

## The Relationship Between Hotel Brand Personality And Customer Loyalty

Bahar Yasin<sup>1</sup> (Istanbul University)

Kamile Jamontaite<sup>2</sup> (Istanbul University)

Saida Ahmedova<sup>3</sup> (Istanbul University)

Mahmut Selami Akin<sup>4</sup> (Istanbul Medipol University)

### Abstract

The purpose of this article is to explore the relationship between brand personality and customer loyalty in the five-star business hotel and propose an effective way for developing a remarkable hotel brand and improving its customer loyalty. The reason for choosing a particular hotel is that it is a member of a famous international hotel chain with a well-known brand name. According to the literature, business hotels usually have stronger brand names comparing to leisure hotels. Literature review of the problem is presented along with a conceptual framework of brand personality and customer loyalty adopted for hotel industry. Using the data collected from a 5-star business hotel guests, factor analysis and multiple regression analysis were conducted in order to measure the impact of brand personality on customer loyalty. Although brand personality dimensions were similar with Aaker's (1997) dimensions, "competence" dimension was switched with an "up-to-date" dimension in this new scale. As a result, brand personality has a positive effect on customer loyalty in this study. However, brand personality dimensions cannot be fully implemented and some dimensions are not appropriate for tourism industry. It is suggested that tourism marketing managers should be more focused on features of tourism while creating touristic brand personality.

**Keywords:** Brand Personality, Customer Loyalty, Hotel Brand, Hospitality.

### Introduction

Turkey ranks as the sixth most popular tourist destination in the world, according to the UNWTO World Tourism Barometer (UNWTO, 2016). Turkey is currently attracting more than 30 million tourists annually and continuing to show positive growth every year. Foreign travelers arriving in Turkey in 2014 was 39.8 million, up to 5 percent compared to 2013 (UNWTO, 2016) This number is expected to increase, as the Turkish Ministry of Culture & Tourism has set an annual target of 50 million tourists and revenues of \$50 billion by 2023 (Horwath HTL, 2015).

The purpose of this study is thus to explore the relationship between brand personality and customer loyalty in the five-star business hotel to propose an effective way to develop a remarkable hotel brand and customer loyalty. The study was conducted in one of well-known old city hotels in Istanbul. A survey was distributed during hotel guests'

---

<sup>1</sup> Istanbul University, Turkey; bkarciga@istanbul.edu.tr

<sup>2</sup> Istanbul University, Turkey; ssmillga@yahoo.com

<sup>3</sup> Corresponding Author; Istanbul University, Turkey; saida.akhmedova@yahoo.com

<sup>4</sup> Istanbul Medipol University, Turkey; selamiakin@medipol.edu.tr

check-ins starting from March to May 2016. After eliminating the unusable responses, 110 responses were coded for data analysis.

The remainder of the paper is structured as follows. The Conceptual framework of brand personality and customer loyalty is developed from general and hotel industry perspective. Discussion of the findings and limitations of the study is presented in conclusion part.

### **Brand Personality**

In the past twenty-five years, the values of branding become an essential component of marketing strategy in the hotel industry (Zhou, Brown, & Dev, 2009). Guest's value provided by brands and hotel companies stimulates hotel branding because it fosters brand loyalty. With its set of promises to consumers, brand differentiates hotels identity where the functional characteristics of the products are not differentiated for the most part. Hotel guests also rely on brand names in order to reduce risks that arise while staying at an otherwise unknown property (O'Neill and Xiao, 2006). Because of that, brand personality may be the main reason for selecting one brand over another (Siguaw, Mattila, & Austin, 1999).

The American Marketing Association describe the term of the brand as a "name, term, symbol, or design, intended to identify the goods and services of the seller and to differentiate them from other competitors" (<http://www.marketing-dictionary.org/ama>, 2015). In addition, the concept of brand has been represented as a useful tool for both the supply and demand sides in the marketplace. For example, according to the hotels, brands are used to take a competitive advantage and consumers usually rely on brands to make purchase decisions (Huang and Cai, 2014).

Hence the notion of brand personality has been described as "a set of human characteristics associated with a brand". Personality traits are associated with person's behavior, physical attributes, attitudes, beliefs, and demographic characteristics. Brand personality traits are derived from any kind of communication between the brand and the consumer (Aaker J. L., 1997; Klipfel, Barclay, & Bockorny, 2014). At this point, the differences between the base of human being and brand personality are clearly seen.

Aaker (1997) describes brand personality as associations in consumer's subconscious level. These associations are created by two aspects: rational brand image and perception of the typical consumer. From Aaker's point of view, brand personality is derived from three sources: brand associations perceived by consumers, the image of the company that produces the brand (corporate image) and product attributes (Seimiene, 2012). As a result, the factors combined are the reason why consumers tend to compare different brands with human beings.

In the Aaker's research, participants were asked to rate personality attributes seen in commercial brands using a Likert's scale. The analyses showed that consumers perceive brands through five personality dimensions (Aaker, Benet-Martinez, & Garolera, 2001):

1. Sincerity (domestic, honest, genuine, and cheerful...)
2. Excitement (daring, spirited, imaginative, up-to-date...)
3. Competence (reliable, responsible, dependable, efficient...)
4. Sophistication (glamorous, pretentious, charming, romantic...)
5. Ruggedness (tough, strong, outdoorsy, rugged...)

Depending on this description and dimensions, various studies were conducted upon this basis. Researchers examined brand personality dimensions across different cultures

(Aaker, et al., 2001; Murase and Bojanic, 2004; Matzler, et al., 2015) and countries (Kurtulus, 2008). Several studies investigated the impact of brand personality and brand image on consumers' purchase decision-making process (Ozgun, 2010), the relationships among brand experience, brand personality and customer experiential value (Keng, Tran, & Thi, Relationships among Brand Experience, Brand Personality And Customer Experiential Value, 2013).

Brand personality scale developed by J. Aaker has been used in many studies. However, it has been criticized, too. The main criticism is questioning whether the brand personality scale really measures brand personality.

Azoulay and Kapferer (2003) argue that the concept of Aaker's brand personality is not defined properly. That is why brand personality scales, in fact, do not measure brand personality but merge altogether a number of dimensions of a brand identity. Therefore, according to them, "personality" and other concepts such as "self" are taken from psychology and adaptation of these concepts in marketing is needed. They suggest that the concept of brand personality should be described as a unique set of human personality traits both applicable and relevant to brands. The other criticism concerns the non-generalizability of the factor structure for analyses at the respondent level (Seimiene, 2012; Geuens, Weijters, & Wulf, 2009).

### **Hotel brand personality**

In the marketing literature, there is a discussion whether the principles of branding within goods marketing could be applied to hotels and restaurants where the service is a dominant issue (Nam, Ekici, & Whyatt, 2011). However, tourism literature consists of many studies exploring branding concepts for hotels, restaurants, destinations etc. Some of them are summarized in the following paragraphs.

Brand personality in tourism destinations was applied by Pereira et al. (2015), Hosany et al. (2007), Ekinci et al. (2006; 2007), Henderson (2007), Prayag (2007), Yuksel and Bilim (2009), Murphy et al. (2007), Crockett and Wood (1999), Cai (2002). Cai proposed one of the first conceptual destinations branding models. Hosany et al. (2007) tried to fill the gap between brand image and brand personality in the context of tourism destinations. According to their results, both concepts are related.

Brand personality in restaurants was applied by Austin et al. (2003), Kim et al. (2011), Siguaw et al. (1999). Murase et al. (2004) examined the differences in perceptions of brand personalities of three quick-service restaurants' across U.S. and Japan. According to the findings, little cultural differences in the perception of brand personalities of three brands were shown, but significant differences across brands appeared.

Lee and Back (2010) made a remarkable contribution to the applicability of brand personality in the lodging industry. Their research was only concentrated on upper upscale hotel brand and cannot be generalized to other hotel sectors. To further the knowledge of brand personality in other segments of a hotel industry, researchers tried to find the applicability of brand personality in the economy hotel field. They also searched whether hotel personality can differentiate between similar hotel brands (Xiangping, Li, Yen, & Uysal, 2014). Only two brand personality dimensions (competence and sophistication) arose in this study.

A hotel brand that has a set of promises to hotel guests and reflects their desires using its brand personality can have a critical result. Since the functional characteristics of a hotel have become less of a factor, consumers started to evaluate hotel performance based more on hotel brand quality.

In one study Tran et al. (2013) tried to explore the relationship between brand personality and brand quality in the hotel business in order to propose the most effective way of a hotel brand value and loyalty development.

Hsu (2014) examined the perceived brand performance of foreign and domestic luxury hotel brands among Chinese domestic consumers. Findings showed that Chinese domestic consumers do not differ in their rating and satisfaction between foreign and domestic luxury hotel brands.

Sun et al. (2014) studied the brands of China youth hostels for the international travel market. The findings showed that the congruity of consumers' self-image and brand personality correlate positively with their intention to choose a youth hostel brand in China.

All these studies show that hospitality and tourism studies have made attempts to apply brand personality concept. For all that, more efforts are seen in tourism destinations and restaurants and little research is found exploring the applicability of brand personality in the lodging industry (Xiangping, Li, Yen, & Uysal, 2014).

### **Customer loyalty**

The concept of loyalty is a multidimensional notion and there are many definitions in the literature (Soderlund, 2002). Generally, loyalty has been and continues to be defined as a deeply held commitment to buy or patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior (Oliver R. , 1997). Jacoby and Chesnut (1978) noted that as a result of an evaluative decision-making process, customer loyalty is the behavioral outcome of a customer's choice for a particular brand from a preference of similar brands, over a period of time (McMullan and Gilmore, 2003).

Oliver in 1997 came with a new theory on customer's loyalty. Oliver defined loyalty as a deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, thereby causing repetitive same brand or same brand-set purchasing, despite situational influences and marketing efforts that have the potential to cause switching behavior. According to him, loyalty is a learning process that highlights the relationship between attitude and behaviour. He observed that loyalty would be developed in three stages. "Loyalty is first in a cognitive sense, later in an affective sense and still later in a conative manner". These three stages are always associated with the definitions of attitude. Many studies conducted all over the world has proved that attitude should be divided into three classes such as cognition, affect and conation which can be otherwise called as behavioral intention (S.Suranya & Murale, 2007).

Griffin (1995) categorized customer loyalty into four types: frequently repeated purchasing behavior, willingness to buy other products from the same supplier, a positive evaluation, and willingness to recommend. On the other hand, Jones and Sasser (1995) believed that there are three types of customer loyalty, such as re-buy willingness, basic behavior, and subsequent behavior.

As a quantitative measure, the concept of customer loyalty has been conceptualized from three main perspectives (a) behavioral, (b) attitudinal, and (c) compound considered as a combination of the first two perspectives (McMullan, 2005). Behavioral loyalty is related to consumer's tendency to re-purchase of product or service from the same provider that is measured and directly affects brand sales (Haghighi, Baum, & Shafti, 2014; Hammond, East, & Ehrenberg, 1996). Attitudinal loyalty is the customer's predisposition toward a brand, which is a function of psychological processes (Jacob and Chestnut, 1978). The attitudinal perspective of loyalty is the keen, internal,

emotional, liking of a specific brand (Hochgraeffe, Faulk, & Vieregge, 2012). Much of the previous loyalty research has investigated attitudinal dimension of loyalty (Li and Petrick, 2008; Morais, et al., 2004; La and Yi, 2004). The measurement limitations of behavioral loyalty is obvious, where dimensions simply measure behavioral variables to predict the customer's frequency of purchase and level of cross-buying (Kim, Vogt, & Knutson, 2015). Moreover, Uncles et al. (2003) pointed out that separation of behavioral and attitudinal conceptualizations of loyalty is not convincing. Chen et al.'s (2009) research which is based on the retail industry showed that customers' outcome and environmental quality perceptions can highly influence attitudinal loyalty which in turn leads to higher behavioral loyalty (Haghighi, Baum, & Shafti, 2014).

By adding fourth *action* phase Oliver (1997) developed a four-phase model of customer loyalty development process based on these four dimensions: (a) cognitive loyalty, (b) affective loyalty, (c) conative loyalty, and (d) action loyalty.

*Cognitive loyalty* as the weakest state of loyalty is based on costs and benefits of a product but is not based on the brand itself. It is the weakest type of loyalty because it consists of costs and benefits of an offering and do not cover the brand itself (Evanschitzky and Wunderlich, 2006). Therefore, consumers are likely to switch when they perceive alternative offerings being superior with a respect to the cost-benefit ratio (Kim, Vogt, & Knutson, 2015).

The second phase is *affective loyalty*, which involves both the liking of the product and experiencing satisfaction with the brand. Affective loyalty is also a subject to deterioration. The deterioration is primarily caused by an increased attractiveness of competitive offerings (Sambandam and Lord, 1995) and is believed to occur through a matching of expectations and perceived performance (McMullan and Gilmore, 2003).

The third phase of loyalty development is *conative loyalty*, which is stronger than cognitive and affective loyalty as it contains what, at first, appears to be the deeply held commitment to buy noted in the loyalty definition (Oliver R. , 1999). At this phase of loyalty development, consumers continue to buy one company's product with their commitment to the company (Oliver, 1999; Evanschitzky and Wunderlich, 2006).

The *action* phase is the last phase added by Oliver (1999) to existing models. According to Oliver (1999): "*Cognitive loyalty focuses on the brand's performance aspects, affective loyalty is directed toward the brand's likeableness, conative loyalty is experienced when the consumer focuses on want or buys the brand, and action loyalty is a commitment to the action of re-buying.*" (Oliver R. , 1999). When a consumer is actual loyal, his/her attitude is transformed into action (Kim, Vogt, & Knutson, 2015).

Although there are many antecedent factors affecting brand loyalty, it is hard to find a study that has examined the effects of all factors simultaneously (Ozer and Aydin, 2005). Some researchers (Guenzi and Pelloni, 2004; Zeithaml, et al., 1996; Parasuraman, et al., 1988) showed service quality as an antecedent of loyalty and found a positive relationship between customers' perceptions of service quality and their willingness to recommend the company (Haghighi, Baum, & Shafti, 2014). The interaction between customer and service provider as a significant driver of customer loyalty is a critical factor for service process understanding (Butcher, Sparks, & O'Callaghan, 2001).

### **Customer loyalty in hotel industry**

For a longime, hospitality firms believed that the goal of marketing was to create more customers. While hotel industry believed it was crucial to fulfilling guests' needs while staying at the hotel, the main goal was to continue to find new customers (Shoemaker and Lewis, 1999). However, because of overpopulated markets, service providers

changed their marketing strategies from customer acquisition to customer loyalty in hospitality industries. They started loyalty programs that were related to getting and keeping customers. Studies have shown that 5% increase in customer loyalty produces a profit increase of 25% to 85% (Reichheld and Sasser, 1990).

Bowen and Shoemaker (1998) examined the economics of customer loyalty and applied them to the luxury hotel segment. Findings showed that loyal customers are less likely to ask about price when making a reservation. Loyal customers also purchased other hotel services more frequently at hotels which they feel loyalty and they are a great source of word-of-mouth advertising.

Getty and Thomson (1994) studied relationships between quality of lodging, satisfaction, and the resulting effect on customers' intentions to recommend the lodging. Research suggested a positive relationship between customer satisfaction and customer quality.

Mazanec (1995) examined customer satisfaction and customer preference (a dimension of customer loyalty) in luxury hotels. He found an image to be positively related to these two factors. This shows that a desirable image leads to customer satisfaction and customer preference.

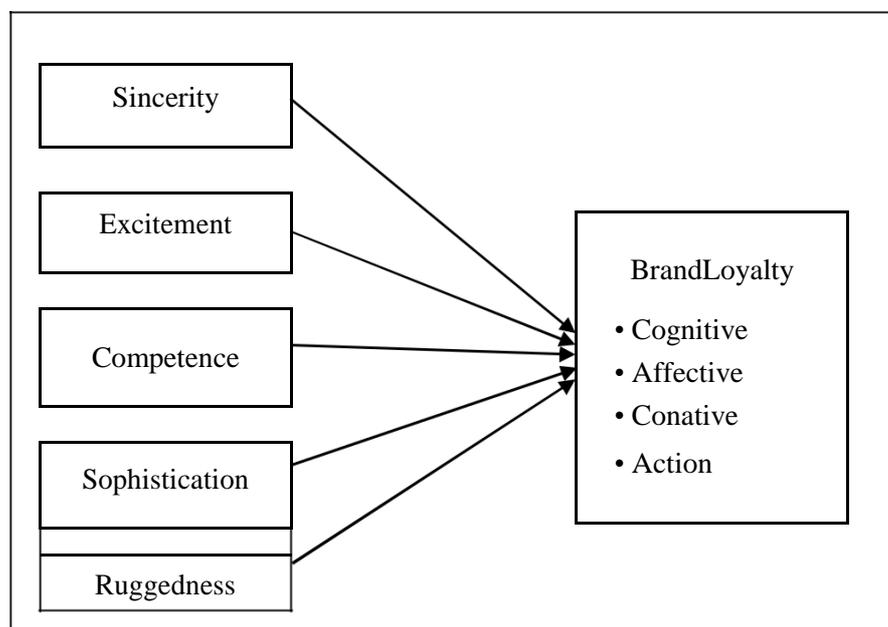
In their study, Kandampully and Suhartano (2000) examined the relationship between customer loyalty and the two prerequisites; customer satisfaction and image in the hotel industry. The research focused on hotel chains because customer loyalty is more important there than in individual hotels.

### Research Model and Hypotheses

Our conceptual study points out the four phase cases of customer loyalty which are based on the theoretical findings of prior research in marketing literature. Brand personality and customer loyalty factors are widely used and accepted for investigating the relationship between customer perceptions and the use of products.

The research model is shown on Figure 1. The model suggests that a customer is likely to form favorable feelings towards a hotel brand, which is associated with humanized content. As a consequence, she/he may further establish self-brand connections with this hotel brand. In this case, we expect that if the customer perceives the brand to be sincere, competent, exciting, or sophisticated and rugged then she/he is more likely to become loyal to the brand.

**Figure 1:** Research model



The investigations carried out by Guo (2003) have shown that brand personality has an important impact on brand preference. Based on some researches (Jacoby, 1971; Bennett, 2001) brand loyalty results from multi-dimensional cognitive attitudes toward a particular brand and the repeated purchasing behavior. In order to understand cognitive loyalty accurately, items should reflect beliefs and opinions rather than feelings and intentions. Based on these findings it is hypothesized that (Figure 1):

***H1. Hotel brand personality has an impact on cognitive loyalty.***

In their work, Roustasekehravani et al. (2015) have suggested that brand personality has an impact on both attitudinal and behavioral loyalty. The notable positive effects of retailer personality (or the personality characteristics) on the consumers' attitude towards the retailer have been examined by Ben Sliman et al. (2005) and Helgeson and Supphellen (2004). In addition, Baloglu (2002) pointed out the importance of emotional loyalty comparing to behavioral one. Based on these studies, it is hypothesized as (Figure 1):

***H2. Hotel brand personality has an impact on affective loyalty.***

Conative loyalty is defined as customer's deeply held commitment to buy from a certain brand (Oliver, 1999). Action loyalty is described as a commitment to the action of re-buying. As given definitions suggest, these two dimensions of loyalty are mostly related to the concept of behavioral loyalty.

Zentes et.al., (2008) examined the applicability and effect of brand personality on store loyalty in retail setting. According to their findings, brand personality has a direct effect on both attitudinal and behavioral store loyalty. Results revealed that brand personality as compared to attitudinal loyalty explains a much lower percentage of the variance in behavioral loyalty. Congruently, Morschett Dirk and Schramm-Klein (2008) have also shown that the retailer's brand personality can be used to adequately explain the attitudinal loyalty of consumers to the retail brand. Lin (2010) demonstrated that the positive relationship between brand personality and brand loyalty is not completely supported. While brand personality is expected to bring differentiation to customers and increase their preference (Fournier, 1998) and customer service preference is considered to be central to loyalty conceptualization (Gremier, Gwinner, & Brown, 2001) we expect that third and fourth view of loyalty which is based on the attitude - behavior relationship (Andreassen and Lindestad, 1998; Dick and Basu, 1994) is influenced by brand personality. This leads to the next two research hypotheses (Figure 1):

***H3. Hotel brand personality has an impact on conative loyalty.***

***H4. Hotel brand personality has an impact on action loyalty.***

Little research has explored the applicability of brand personality in the hotel industry and no research was conducted in order to explore the relationship between brand personality and customer loyalty in the hotel industry. The purpose of this study is thus to explore the relationship between brand personality and customer loyalty in a five-star business hotel to propose an effective way for developing a remarkable hotel brand and customer loyalty.

## Methodology

### *Procedures*

Research data were collected through written questionnaires that were administered to guests of a five-star business hotel in Istanbul. Hotel guests were considered to qualify as adequate customers of business hotel experience and therefore were approached for the questionnaire survey. A survey was distributed during hotel guests' check-ins starting from March to May 2016. The participants were asked to complete the questionnaire regarding their hotel stays. Participation in the survey was voluntary. A total of 180 questionnaires were distributed and 130 copies were returned, with an overall response rate of 72%. After eliminating the unusable responses, 110 responses were coded for data analysis.

### *Measurement*

Dimensions of customer loyalty were measured utilizing the scales from two studies Back and Parks (2003) and Bobalca et al. (2012). Table 1 shows the items for measuring the dimensions of loyalty.

**Table 1.** Loyalty scales items

Items	Dimensions	Author(s)
This hotel provides me superior service quality as compared to any other hotel brands.	<i>Cognitive Loyalty</i>	(Back & Parks, 2003)
No other hotel brand performs better services than this hotel.		
I believe this hotel provides more benefits than other hotels in its category.		
I love staying at this hotel.	<i>Affective Loyalty</i>	(Back & Parks, 2003)
I feel better when I stay at this hotel.		
I like this hotel more so than other hotel brands.		
Even if another hotel brand is offering lower room rate, I still stay at this.	<i>Conative loyalty</i>	(Back & Parks, 2003)
I intend to continue staying at this hotel.		
I consider this hotel to be my first lodging choice.		
I recommend this brand those who ask my advice.	<i>Action Loyalty</i>	(Bobalca, Gatej, & Ciobanu, 2012)
I say positive things about this brand to other persons.		
Even if the other hotels are better, I don't think to stay any other.		

Based on the literature review, Aaker's (1997) scale was adapted for measuring hotel brand personality. In order to measure brand personality, respondents rated how descriptive the 42 traits were of the specific hotel brand used as stimuli in the questionnaire, using a five-point Likert scale (1=not at all descriptive, 5 = extremely descriptive).

## Findings

### *Sample Profile*

The proportion of male participants is higher (88.2%) than female participants. The respondents' age range varies between 25-31, consisting 40.9 % of the sample. The participants' education level is fairly high, as 44.5% of participants are university graduates. A majority of the participants' monthly income (38.2%) is 500 Euro and below. Among the respondents, 59.1% of them are of Turkish nationality and the remaining belong to different countries. A majority of the respondents (66.4%) indicated that the purpose of their stay is a business-related trip, while 41.9% of them made the hotel choice decision by themselves. Whereas for 20.9% of the participants', hotel choice decision was made by the company they work for. The structure of the sample and sample size, as well as the sampling procedure, are clear limitations of the study that have to be considered when interpreting the results.

### *Construct validity: exploratory factor analysis (EFA)*

The first step of the analysis was an exploratory factor analysis with varimax rotation. Principal component analysis is a widely used method among other types of factor analysis. The goal of the principal components analysis is to explain the maximum amount of variance with the fewest number of principal components. In order to explain the maximum amount of remaining variance, the second factor is calculated and method is continued in this way. In addition to this, the researcher should be sure that there is no correlation between factors. KMO sample adequacy test should be applied before the factor analysis because of the relevance of the data. KMO values between 0.8 and 1 indicate the adequate sampling (Kalaycı, 2014).

Construct validity of scale items and detailed information of this analysis were summarized in Table 2.

**Table 2.** Results of exploratory factor analysis for brand personality

	<b>Factor Loading</b>	<b>Total Variance Explained</b>	<b>Cronbach's alpha</b>
<b>Sophistication</b>			
Successful	0,725	47,33%	0,933
Corporate	0,680		
Upper Class	0,697		
Glamorous	0,752		
Good Looking	0,788		
Charming	0,804		
Outdoorsy	0,622		
Tough	0,661		
<b>Sincerity</b>			
Family-Oriented	0,781	9,89%	0,913
Small-Town	0,800		
Honest	0,793		
Sincere	0,844		
Real	0,816		
Wholesome	0,654		

*Table continued on the next page*

	<b>Factor Loading</b>	<b>Total Variance Explained</b>	<b>Cronbach's alpha</b>
<b>Excitement</b>			
Original	0,719	5,38%	0,916
Friendly	0,516		
Daring	0,602		
Exciting	0,710		
Spirited	0,632		
Imaginative	0,620		
Unique	0,707		
<b>Ruggedness</b>			
Feminine	0,612	4,53%	0,839
Masculine	0,742		
Western	0,681		
Rugged	0,633		
Cool	0,660		
<b>Up-To-Date</b>			
Up-To-Date	0,724	4,44%	0,84
Independent	0,470		
Contemporary	0,751		
Cumulative Variance Explained: 71,57%			
Kaiser-Meyer-Olkin Measure Of Sampling Adequacy(MSA): ,902			

After performing exploratory factor analysis on the brand personality scale, Cronbach's alpha reliability analysis coefficients and Measure of Sampling Adequacy (MSA) values of each item were examined. Secondly, by deleting some of the items factor analysis was repeated again. The reason for this was that these items were reducing the reliability of the scale and had low MSA values. This process was repeated until alpha reliability coefficients and MSA values became consistent. At the end of the process, one item from sophistication; three items from sincerity; two items from excitement; seven items from competence dimensions were removed from the scale.

Cronbach's alpha coefficient is the most popular factor for measuring reliability. A coefficient alpha calculates the average of all possible split-half measures that result from different ways of dividing the scale questions. The coefficient value can range from 0 to 1, and, in most cases, a value of less than 0.7 would typically indicate marginal to low (unsatisfactory) internal consistency (Hair et al., 2009). Reliability analysis of the scales used in this research was examined by Cronbach's alpha. The resulting Cronbach's alpha values were high for both the overall brand personality scale (.962) and for the five dimensions of the scale: Sophistication = .933 (8 items), sincerity = .913 (6 items), excitement = .916 (7 items), ruggedness = .839 (5 items), up to date = .840 (3 items). This indicates that each dimension of the brand personality scale is internally consistent and the items measure a common construct (see Table 3). The resulting Cronbach's alpha value was also high for brand loyalty (.949). According to Nakip (2013), alpha coefficients must exceed the minimum recommended standard for reliability of 0.7. Measures above 0.8 are very satisfactory.

Hotel Brand Personality Scale dimensions with the items obtained from our research were compared with Aaker's items and dimensions in Table 3.



(88%) were male. Different perception of sophistication could be influenced by this study limitation, too.

Different from the Aaker's (1997) study, the dimension of ruggedness consisted of items such as cool and feminine, in our study. According to Aaker (1997), the item 'feminine' is under sophistication dimension. The main difference from the other studies is that participants perceiving the hotel as being strong, at the same time can call it feminine. In other words, the perception of the hotel can be influenced by opposite characteristics.

Two brand personality dimensions, competence and sophistication were included in Lee and Back's (2010) previous study about the upper upscale business hotel industry. However, competence dimension was not included in our study. According to the results of reliability analysis, the items of the competence dimension did not have sufficient reliability values. Therefore these items were excluded out of the assessment. This could be explained by the lack of hotel competence perceived by the hotel guests. Remaining dimensions were used as the same as suggested by Aaker (1997).

The dimension of excitement matched up with the Aaker's (1997) findings. However, due to the distribution of factor loadings, items such as up-to-date, independent and contemporary were excluded from this dimension. A new dimension was formed by these items. According to this, items such as innovative and modern were separated from the item of enthusiasm. Furthermore, the up-to-date item emerged as a separate hotel brand personality dimension. The up-to-date dimension, named as a fifth factor, also emerged in Usakli and Baloglu's (2011) research.

Table 4 reports findings of factor analysis of the hotel's brand loyalty. Unlike previous studies, in our research uni-dimensional brand loyalty scale has emerged. With 65.59% total explanatory variance and ,949 reliability rate the scale came out extremely reliable. The reason why brand loyalty dimensions appeared to be different from previous literature can be explained that hotel customers had difficulties in distinguishing brand loyalty questions with a similar meaning. Thus, items in the scale loaded under one dimension.

**Table 4.** Factor analysis of hotel's brand loyalty

	<b>Factor Loading</b>	<b>Total Variance Explained</b>	<b>Cronbach's alpha</b>
This hotel provides me superior service quality as compared to any other hotel brands.	,771		
No other hotel brand performs better services than this hotel.	,668		
I believe this hotel provides more benefits than other hotels in its category.	,732		
I love staying at this hotel.	,841	65,59%	0,949
I feel better when I stay at this hotel.	,874		
I like this hotel more so than other hotel brands.	,849		
Even if another hotel brand is offering lower room rate, I still stay at this.	,839		
I intend to continue staying at this hotel.	,837		

*Table continued on the next page*

	Factor Loading	Total Variance Explained	Cronbach's alpha
I consider this hotel to be my first lodging choice.	,876		
I recommend this brand those who ask my advice.	,818		
I say positive things about this brand to other persons.	,794	65,59%	0,949
Even if the other hotels are better, I don't think to stay any other.	,794		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy: ,926			

### **Regression analysis**

Using the regression analysis, the impact of brand personality dimensions on brand loyalty was tested. Regression analysis is a strong and responsive analysis modeling the relationship between a response variable and one or more predictor variables. Multiple regression analysis is a technique used for predicting the unknown value of two or more variables (predictors) (Malhotra, 2010).

In this study, multiple regression analysis was carried out using stepwise selection. Stepwise selection involves analysis at each step to determine the contribution of the predictor variable entered previously into the equation. It is possible to understand the contribution of the previous variables now that another variable has been added. If there is a variable which does not contribute to the model it can be removed. Thus, the model is described with the help of a minimum number of variables (Kalaycı, 2014).

The findings obtained from the regression analysis. Although all three regression models are statistically significant ( $p < 0,05$ ), this study continued with model 3 ( $p = 0,047$ ). Because the R-square value of Model 3 is highest. The third model as a final model includes excitement, sophistication and ruggedness as independent variables. R-square value is a measure of how well the variation of independent variable explains the variation of the dependent variables (Kalaycı, 2014). Accordingly, it can be described that 66% of dependent variables were explained by dimensions of excitement, sophistication and ruggedness which were included in the regression model (R Square = 0,66).

Durbin –Watson statistics test has also a significant importance in this regression analysis table. As a measure of autocorrelation, the test statistic values in the range of 1.5 to 2.5 (Malhotra, 2010). Thus, DW statistics with 1,852 value showed there is no autocorrelation in this study. Variance analyses of three models were statistically significant.

**Table 5.** Coefficients of regression models

	Unstandardized Coefficients	Standardized Coefficients					
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	0,299	0,241		1,239	0,218		
F3_Excitemet	0,496	0,087	0,524	5,728	<b>0,000</b>	0,384	2,602
F1_Sophistication	0,211	0,097	0,196	2,178	<b>0,032</b>	0,398	2,513
F4_Ruggedness	0,166	0,083	0,168	2,013	<b>0,047</b>	0,459	2,178
Dependent Variable: F1_Loyalty							

As shown in Table 5, t-statistic values of each parameter were significant with 5% significance level. The size of beta coefficients of each independent variable in the final model emerged in this way: 0,524 for excitement, 0,196 for sophistication and 0,168 for ruggedness. Accordingly, the regression model is summarized as follows:

$$y = 0,299 + 0,496.F3 + 0,211.F1 + 0,166.F4$$

According to the regression model, excitement dimension of brand personality with a value of 0,524 was the most affective on brand loyalty (dependent variable).

The scatter diagrams and regression lines in the regression model were examined. According to the distributional assumptions for the regression model, the data in this research is normally distributed and linear.

## **Conclusion**

### *Discussion and limitations*

This study attempted to explore the impact of hotel brand personality on brand loyalty in tourism industry. The customers' perceptions of the hotel brand personality were revealed through a survey research. Although brand personality dimensions were similar with Aaker's (1997) dimensions, in our scale competence dimension was switched with an up-to-date dimension. The final scale model was influenced by some hotel customers' perceptions. The perception of the competent hotel was not significant, though contemporary and up-to-date hotel image was strong. This result matches with some previous studies in the marketing literature (Usakli and Baloglu, 2011; Lee and Back, 2010). Hultman et al. (2015) argued that Aaker's (1997) brand personality dimensions can not be fully implemented and some dimensions are not appropriate for tourism industry. Therefore, they suggested that tourism marketing managers should be focused on tourism while creating touristic brand personality.

To sum up, brand personality has a positive effect on brand loyalty in this study. These results show close similarity with some studies in the previous literature (Imrak, 2015; Karjaluoto, et al., 2015; Park and Chung, 2015; Nguyen and Thuy, 2016; Lada, et al., 2014).

As a result of multiple regression analysis, dimensions of excitement, sophistication and ruggedness were included in the regression model. Sincerity and up-to-date dimensions did not have statistically significant effect on brand loyalty and were not included in the model. While some of the personality dimensions had positive effects on brand loyalty, some of them did not have any statistically significant effect. Moreover, hotels creating a feeling of excitement, giving the impression of sophisticated, intellectual or strong and reliable place are also able to create a loyal customer. Therefore, it is very important to stand out from the crowd, to have a creative spirit and to pay attention to the emotional concepts such as being unique while creating a marketing strategy with attention being paid to customer loyalty in the accommodation business.

### *Limitations and Suggestions for Future Research*

There are some limitations in this study. The study was conducted using the data from one international chain hotel. In the future research, more brands could be investigated in order to compare different hotel brands customers' opinions. Secondly, a limited access to hotel management and the lack of its positive attitude towards scientific

research made it difficult to find a right place for our research. This difficulty reflects on our study's sample size with a number of only 110 respondents.

In this study, it is considered that marketing strategies related to brand personality issues are more often practiced by luxury hotels segment. However, brand personality can have a positive effect on lower hotels segment too. According to this, it is also possible to conduct similar studies for branded lower hotels segment.

Tourism is an essential part of the service industry. Therefore, the effect of service quality on brand personality should be taken into consideration. Moreover, the effects of tangible and intangible attributes associated with the brand image on brand personality and brand loyalty dimensions could be among other future research objectives.

More brands could be investigated in order to compare different hotel brands customers' opinions. This paper encourages hotel managers in developing a remarkable hotel brand by creating a strong hotel's brand personality combined with improved customer loyalty practices. It also fills the gap between the brand personality and customer loyalty in upper-scale hotel management research.

## References

- Aaker, J., Benet-Martinez, V. and Garolera, J. (2001). Consumption Symbols as Carriers of Culture: A Study of Japanese and Spanish Brand Personality Constructs. *Journal of Personality and Social Psychology*, 22(2), 492-508.
- Aaker, J. L. (1997). Dimensions of Brand Personality. *Journal of Marketing Research*, 34(3), 347-356.
- Andreassen, T. and Lindestad, B. (1998). Customer loyalty and complex service, *International Journal of Service Industry Management*, 9(1), 7-23.
- Austin, J., Siguaw, J. and Mattila, A. (2003). A Re-examination of the Generalizability of the Aaker Brand Personality Measurement Framework. *Journal of Strategic Marketing*, 11(2), 77-92.
- Azoulay, A. and Kapferer, J.-N. (2003). Do Brand Personality Scales Really Measure Brand Personality. *Brand Management*, 11(2), 143-155.
- Back, K.-J. and Parks, S. C. (2003). A Brand Loyalty Model Involving Cognitive, Affective, and Conative Brand Loyalty and Customer Satisfaction. *Journal of Hospitality & Tourism Research*, 27(4), 419-435.
- Baloglu, S. (2002). Dimensions Of Customer Loyalty: Separating Friends From Well Wishers. *Cornell Hotel and Restaurant Administration Quarterly*, 43(1), 47-59.
- Ben Sliman, S., Ferrandi, J-M., Merunka, D. and Valette-Florence, P. (2005). L'influence de la personnalité de la marque sur le comportement du consommateur: modélisation et application à de grandes enseignes d'hypermarchés en France et en Tunisie. CD-ROM, *Proceedings of the 3rd Colloque de l'Association Tunisienne du Marketing*, Hammamet, Tunisia, Avril.
- Bobalca, C., Gatej, C. and Ciobanu, O. (2012). Developing A Scale To Measure Customer Loyalty. in *International Conference Emerging Markets Queries in Finance and Business*, 3(3), 623-628.
- Bowen, J. and Shoemaker, S. (1998). The Antecedents and Consequences of Customer Loyalty. *Cornell Hotel Restaurant and Administration Quarterly*, 39(1), 12-25.
- Butcher, K., Sparks, B. and O'Callaghan, F. (2001). Evaluative and relational influences on service loyalty. *International Journal of Service Industry Management*, 12(4), 310-327.
- Cai, L. A (2002). Cooperative Branding for Rural Destinations. *Annals of Tourism Research*, 29(3), 720-742.

- Chen, Y., Shen, Y. and Liao, S. (2009). An integrated model of customer loyalty: An empirical examination in retailing practice. *The Service Industries Journal*, 29(3), 267–280.
- Crockett, S. and Wood, L. (1999). Brand Western Australia: a Totally Integrated Approach to Destination Branding. *Journal of Vacation Marketing*, 5(3), 276-289.
- Dick, A. and Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22(2), 99-113.
- Ekinci, Y. and Hosany, S. (2006). Destination Personality: an Application of Brand Personality to Tourism Destinations. *Journal of Travel Research*, 45(2), 127-139.
- Ekinci, Y., Sirkaya, T. E. and Baloglu, S. (2007). Host Image and Destination Personality. *Tourism Analysis*, 12(5-6), 433-446.
- Evanschitzky, H. and Wunderlich, M. (2006). An Examination of Moderator Effects in the Four-Stage Loyalty Model. *Journal of Service Research*, 8(4), 330-345.
- Ferguson, G., Lau, K. C. and Phau, I. (2016). Brand personality as a direct cause of brand extension success: does self-monitoring matter?. *Journal of Consumer Marketing*, 33(5), 343-353.
- Fournier, S. (1998). Consumers and Their Brands: Developing Relationship Theory in Consumer Research. *Journal of Consumer Research*, 24(4), 343-353.
- Getty, J.M. and Thompson, K.N. (1994). The Relationship Between Quality, Satisfaction, and Recommending Behaviour in Lodging Decision. *Journal of Hospitality & Leisure Marketing*, 2(3), 3-22.
- Geuens, M., Weijters, B. and Wulf, K. D. (2009). A new measure of brand personality. *International Journal of Research in Marketing*, 26(2), 97-107.
- Gremler, D., Gwinner, K. and Brown, S. (2001). Generating positive word-of-mouth communication through customer-employee relationships. *International Journal of Service Industry Management*, 12(1), 44–59.
- Griffin, J. (1995). *Customer Loyalty: How To Earn It, How To Keep It*. New York: John Wiley and Sons.
- Guenzi, P. and Pelloni, O. (2004). The impact of interpersonal relationships on customer satisfaction and loyalty to the service provider. *International Journal of Service Industry Management*, 15(4), 365–384.
- Guo, L.-J. (2003). The Effects of Personality Trait and Brand Personality on Brand Preference. *Graduate Institute of Management Science*, 12(1), 35-45
- Haghighi, A. M., Baum, T. and Shafti, F. (2014). Dimensions of customer loyalty in hospitality micro-enterprises. *The Service Industries Journal*, 34(3), 251-273.
- Hair, J., Wolfinbarger, M. F., Ortinau, D. J. and Bush, R. P. (2009). *Essential of Marketing Research*. 2nd Edition. New-York: McGraw-Hill.
- Hammond, K., East, R. L. and Ehrenberg, A. (1996). *Buying more and buying longer: Concepts and measures of consumer loyalty*. London: London Business School.
- Helgeson, J. G. and Supphellen, M. (2004). A conceptual and measurement comparison of self-congruity and brand personality-The impact of socially desirable responding. *International Journal of Market Research*, 46(2), 205-233.
- Henderson, J. (2007). Uniquely Singapore? A Case Study in Destination Branding. *Journal of Vacation Marketing*, 13(3), 261-274.
- Hochgrafe, C., Faulk, S. and Vieregge, M. (2012). Links Between Swiss Hotel Guests' Product Involvement and Brand Loyalty. *Journal of Hospitality Marketing & Management*, 21(1), 20–39.

- Horwath HTL (2015). "Special Market Reports – Turkey". Retrieved from [http://horwathhtl.com/files/2015/10/MR47\\_Turkey.pdf](http://horwathhtl.com/files/2015/10/MR47_Turkey.pdf) 11.05.2016
- Hosany, S., Ekinci, Y. and Uysal, M. (2007). Destination image and destination personality. *International Journal of Culture, Tourism and Hospitality Research*, 1(1), 62-81.
- Hsu, C. H. C. (2014). Brand Evaluation of Foreign versus Domestic Luxury Hotels by Chinese Travelers. *Journal of China Tourism Research*, 10(1), 35-50.
- Huang, Z. and Cai, L. A. (2014). Chinese Hotel Branding: An Emerging Research Agenda. *Journal of China Tourism Research*, 10(1), 1-3.
- Hultman, M., Dionysis, S. and Oghazi, P. (2015). Achieving Tourist Loyalty Through Destination Personality, Satisfaction, And Identification. *Journal of Business Research*, 68(11), 2227-2231.
- Imrak, S. (2015). Marka Kisiliginin; Marka Imaji, Genel Memnuniyet Ve Sadakat Üzerindeki Etkisi Ve Cam Ev ESYASI Sektoru Uzerine Bir Arastirma. *Gazi Universitesi Sosyal Bilimler Dergisi*, 2(3), 91-104.
- Jacob, J. and Chestnut, R. W. (1978). *Brand Loyalty, Measurement and Management*. New York: John Wiley & Sons.
- Jones, T. O. and Sasser, W. E. (1995). Why satisfied customers defect. *Harvard Business Review*, (73), 88–99.
- Kalaycı, S. (2014). *SPSS Uygulamalı Çok Degiskenli İstatistik Teknikleri*. Ankara: Asil Yayın Dağıtım.
- Kandampully, J. and Suhartano, D. (2000). Customer Loyalty in the Hotel Industry: The Role of Customer Satisfaction and Image. *International Journal of Contemporary Hospitality Management*, 12(6), 346-351.
- Karjaluo, H., Munnukka, J. and Salmi, M. (2015). How do brand personality, identification, and relationship length drive loyalty in sports?. *Journal of Service Theory and Practice*, 26(1), 50-71.
- Keng , C.-J., Tran, V.-D. and Thi, T. M. L. (2013). Relationships among Brand Experience, Brand Personality And Customer Experiential Value. *Contemporary Management Research*, 9(3), 247-262.
- Kim, D., Magnini, V. and Signal, M. (2011). The Effects Of Consumers' Perceptions Of Brand Personality In Casual Theme Restaurants. *International Journal of Hospitality Management*, 30(2), 448-458.
- Kim, M., Vogt, C. A. and Knutson, B. J. (2015). Relationships Among Customer Satisfaction, Delight, And Loyalty In The Hospitality Industry. *Journal of Hospitality & Tourism Research*, 39(2), 170-197.
- Klipfel, J. A. L., Barclay, A. C. and Bockorny, K. M. (2014). Self-Congruity: A Determinant of Brand Personality. *Journal of Marketing Development and Competitiveness*, 8(3), 130-143.
- Kurtulus, S. D. (2008). Ulkelerin Marka Kisiligi Uzerine Bir Arastirma. *Ataturk Universitesi İktisadi ve İdari Bilimler Dergisi*, 22(2), 285-300.
- Lada, S., Sidin, S. and Cheng, K. T. G. (2014). Moderating role of product involvement on the relationship between brand personality and brand loyalty. *Journal of Internet Banking and Commerce*, 19(2), 1-16.
- La, S. and Yi, Y. (2004). What influences the relationship between customer satisfaction and repurchase. *Psychology & Marketing*, (21), 351-373.
- Lee, J. and Back, K. (2010). Examining Antecedents and Consequences of Brand Personality in the Upper-Scale Business Hotel Segment. *Journal of Travel & Tourism Marketing*, 27(2), 132-145.

- Lin, L.-Y. (2010). The Relationship Of Consumer Personality Trait, Brand Personality And Brand Loyalty: An Empirical Study Of Toys And Video Games Buyers. *Journal of Product & Brand Management*, 19(1), 4-17.
- Li, X. and Petrick, J. F. (2008). Examining The Antecedents Of Brand Loyalty From An Investment Model Perspective. *Journal of Travel Research*, (47), 25-34.
- Li, X., Yen, C.-L. and Uysal, M. (2014). Differentiating With Brand Personality In Economy Hotel Segment. *Journal of Vacation Marketing*, 20(4), 323–333.
- Loveman, G. (1998). Employee Satisfaction, Customer Loyalty, And Financial Performance. *Journal of Service Research*, 1(1), 18-31.
- Malhotra, N. K. (2010). *Marketing Research - An Applied Orientation*. Sixth Edition. New Jersey: Pearson.
- Matzler, K., Mooradian, T. A. and Bauer, F. A. (2015). Self-Esteem And Transformational Leadership. *Journal of Managerial Psychology*, 30(7), 815-831.
- Mazanec, J. A. (1995). Positioning Analysis With Self-Organizing Maps: An Explanatory Study On Luxury Hotels. *Cornell H.R.A. Quarterly*, 36(6), 80-92.
- McMullan, R., (2005). A Multiple-Item Scale For Measuring Customer Loyalty Development. *Journal of Services Marketing*, 19(7), 470-481.
- McMullan, R. and Gilmore, A. (2003). The Conceptual Development Of Customer Loyalty Measurement: A Proposed Scale. *Journal of Targeting, Measurement and Analysis for Marketing*, 11(3), 230-243.
- Morais, D. B., Dorsch, M. J. and Backman, S. J. (2004). Can Tourism Providers Buy Their Customers' Loyalty? Examining The Influence Of Customer-Provider Investments On Loyalty. *Journal of Travel Research*, (42), 235-243.
- Morschett Dirk, Z. J. and Schramm-Klein, H. (2008). Brand Personality Of Retailers—An Analysis Of Its Applicability And Its Effect On Store Loyalty. *The International Review of Retail, Distribution and Consumer Research*, 18(2), 167-184.
- Murase, H. and Bojanic, D. (2004). An Examination of the Differences in Restaurant Brand Personality Across Cultures. *Journal of Hospitality & Leisure Marketing*, 11(2-3), 97-113.
- Murphy, L., Moscovado, G. and Benckendorff, P. (2007). Using Brand Personality to Differentiate Regional Tourism Destinations. *Journal of Travel Research*, 46, 419-432.
- Nakip, M. (2013). *Pazarlamada Araştırma Teknikleri: SPSS Uygulamalı*. Ankara: Seçkin Yayıncılık.
- Nam, J., Ekici, Y. and Whyatt, G. (2011). Brand Equity, Brand Loyalty, and Customer Satisfaction. *Annals of Tourism Research*, 38(3), 1009-1030.
- Nguyen, T. T. and Thuy, Q. T. (2016). An Analysis Of Brand Personality On Brand Loyalty In Frozen Seafood Supermarkets In Ho Chi Minh City. *Journal of Aquaculture Research and Development*, 7(3), 1-8.
- O'Neill, J. W. and Xiao, Q. (2006). The Role Of Brand Affiliation In Hotel Market Value. *Cornell Hotel and Restaurant Administration Quarterly*, 47(3), 210-223.
- Oliver, R. (1999). Whence Customer Loyalty?. *Journal of Marketing*, 63, 33-44.
- Oliver, R. L. (1997). *Satisfaction: A Behavioral Perspective on the Consumer*. New York: Irwin-McGraw-Hill.
- Ozer, G. and Aydin, S. (2005). The Analysis Of Antecedents Of Customer Loyalty In The Turkish Mobile Telecommunication Market. *European Journal of Marketing*, 39(7/8), 910-925.

- Ozgun, H. O., 2010. Marka kişiliği ve imajının tüketicinin satın alma karar sürecindeki rolü: Bir uygulama, Yüksek Lisans Tezi. *Ege Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı Pazarlama Programı*.
- Parasuraman, A., Zeithalm, V. A. and Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12-37.
- Park, J. and Chung, S. (2015). The Influence Of Brand Personality And Relative Brand Identification On Brand Loyalty In The European Mobile Phone Market. *Canadian Journal of Administrative Sciences*, 1-16.
- Pereira, R., Correia, A. and Schutz, R. (2015). Golf Destinations' Brand Personality: The Case Of The Algarve. *International Journal of Culture, Tourism and Hospitality Research*, 133-153.
- Prayag, G. (2007). Exploring The Relationship Between Destination Image And Brand Personality Of A Tourist Destination: An Application Of Projective Techniques. *Journal of Travel & Tourism research*, 111-130.
- Reichheld, F. F. and Sasser, W. (1990). Zero Defections: Quality Comes to Services. *Harvard Business Review*, 68(5), 105-109.
- Roustasekehravani, A., Abdul Hamid, A. B. and Abdul Hamid, A. (2015). The Effect of Brand Personality and Brand Satisfaction on Brand Loyalty: A Conceptual Paper. *Journal of Management Research*, 7(2), 10-26.
- Sambandam, R. and Lord, K. A. (1995). Switching Behavior in Automobile Markets: A Consideration-Sets Model. *Journal of the Academy of Marketing Science*, 23(1), 57-65.
- Seimiene, E. (2012). Emotional Connection Of Consumer Personality Traits With Brand Personality Traits: Theoretical Considerations. *Economics And Management*, 17(4), 1472-1478.
- Shoemaker, S. and Lewis, R. C. (1999). Customer Loyalty: the Future of Hospitality Marketing. *Hospitality Management*, 18(4), 345-370.
- Siguaw, J. A., Mattila, A. S. and Austin, J. (1999). The Brand Personality Scale: An Application for Restaurants. *Cornell Hotel and Restaurant Administration Quarterly*, 40(3), 48-55.
- Soderlund, M. (2002). Customer familiarity and its effects on satisfaction and behavioral intentions. *Psychology & Marketing*, 19(10), 861-879.
- Sun, X., Wnag, P., Lepp, A. and Robertson, L. (2014). Symbolic Consumption and Brand Choice: Chinas Youth Hostels for the International Travel Market. *Journal of China Tourism Research*, 10(1), 51-68.
- Tran, X., Dauchez, C. and Szemik, A.-M. (2013). Hotel Brand Personality And Brand Quality. *Journal of Vacation Marketing*, 19(4), 329-341.
- Usakli, A. and Baloglu, S. (2014). Brand Personality Of Tourist Destinations: An Application Of Self-Congruity Theory. *Tourism Management*, 32(1), 114-127.
- Uncles, M., Grahame, . R. and Hammond, K. (2003). Customer loyalty and customer loyalty programs. *Journal of Consumer Marketing*, 20(4), 294-316.
- UNWTO, (2016). UNWTO World Tourism Barometer. Retrieved from available at: [http://cf.cdn.unwto.org/sites/all/files/pdf/unwto\\_barom16\\_03\\_may\\_excerpt\\_.pdf](http://cf.cdn.unwto.org/sites/all/files/pdf/unwto_barom16_03_may_excerpt_.pdf) 15.5.2016
- Xiangping, L., Li, X., Yen, C.-L. and Uysal, M. (2014). Differentiating with Brand Personality in Economy Hotel Segment. *Journal of Vacation Marketing*, 20(4), 323-333.

- Yuksel, F. and Bilim, Y. (2009). Interactions Between Visual Appeals, Holiday Motivations, Destination Personality and the Self- Image: Implications for Destination Advertising. *Journal of Travel & Tourism Research*, 2009, 75-104.
- Zeithaml, V., Berry, L. and Parasuraman, A. (1996). The Behavioral Consequences of Service Quality. *The Journal of Marketing*, 60(2), 31-46.
- Zentes, J., Morschett, D. and Schramm-Klein, H. (2008). Brand Personality Of Retailers – An Analysis Of Its Applicability And Its Effect On Store Loyalty. *The International Review of Retail, Distribution and Consumer Research*, 18(2), 167-184.
- Zhou, K. Z., Brown, J. R. and Dev, C. S. (2009). Market Orientation, Competitive Advantage, And Performance: A Demand-Based Perspective. *Journal of Business Research*, 62(11), 1063-1070.