	0 0.0%	31 100.0%
	>35	Count % within Age	30 81.1%	1 2.7%	4 10.8%	1 2.7%	1 2.7%	37 100.0%
	Total	Count % within Age	158 71.2%	19 8.6%	31 14.0%	11 5.0%	3 1.4%	222 100.0%

### 18.3 - Brand personality

#### 18.3.1 - Factor analysis

##### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.854
Approx. Chi-Square	848.6
Bartlett's Test of Sphericity	50
df	91
Sig.	.000

##### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.681	33.437	33.437	4.681	33.437	33.437	3.153	22.519	22.519
2	1.795	12.818	46.255	1.795	12.818	46.255	2.752	19.654	42.173
3	1.030	7.354	53.610	1.030	7.354	53.610	1.601	11.437	53.610
4	.983	7.023	60.632						
5	.937	6.690	67.322						
6	.735	5.250	72.573						
7	.694	4.959	77.531						
8	.600	4.285	81.817						
9	.560	4.000	85.817						
10	.496	3.542	89.359						
11	.425	3.035	92.394						
12	.394	2.813	95.207						
13	.349	2.490	97.696						
14	.323	2.304	100.000						

Extraction Method: Principal Component Analysis.

18.3.2 – Brand personality descriptive analysis – Axe body spray consumers

If Axe were a person, how would you describe it?	No		Rarely		Sometimes		Frequently		Always		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>Excitement</b>												
Sad - Cheerful	4.20	142	3.94	17	4.23	30	4.36	11	4.67	3	4.20	203
Shy - Bold	4.42	146	3.89	19	4.4	30	4.45	11	4.33	3	4.37	209
Uncreative –Creative	4.05	143	3.59	17	4	29	4.27	11	4.67	3	4.02	203
Antique - Modern	4.18	144	4.17	18	4.17	29	4.45	11	4.67	3	4.20	205
Fragile – Robust	3.77	145	3.72	18	3.586 2	29	4.09	11	3.67	3	3.76	206
<b>Competence</b>												
Unreliable – Reliable	3.22	143	3.18	17	3.66	29	3.82	11	3.67	3	3.32	203
Unintelligent –Intelligent	3.16	144	3.00	17	3.41	29	3.36	11	3.00	3	3.19	204
Dishonest - Honest	3.13	143	2.76	17	3.137 9	29	3.36	11	3.33	3	3.12	203
Unrealistic - Realistic	2.81	143	2.76	17	2.76	29	2.64	11	3.00	3	2.79	203
<b>Sophistication</b>												
Indoor - Outdoor	3.76	143	4.00	18	3.55	29	3.64	11	4.33	3	3.75	204
Little charming – Very charming	3.64	143	3.24	17	3.93	29	4.18	11	3.33	3	3.67	203
Lower class – Upper Class	3.04	144	2.88	17	3.31	29	3.27	11	3.00	3	3.08	204
Unsuccessful - Successful	3.81	144	3.59	17	4	29	4.09	11	4.67	3	3.85	204

18.3.3 – Brand personality descriptive analysis – Axe shower gel consumers

If Axe were a person, how would you describe it?	No		Rarely		Sometimes		Frequently		Always		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>Excitement</b>												
Sad - Cheerful	4.16	129	4.21	34	4.23	31	4.62	8	4.50	2	4.20	204
Shy - Bold	4.40	133	4.31	36	4.32	31	4.50	8	4.50	2	4.38	210
Uncreative –Creative	3.97	130	4.18	34	4.00	30	4.38	8	4.00	2	4.02	204
Antique - Modern	4.19	131	4.26	35	4.20	30	4.25	8	4.00	2	4.20	206
Fragile – Robust	3.75	132	3.80	35	3.70	30	3.75	8	4.00	2	3.75	207
<b>Competence</b>												
Unreliable – Reliable	3.15	130	3.53	34	3.63	30	3.75	8	3.50	2	3.31	204
Unintelligent –Intelligent	3.14	131	3.21	34	3.30	30	3.38	8	3.50	2	3.19	205
Dishonest - Honest	3.08	130	3.09	34	3.13	30	3.50	8	3.50	2	3.11	204
Unrealistic - Realistic	2.73	131	2.97	34	2.76	29	2.88	8	3.00	2	2.78	204
<b>Sophistication</b>												
Indoor - Outdoor	3.78	130	3.66	35	3.87	30	3.00	8	4.00	2	3.75	205
Little charming – Very charming	3.57	130	3.82	34	3.80	30	4.25	8	4.00	2	3.68	204
Lower class – Upper Class	2.98	131	3.24	34	3.20	30	3.38	8	3.50	2	3.08	205
Unsuccessful - Successful	3.74	131	4.03	34	4.03	30	4.00	8	4.50	2	3.85	205

## 18.4 - Brand equity

### 18.4.1 - Factor analysis

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.738
Approx. Chi-Square		340.107
Bartlett's Test of Sphericity	df	55
	Sig.	.000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.896	35.419	35.419	3.896	35.419	35.419	3.173	28.844	28.844
2	1.745	15.862	51.281	1.745	15.862	51.281	2.342	21.288	50.132
3	1.154	10.491	61.772	1.154	10.491	61.772	1.280	11.641	61.772
4	.890	8.094	69.867						
5	.771	7.010	76.877						
6	.626	5.694	82.571						
7	.492	4.473	87.044						
8	.451	4.103	91.147						
9	.428	3.892	95.039						
10	.314	2.857	97.896						
11	.231	2.104	100.000						

Extraction Method: Principal Component Analysis.

### 18.4.2 - Descriptive analysis

If you are an Axe consumer, to which extent do you agree with the following statements?	N	Minimum	Maximum	Mean	Std. Deviation
<b>Perceived Quality</b>					
Axe has high quality products	101	1	4	2.98	.565
The probability of Axe having products adjusted to my needs is really high	100	1	4	2.80	.725
Axe's products must have high quality	100	1	4	3.05	.687
Axe is always my first choice	100	1	4	1.99	.785
It makes sense to buy Axe's products over similar products from other brands	98	1	4	2.39	.741
If there is another brand with the same attributes, I prefer Axe	100	1	4	2.33	.792
<b>Brand Awareness and associations</b>					
I recognize Axe's image	100	1	4	3.43	.607
I know Axe well	100	1	4	3.01	.643
The characteristics of Axe easily occur to me	99	1	4	2.90	.678
I remember easily the symbol, colour or other characteristics of Axe	98	1	4	3.09	.627
<b>Brand Loyalty</b>					
I don't use other products if Axe's are available	100	1	4	1.90	.882

### 18.5 - Regression analysis

R	R Square	Adjusted R Square	Std. Error of the Estimate
.552	.305	.288	.84446942

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	-.041	.090		-.452	.652
Competence	.398	.089	.402	4.453	.000
Excitement	.370	.097	.346	3.829	.000

## 12. References

### Articles:

Aaker, D. A. (1991). *Managing brand equity: capitalizing on the value of a brand name*. New York: Free Press;.

Aaker, D. A. (1996). Measuring Brand Equity Across Products and Markets. *California management review*, 38, 102-120.

Aaker, J., Fournier, S., & Brasel, S. A. (2004). When Good Brands Do Bad. *Journal of Consumer Research*, 31, 1-16.

Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34, 347-356.

Agrawal, N., & Maheswaran, D. (2005). The Effects of Self-Construal and Commitment on Persuasion. *Journal of Consumer Research*, 31, 841-849.

Ailawadi, K., & Lehmann, D. R. (2003). Brand equity easily measured by revenue premium. *American Marketing Association* , 37, 53-54.

Belk, R. W. (1988). Possessions and the Extended Self. *Journal of Consumer Research*, 15, 139-168.

Breivik, E., & Thorbjørnsen, H. (2008). Consumer brand relationships: an investigation of two alternative models. *Journal of the Academy of Marketing Science*, 36, 443-472.

Escalas, J. E., & Bettman, J. R. (2003). You Are What They Eat: The Influence of Reference Groups on Consumers' Connections to Brands. *Journal of Consumer Psychology*, 13, 339-348.

Escalas, J. E., & Bettman, J. R. (2005). Self-Construal, Reference Groups, and Brand Meaning. *Journal of Consumer Research*, 32, 378-389.

- Fitzsimons, G. M., Chartrand, T. L., & Fitzsimons, G. J. (2008). Automatic Effects of Brand Exposure on Motivated Behavior: How Apple Makes You “Think Different”. *Journal of Consumer Research*, 35, 21-35.
- Fournier, S. (1998). Consumers and Their Brands: Developing Relationship Theory in Consumer Research. *Journal of Consumer Research*, 24, 343-373.
- Freling, T. H., Crosno, J. L., & Henard, D. H. (2011). Brand personality appeal: conceptualization and empirical validation. *Journal of the Academy of Marketing Science*, 39, 392-406.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57, 1-22.
- Keller, K. L. (2003). Brand Synthesis: The Multidimensionality of Brand Knowledge. *Journal of Consumer Research*, 29, 595-600.
- Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2009). *Marketing management*. Harlow, England: Prentice Hall.
- Maehle, N., Otnes, C., & Supphellen, M. (2011). Consumers’ perceptions of the dimensions of brand personality. *Journal of Consumer Behaviour*, 10, 290-303.
- Malär, L., Krohmer, H., Hoyer, W. D., & Nyffenegger, B. (2011). Emotional Brand Attachment and Brand Personality: The Relative Importance of the Actual and the Ideal Self. *Journal of Marketing*, 75, 35-52.
- Malär, L., Nyffenegger, B., Krohmer, H., & Hoyer, W. D. (2012). Implementing an intended brand personality: a dyadic perspective. *Journal of the Academy of Marketing Science*, 40, 728-744.
- Mathur, P., Jain, S. P., & Maheswaran, D. (2012). Consumers' implicit theories about personality influence their brand personality judgments. *Journal of Consumer Psychology*, 22, 545-



557.

Mittal, B. (2006). I, me, and mine - how products become consumers' extended selves. *Journal of Consumer Behaviour*, 5, 550-562.

Oakenfull, G. K., & McCarthy, M. S. (2010). Examining the relationship between brand usage and brand knowledge structures. *Journal of Brand Management*, 17, 279-288.

Park, C., MacInnis, D. J., Priester, J., Eisingerich, A. B., & Iacobucci, D. (2010). Brand Attachment and Brand Attitude Strength: Conceptual and Empirical Differentiation of Two Critical Brand Equity Drivers. *Journal of Marketing*, 74, 1-17.

Park, J. K., & John, D. R. (2010). Got to Get You into My Life: Do Brand Personalities Rub Off on Consumers?. *Journal of Consumer Research*, 37, 655-669.

Sirgy, M. J. (1982). Self-Concept in Consumer Behavior: A Critical Review. *Journal of Consumer Research*, 9, 287-300.

Spiggle, S., Nguyen, H. T., & Caravella, M. (2012). More Than Fit: Brand Extension Authenticity. *Journal of Marketing Research*, 49, 967-983.

Stahl, F., Heitmann, M., Lehmann, D. R., & Neslin, S. A. (2012). The Impact of Brand Equity on Customer Acquisition, Retention, and Profit Margin. *Journal of Marketing*, 76, 44-63.

Swaminathan, V., Page, K. L., & Gürhan-Canli, Z. (2007). "My" • Brand or "Our" • Brand: The Effects of Brand Relationship Dimensions and Self- Construal on Brand Evaluations. *Journal of Consumer Research*, 34, 248-259.

Swaminathan, V., Stilley, K. M., & Ahluwalia, R. (2009). When Brand Personality Matters: The Moderating Role of Attachment Styles. *Journal of Consumer Research*, 35, 985-1002.

**Websites:**

- Axe website International – [www.theaxeeffect.com](http://www.theaxeeffect.com)
- Axe Portuguese website – [www.efeitoaxe.com](http://www.efeitoaxe.com)
- Unilever International website – [www.unilever.com](http://www.unilever.com)
- Unilever Jerónimo Martins website – [www.unilever-jm.com](http://www.unilever-jm.com)
- Jerónimo Martins website – [www.jeronimomartins.pt](http://www.jeronimomartins.pt)
- Qualtrics website – [www.qualtrics.com](http://www.qualtrics.com)

## 13. Appendix

### Questionnaire

Sou aluno finalista de Mestrado na Católica-Lisbon, School of Business & Economics, e este questionário decorre na sequência da minha tese, com o tema: “Personalidade da Marca”.

Gostava de pedir a sua ajuda, respondendo a este breve questionário, onde as respostas são totalmente confidenciais.

Muito obrigado.

#### Parte 1

1. O que mais valoriza na compra de um desodorizante? Selecciona as três opções que considera mais importantes

<input type="checkbox"/>	Preço
<input type="checkbox"/>	Marca
<input type="checkbox"/>	Odor
<input type="checkbox"/>	Eficácia
<input type="checkbox"/>	Conselho de alguém
<input type="checkbox"/>	Características específicas do produto
<input type="checkbox"/>	Outra

2. Quais as suas marcas preferidas ou com quais se identifica mais?

<input type="checkbox"/>	Adidas	<input type="checkbox"/>	Denim	<input type="checkbox"/>	Nike
<input type="checkbox"/>	Old Spice	<input type="checkbox"/>	Dove	<input type="checkbox"/>	Palmolive
<input type="checkbox"/>	AXE	<input type="checkbox"/>	Nivea	<input type="checkbox"/>	Outra
<input type="checkbox"/>	Rexona	<input type="checkbox"/>	Vasenol	<input type="checkbox"/>	

#### Parte 2

AXE é uma marca de desodorizantes presente em Portugal. Tem um posicionamento diferente, como sendo AXE body spray, utilizado tanto como desodorizante como colónia.

3. Quão familiarizado está com a marca AXE? (1-nada/2-um pouco/3-conheço/4-conheço totalmente)

1. Nada	2. Um pouco	3. Conheço	4. Conheço totalmente
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Se a AXE fosse uma pessoa, como a caracterizaria (numa escala de 1 a 5)?

	1	2	3	4	5	
a. Triste						Alegre
b. Atrevida						Tímida
c. Mal sucedida						Bem sucedida
d. Pouco charmosa						Muito Chamosa
e. Robusta						Frágil
f. Pouco realista						Muito realista
g. Pouco animada						Muito animada
h. Pouco inteligente						Muito Inteligente
i. Classe Inferior						Classe Superior
j. Indoor						Outdoor
k. Honesta						Desonesta
l. Pouco criativa						Muito criativa
m. Antiga						Moderna
n. Pouco fiável						Muito fiável

Em 2009 a AXE lançou produtos como gel de banho, champô, colónia, aftershave, crème e produtos para cabelo.

5. Em que medida concordaria em afirmar que a personalidade AXE body spray é a mesma que a destes produtos?

1. Nada	2. Um pouco	3. Muito	4. Totalmente

### Parte 3

6. É consumidor de AXE body spray?

1. Não	2. Raramente	3. Por vezes	4. Frequentemente	5. Sempre

7. Se sim, quais as principais razões que o levam a escolher esta marca?

a. Marca
b. Características específicas do produto
c. Eficácia
d. Odor
e. Outra

8. É consumidor/a de outros produtos AXE? gel de banho, champô ou outros?

1. Não	2. Raramente	3. Por vezes	4. Frequentemente	5. Sempre

9. Se é consumidor de qualquer produto AXE, em que medida concorda com as seguintes afirmações?

	Discordo Totalment e	Discordo	Concordo	Concordo Totalmente
a. A AXE tem produtos de qualidade elevada b. A probabilidade da AXE oferecer produtos ajustados às minhas necessidades é muito elevada c. Os produtos AXE têm que ter uma qualidade muito boa d. A AXE é sempre a minha primeira escolha e. Não utilizo outros produtos, se o(s) da AXE estiver(em) disponíveis f. Reconheço a imagem da AXE g. Conheço bem a AXE h. Ocorrem-me facilmente características da AXE i. Lembro-me rapidamente do símbolo, cor ou outras características da AXE j. Faz sentido comprar produtos da AXE em detrimento de produtos similares de outras marcas k. Se houver outra marca com os mesmos atributos, prefiro a AXE				

#### Parte 4

Dados pessoais

10. Género:

a. Feminino	b. Masculino

11. Idade:

a. 12-16
b. 17-20
c. 21-24
d. 25-34
e. >35

12. Ocupação:

a. Ensino Secundário	b. Trabalhador por conta de outrem
c. Ensino Superior	d. Profissional liberal
e. Mestrando/a	f. Outro
g. Estagiário/a	