Brand Personality Determinants Of Maruti Suzuki Baleno

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Abstract: Automobile sector in India has grown from a couple of manufacturer to thirty five manufactures in a very short span of time. The marketing managers are finding it extremely difficult to differentiate the products and brand themselves uniquely, since all the automobile manufacturers deliver the same features, services and at an identical price. Brand personality is the best solution for the marketing managers to differentiate and to be distinct. Maruti Suzuki has been voted as the “most trusted brand” consecutively for the 13 years by JD power Asia Pacific. The first Maruti Car was launched in 1983 as a poor man’s car and since then it has been in the market as iMaruti Baleno cars and to determine the brand personality by studying the relationship and impact of human personality on brand personality.In stage I the segment analysis was based on the 42 brand personality items among the owners of Maruti Baleno. Multiple Regresssesion was used to identify the variables, which discriminated the sample into various segments. Also multiple regressions were conducted to identify the cause and effect relationship. In stage II multiple regressions was used to identify the impact of human personality on Brand personality dimensions. In stage III to identify the discriminating human personality items which influenced the brand personality items among the owners of Maruti Baleno. Multiple discriminate analyses were used. Monaova was applied to the data to identify the personal factors that influenced the brand personality dimensions. The segmentation of the owners of Maruti Baleno helped in identifying four major segments viz. utilitarian's, traditionalist, emotionalist and protagonist. Structural equation modeling - Amos analyses revealed the brand personality dimension of Maruti Baleno as rugged and extraversion as the human personality.

1 INTRODUCTION

Indian automobile industry is slated to grow exponentially by contributing a major share of 10% to the gdp in 2018, automobile industry will be one of the greatest pillars of growth for the indian economy in the years to come. This industry alone is expected to contribute usd 150 billion in 2016 as per the government estimates. the domestic growth has been cagr 9 percent and the export has been 27 percent up to 2008 (kpmg 2008)

1.1 Problem statement

The automobile industry in India has recorded a phenomenal growth by contributing 5% of the GDP (KPMG 2008) and the industry is poised to contribute 10% to GDP as per the Government prediction in 2016 and in terms of USD 150 billion. As there is a steep increase in the marketplace competition with more Indian and foreign manufactures vying for a coveted spot, the process of brand differentiation is becoming an difficult task. To mitigate this problem it is important for marketing managers to evolve an strategy for the market combat. Automobile market in India is poised for an exponential growth, with the increase in per capita income. Earlier an automobile was luxury product. With the explosion of urban growth and the need to travel on daily basis, owning a car has become a necessity. As the numbers of players are increasing in the automobile sector every year, the need to differentiate and position is proving to be tough job for Brand personality will help in solving the following research issues such as in identifying the different segment of customers existing among the users of Maruti Baleno, the impact of personal and demographic and rational factors on Brand personality dimension. Hence the main problem is to identity the various segments of owners, users and to study the impact of human personality dimension on brand personality dimension. And also to identity whether Jenifer Aaker Brand personality scale could be applied to study Maruti Baleno’s brand personality in Trichy.

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1.2 Objectives of the study
To study the profile of Maruti Baleno customers.
To study the Jennifer Aaker Brand personality dimension theory and the big five human personality theory.
To identify the various segments of Maruti Baleno customers.
The study cause and effect relationship among brand personality items.
To study and evaluate the impact of human personality items on brand personality dimension.
To study the multi dimensional effect of human personality on brand personality.

1.3 Hypotheses
Ho = No discrimination between the segments of customers based on 42 for brand personality items
H1 = There is discrimination between the segments of customers based on 42 brand personality items
Ho = No significant cause and effect relationship among brand personality items
H1 = There is significant cause and effect relationship among brand personality items.
Ho = Personal demographic and rational factors do not contribute to the brand personality dimensions and BP.
H1 = Personal demographic and rational factors contribute to the brand personality dimensions and brand personality
Ho = No predictable human personality factors influencing brand personality dimension.
H1 = There is predictable human personality factors influencing brand personality dimension.
Ho = No significant impact of human personality on brand personality
H1 = No significant impact of human personality on brand personality

1.4 Methodology

Period of Study
The study was carried during the period 2009-2011.

Data Collection
Questionnaire was prepared based on the Jennifer Aaker dimension of brand personality. The questionnaire contained 42 questions relating to the 5 brand personality dimensions. The other 20 questions were related to 5 human personality dimensions. 6 questions were related to study the personal and demographic dimensions of the customer.

Brand Selection
Maruti is a trusted brand name which comes first into the mind of a person who wishes to buy a new car or a used car. Maruti was launched in India in 1983 and for the past 30 years it has become a household name among automobile users. Maruti started catering to the Indian automobiles industry with a single product - M800 (car), today Maruti Suzuki has nearly 18 brands and 160 variants, catering to all segments of customers. Maruti has got products ranging from Rs.2.5 lacs to Rs.25 lacs. Maruti has been ranked first in the customer satisfaction ranking, for India by global marketing information firm JD power Asia Pacific for consecutively 13 years from 2000. Maruti also provides services station at every 25-30 kilometers on the highways and has the maximum number of service stations thought the country.

Data Analysis
Data Analysis was carried out in 3 stages on the data collected. In the 1st stage multiple regression was used to analyze the four segments among the users in Trichy city on the 42 brand personality items. Multiple regressions were used to study the variables, which differentiated the sample into various segments. Also it was used to study the cause and effect relationship among the segments. In the IIInd stage multiple regressions was used to study the impact of human personality on brand personality dimension. In this stage multi discriminate analysis was used to study the human personality items, discriminating the brand personality dimensions and BP. In the last stage - III—Structural equation modeling - Amos was used to study the multidimensional analysis of human personality on brand personality of the Maruti Suzuki Baleno owners.

1.5 Scope of the Study
In this study the researcher has complied to make a confirmatory study of Jennifer Aaker brand personality for Indian Automobile brand. A separate study can be made to explore the Indian brand personality dimensions. In future this study can be conducted in any other city or a village anywhere in India to study the brand personality of a brand. This kind of a study will help the marketing managers to build a strong brand with a strong positioning strategy. This study was conducted only for Maruti Baleno and this study can be extended to all other brands of Maruti and a consolidated brand personality of Maruti Suzuki in Trichy city can be deduced, which will further improve the brand positioning.

1.6 Limitations of study
This is study has been made in Trichy and this cannot be generalized to other cities, since culture plays a important role on brand personality. The other cities human personality may have different impact on the brand personality. The segment analysis of the respondents showed that there exist four segments in the sample size taken for this research. 53.73 percentages of the respondents were in the fourth segment protagonist, 16.9 percentages of customers were in the third segment emotionalist, 15.8 percent of the respondents were in the second segment traditionalist and 14.18 percentages of the respondents were in the first segment utilitarian's. The major factor which decided the segmentation among the respondents were the variables sincere, imaginative, realistic, family oriented, independent, up-to-date, honest, young, confident, unique, original, secure, reliable, corporate and wholesome. Out of the 42 brand personality items these variables constituted 50 percentages.
2. SUMMARY FOR ALL SEGMENTS

The demographic profile education, occupation, and number of family members influence the dependent brand personality dimensions. Customers who were school educated were using Maruti Baleno for less than a year and their frequency of change of brand were also once in 2 years. Customers using Maruti Baleno for three years were undergraduates and post graduates working in organized sector like private and government sectors. The demographic profile of the customers contributed to the brand personality dimensions of Maruti Baleno in their preference for usage. Customers who felt Maruti Baleno as a car which can live up to its promises and provide a car which can be of good utility were in the demographic profile of school education and self employment. Customers who were undergraduates and self employed felt the Maruti Baleno is a brand manufactured by a reputed company and it’s a market leader. The customers who were working in the organized sector felt Maruti Baleno to be a brand which gives mental satisfaction. The demographic profile of undergraduates and post graduates and employed in the organized sector gave more preferences to intangible benefits than the functional benefits. The multivariate test of significance for all the four segments explains the impact of personal factors on the brand personality dimensions of sincerity, competence, excitement, sophistication and ruggedness. The factors age, qualification and annual income contributed significantly to the brand personality dimension of Maruti Baleno. The personal factor age significantly influenced the brand personality dimension competence and sophistication. The factor qualification influenced the brand personality dimension sincerity, excitement, competence, sophistication and ruggedness of Maruti Baleno. The personal factor annual income contributed to the brand personality dimension sincerity. The parameter estimate of the summary of all segments show that the brand personality dimension of Maruti Baleno was significantly influenced by the customers personal factor age, annual income and number of family members. Customers in the age group of 21-30, 31-40 and 41-50 with an annual income of 2.1 – 3 lacks and with family three members attributed sincerity as the brand personality dimension of Maruti Baleno. Customers in the age group of 21-30, attributed excitement as the brand personality dimension. Customers in the age group of 21-30, 31-40 and 41-50 attributed Maruti Baleno with competence brand personality dimension. The brand personality dimension of Maruti Baleno was influenced by customers in the age group of 31-40 years and who were working in private and government sector. The rational factor of using a car for more than 3 years contributed to a segment of customers who felt Maruti Baleno as a very trusted brand which is safe to use, with features and benefits charged at a fair price. This profile of customers felt Maruti Baleno as a hard working brand which is user friendly with attractive colors and advanced technical features. This group of customers also felt that Maruti Baleno can be used for all purposes and its family oriented. The multiple regression of human personality on brand personality dimensions show that the maximum contribution of 52.3 percentages in sincerity is explained by sociable, stubborn, competitive, practical, self confident, forgiving and orderly. 48.7 percentages variations in competence are explained by stubborn, silent, forgiving, inventive, sympathetic, practical and orderly. The dimensions excitement has 44.6 percentages variance contributed by sympathetic, forgiving, energetic, withdrawn self confident, silent, disorderly, inventive and stubborn. The multiple discriminate analyses on the human personality items on brand personality dimensions identified the discriminating factors. The customers who were sympathetic, practical calm, self confident, orderly and disorderly attributed the brand to be sincere. Customers who attribute that Maruti Baleno is an exciting brand are those who are competitive, energetic, stubborn, silent, forgiving withdrawn, curious and fearful. The dimension competence is attributed by the customers who are competitive, stubborn, silent, inventive, sympathetic organized, curious, fearful and disorderly. The dimension sophistication is attributed by those who are fearful, self-confident, practical, withdrawn, stubborn, energetic and sociable. Ruggedness is attributed by human personality items sociable energetic stubborn, silent, forgiving, withdrawn, self confident curious and fearful.

2.1 Conclusion - Maruti Baleno - Brand

Utilitarian – Segment A Analysis

The customers belonged to the age group of 31-40 with school education and were self employed. These customers were using Maruti for short period of time compared to other segment of customers. The customers of this segment felt that Maruti as brand is popular and hence its products Maruti Baleno will be a good car and will live up to its promise of efficiency. These segment customers were more focused on the utility of the automobile; hence they are grouped and called as Utilitarian’s. Multiple regression analysis of Brand PersonalityThe cause and effect relationship of brand personality items for Utilitarian’s shows that these customers believe Maruti Baleno is a realistic brand which is original in its offer and products and is independent from other brands while offering the brand to its customers. These customers also believe that Maruti Baleno as a sincere brand which lives up to its promise to deliver the benefits in a original, independent, sincere and in a realistic manner with an eye towards family orientation. ManovaThe personal factors of the customers who own Maruti Baleno influenced the brand personality dimension of the brand Maruti Baleno. The customers in the middle age and self employed felt. Maruti Baleno as an sincere brand. Customers who were in the income group of 3 lacks felt that Maruti Baleno as an rugged brand. They felt that this brand can be used for all purposes and for all uses such as an a rugged terrain and unevenly laid roads. Multiple discriminate analyses – Utilitarian’sThe customers who attribute Maruti Baleno to be an exciting brand, in this segment are those who are stubborn, withdrawn and orderly i.e. those customers who do not back down in arguments and enjoy sitting back at home and read. The customers who attribute Maruti Baleno to be a competent brand are those who are sympathetic and forgiving, i.e. these customers lend their ears to others and forgive. In these segment customers who are stubborn also attribute sophistication to Maruti Baleno and those who are withdrawn attribute brand personality dimension as ruggedness. Multiple regression analysis of human personality on Brand personality ‘Utilitarian’s who are
inventive, stubborn and disorganized believe that Maruti Baleno is a sincere brand. Customers in this segment who are competitive, orderly, tense, withdrawn believe Maruti Baleno to be an exciting brand. Customers who are curious and want new way of doing things believe Maruti Baleno to be a competent brand. Customers who are organized i.e. who want things to be neat and tidy believe Maruti Baleno as a sophisticated brand.

Traditionalists – Segment B Analysis
The customers in this segment attribute Maruti and Maruti Baleno as a strong leader in the automobile industry. These customers traditionalist feel that Maruti as a brand had been in the market for a long period of time and it comes out with good features i.e. both interiors and exteriors. These customers attributed to advertisements of Maruti to be trendy and also living up to contemporary requirements like safety with ABS and airbags. This segment of customers has a traditional approach to the product and hence they are grouped and called Traditionalist. Multiple Regression Analysis of Brand Personality The cause and effect relationship of brand personality items for traditionalist shows that these customers believe Maruti Baleno as a corporate brand. The customers believe that this product is from a reputed manufacturer who has been in the market for more than thirty years. The customers feel Maruti Baleno to be independent, imaginative in advertisement and in its product which is family oriented and unique. Traditionalist attribute Maruti Baleno to be an honest brand since its safe for them to drive i.e. it gives confidence while using the car. The traditionalists believe the car to be family oriented as Maruti Baleno is honest in its delivery and it’s imaginative and unique in its offering.

Manova
The personal factor age, annual income occupation and number of family members influenced the brand personality dimensions of sincerity, excitement and ruggedness of Maruti Baleno. The customers in this segment who were professional with a small family felt Maruti Baleno as a sincere brand. The customers who were in the income group of 3 lakhs felt that Maruti Baleno is an exciting brand. These customers feel that the brand comes in attractive color and they feel energetic while driving the car Maruti Baleno. The customer with an annual income of 5 lakhs and small family felt Maruti Baleno as a rugged brand. These customers feel Maruti Baleno could be used for long travel on vacation, hill spots and other rugged terrain. Multiple Discriminate Analyses -Traditionalists The customers in this segment who attribute Maruti Baleno to be a sincere brand are those who are stubborn. Customers who are silent i.e. who listen to others attribute Maruti Baleno to be a competent brand. Customers who are cautious and fearful attribute Maruti Baleno as a sophisticated brand. Multiple regression analysis of human personality on brand personality “Traditional” customers who attribute Maruti Baleno as a competent brand are those who are inventive, tense, fearful and calm. Maruti Baleno is a sophisticated brand for customers who are sociable, organized and competitive also the same human personality items inferred the brand personality dimension sincerity among this segment of customers. Customers who were curious with new ideas attributed Maruti Baleno as exciting brand. Emotionalist – Segment – C

Analysis
The customers in this segment were mostly post graduates and undergraduates employed in organized sector like bank, government institution, college, public sector undertakings - PSU’s. These customers felt Maruti Baleno as a safe car while driving which provided all the benefits at a fair price. They attributed that the quality of Maruti has been consistent over the years with imaginative and whole some products. This segment of customers was looking for more mental satisfaction rather than functional aspects and hence they are grouped and termed “Emotionalists”.

Multiple Regression Analysis of Brand Personality The cause and effect relationship of brand personality items for sentimentalists shows that these customers believe Maruti Baleno as a honest brand. Since this brand is imaginative in its advertisements promotions and unique in its product with a built in safety as a main attribute. The customers attributed this brand to be realistic when the offer was wholesome and family oriented. Emotionalists felt that Maruti Baleno is unique brand with an honest and sincere approach in its product, delivery, packaging and services. Also they felt that the product Maruti Baleno is up-to-date and has all the features required by the contemporary customer.

Manova
The personal factor age and occupation influenced the brand personality dimensions excitement, sophistication and ruggedness. Customers in the middle age feel Marti Baleno to be an exciting brand. These customers attribute Maruti Baleno as an energetic brand with lively colors, good dealerships and elegant delivery system. The customers with an annual income of three lakhs felt Maruti Baleno to be a sophisticated brand. These customer felt the car to be upper class with smooth drive which is being appreciated by their friends and close relatives. The customers in the middle age also felt that Maruti Baleno as rugged brand. These customers felt that this car can be used in all terrains and roads.

Multiple Discriminate Analyses – Emotionalists.
The customers who attribute Maruti Baleno to be an exciting brand are forgiving and tend to avoid confrontations with others. Customers who were practical and disorganized attribute Maruti Baleno to be sophisticated brand. Customers who tend to avoid confrontations i.e. Who are forgiving attribute Maruti Baleno to be a rugged brand.

Multiple regression Analysis of Human Personality on Brand Personality “Emotionalists” who are practical, energetic i.e. playing noisy games, and sympathetic in listening to others believe Maruti Baleno to be a sincere brand. Those Customers who were sympathetic & forgiving attributed Maruti Baleno as a competent brand. Customers who were more of listeners’ and enjoy reading books sitting at home is silent and withdrawn attributed Maruti Baleno as a rugged brand. Customers who were conventional with using tried and
tested methods are who was conventional attributed Maruti Baleno to be an exciting brand.

Protagonist – Segment D

Analysis
The customers in this segment feel that Maruti Baleno is a safe and reliable car which is there in the market for a long period of time. The customers attribute Maruti Baleno as a whole some car which provides benefits and features at a fair price. These customers feel the brand as young and family oriented. Customers in this segment attribute Maruti Baleno as a Unique and sincere brand which offers its product not based on other manufactures, but it’s original and unique. The customers also feel that the colorful, delivery, service and after service-post sales are honest and sincere. These segments of customers not only derive mental satisfaction from the product, but are also satisfied with the physical attributes of the product Maruti Baleno and they enjoy the product in whole. Hence these customers are grouped and called as ‘Protagonist’.

Multiple Regression Analysis of Brand Personality
The cause and effect relationship of brand personality items for Protagonist shows that these customers believe Maruti Baleno as a wholesome brand since it is original in its offer and product, realistic in keeping up its promises, young and family oriented. Customers feel that the Maruti Baleno is up-to-date, sincere towards its customers, corporate in its attributes and it’s a reliable brand. Customers who feel that Maruti Baleno is wholesome, reliable, secure and honest attribute it as a realistic brand.

Manova
The personal factors age, annual income and number of family significantly contributed to the brand personality dimensions, sincerity, competence, sophistication and ruggedness. The customers in the income group of three lacks feel that Maruti Baleno as an sincere brand. They feel that Maruti offers its promises and it covers out in elegant color. The customer who was in their middle age and with five lacks annual income fee that Maruti Baleno is an competent brand. These customers feel the quality of Maruti cars is consistent and it’s a product which is available in the market for a long period of time. The customers who were self employed in this segment feel Maruti Baleno as a sophisticated brand which is admired by their friends and relatives.

Multiple Discriminate Analyses -Protagonist:
The customers who attribute Maruti Baleno to be a sincere brand are those who are sympathetic, calm, and organized. Customers who are competitive, silent, withdrawn, curious and tense attribute Maruti Baleno as an exciting brand. Customers who are sympathetic, orderly and curious attribute Maruti Baleno as a competent brand. Customers who attribute Maruti Baleno as a sophisticated brand are sociable and energetic, customer who is high on sociable, energetic, silent, self confident and curious attribute Maruti Baleno as a rugged brand.

Multiple Regression Analysis of Human Personality on Brand Personality
“Protagonist” who are extroverts i.e. who are sociable, competitive, practical, self confident and also stubborn, withdrawn, fearful attribute Maruti Baleno as a sincere brand. Customers who are by nature sympathetic, fearful, insensitive, silent, forgiving, practical and orderly feel that Maruti Baleno is a competent brand. Maruti Baleno is an exciting brand for those who are forgiving, sympathetic, energetic, withdrawn self confident, fearful, stubborn, tense and inventive. Customers who attribute Maruti Baleno as a rugged brand are sociable, orderly, self confident, organized and fearful, stubborn tense and inventive. Customers who are social, self confident, organized, forgiving, withdrawn and fearful attribute Maruti Baleno as a sophisticated brand.

Summary of Manova of all the four segments
The brand personality dimensions sincerity, excitement, competence, sophistication and ruggedness is significantly influenced by the personal demographic profile of the customers. The customers age, gender, annual income, number of family members, occupation and qualification plays a great role on the brand personality dimensions. The customers in their middle age feel Maruti Baleno to be a sincere brand. The customers feel that Maruti Swift lives up to its promises and their communication in advertisement is clean and correct. The customers in the age group of 30 years feel Maruti Baleno to be an exciting brand which is full of life and energy. They also admire the colours of Maruti Baleno. Those customers in middle age feel that Maruti Baleno in a competent brand. These customers feel that Maruti Baleno is manufactured by a reputed company, which has been in the market for a long period of time. They also feel the product quality to be consisted in all these years. Customers in the middle age and self employed feel Maruti Baleno to be a sophisticated brand. They feel that this car is admired by their friends and relatives.

Regressive Model by AMOS graphics
The respondent customers in Madurai City using Maruti Baleno felt that the brand personality dimension of Maruti Baleno is Ruggedness. The other brand personality dimensions that influenced the customers are sophistication and excitement. The brand personality items masculine, out doorsy, western, tough and rugged are relevant for rugged dimension. The customers most of them are male and they feel the car Maruti Baleno can be used for all terrains and it is a tough car. The customers also feel that his brand is westernized and it is not used only at home but for all purposes. Maruti Baleno is also considered as a sophisticated car for its smooth drive and good physical attributes. Customer feel Maruti Baleno is admired by their friends and relatives and also liked by women. Excitement is another dimension the customer attributes to Maruti Baleno. The customer feels that this Car Maruti Baleno is unique, up-to-date, imaginative and independent. The customer feel that the product offered is unique and it has got features which are up-to-date and independent, from the competitors. The customers feel that Maruti Baleno comes out with good colors and the car is aesthetically designed with great imagination. The main dimension of human personality of Maruti Baleno customers is extroversion. The other human personality
dimension of Maruti Baleno customer is conscientiousness and agreeableness. The human personality items sociable, energetic, silent and withdrawn forms the human personality dimension extraversion. The terms sociable and energetic are apt for the customers as they love socializing and to be competitive. The Maruti Baleno customers like things to be neat and tidy i.e. organized and they follow a daily routine i.e. orderly. This personality of the customers makes them to like Maruti Baleno for its colour, appearance, interiors and upholstery. Customers also like the brand since the human personality is organized and orderly. Customers feel Maruti is very organized right from the stage of booking through post sales and delivery. The dimension agreeableness is more relevant for the customers of Maruti Baleno since they are competitive. Also they avoid confrontation and listen to other people problem.

2.2 Managerial Implications

**Brand personality of Maruti Baleno**

Maruti can project the Maruti Baleno brand as a tough and rugged car. The customers attribute Maruti Baleno as a tough car that can be used for tough situations. They also feel that this car is not only used at home but also when the roads are irregular and not so well laid. The other dimensions attributed by the customers to this brand are sophistication and excitement. The customers are proud owners as their car is charming and admired by others. The good looks and smooth drive add to the sophistication dimension. The customers are excited about Maruti Baleno for its unique offer with up-to-date and contemporary features like air bags, ABS system. Customers also attribute Maruti Baleno as a creative brand which is independent in its offer i.e. not based on others. Hence Maruti Baleno can be projected in advertisement as a tough car with great looks and unique attributes.

**Human Personality**

Extraversion is the main human personality dimension of Maruti Baleno customers. These customers are highly sociable and like talking to people at social gathering. Also they are energetic and like to play noisy games. Maruti Baleno customers are organized and they like to do things in an order. The customers are competitive and stubborn. Hence Maruti Baleno can be projected to customers who like to party and are energetic. The customers were mostly male and hence the macho image can be projected with a flair for neatness and routine. The customers were also seen to be more competitive and stubborn. Hence the advertisement and promotion can be on similar lines, because human personality impacts the brand personality of Maruti Baleno.

**Utilitarian's**

The customers in this segment are mostly school educated and self employed. These customers highly attribute to the brand personality dimension sincerity and excitement. But they feel that this brand is a bit low on sophisticaion and competence. The promotion and advertisement to this segment could project Maruti Baleno as a good looking car with great features and it can give a smooth ride. The Maruti Baleno can also be projected as an upper class car with unique attributes and it’s a safe and secure car. This segment customer feels a bit low that the car is not sincere and it is not fairly priced and it does not keep up its promises. These items of sincere and realistic could be projected in the advertisement and promotion. Also this car should be projected to these customers as a family oriented car. The promotion and advertisement to this segment can feature on physical attributes, good looking, safety and security which is – fairly priced and lives up to its promises. With this promotion and activities the percentage of customers under the segment utilitarian can be significantly increased.

**Traditionalist**

The customers in this segment were under graduates and self employed. The “Traditionalist” attributes Maruti Baleno to be a competent and sophisticated brand. But they feel that Maruti Baleno is a bit low on sincerity, excitement and ruggedness. The promotions and advertisement to this segment of customers could feature Maruti Baleno as a sincere, exciting and rugged brand. To improve on these dimensions Maruti could feature Maruti Baleno as a car which fairly priced for the featured offered. It can feature the physical and mental satisfaction derived by driving Maruti Baleno. The customers could be informed that Maruti Baleno lives up to its promises since it is from a leading car manufacture and has been the Indian Market for nearly three decades. Maruti Baleno could be featured to this segment as a unique brand which can help them feel young by driving this car. Also it could be featured as a car which is modern and contemporary. To feature this car as a rugged brand to this segment Maruti can feature, Maruti Baleno as a car that can be used on all terrains and it is fun riding this car on tough roads. With these promotion and advertisement the percentage of customers using Maruti Baleno in this segment can be increased.

**Emotionalist**

The customers in this segment were mostly undergraduates and post graduates who were employed in organized sector. The customers in this segment own Maruti Baleno for emotional benefits rather than functional benefits. The customers in this segment attribute Maruti Baleno to be a sincere and competent brand. But they feel a bit low on the ruggedness and excitement dimensions. The promotions and advertisement to this segment could feature ruggedness and excitement dimension of Maruti Baleno. Customers who are silent and withdrawn and conventional feel that the brand is not excited and rugged. The promotions and advertisement could feature Maruti Baleno as a unique brand which is reliable and has been consistently successful in the market. Also Maruti Baleno could be featured as a car which is reliable and safe to use with advanced technical features like ABS, dual air bags and anti corrosive paints. The promotion and advertisement can feature Maruti Baleno as a tough car which can be used on all terrain and it has got a western looks. This segment of customers could also be offered more test drives in the irregular roads to prove that Maruti Baleno is a rugged car.

**Protagonist**

This segment of Maruti Baleno customers are loyal and hardcore users of Maruti products. The customers in this
segment have been using Maruti or Maruti Baleno for more than three years. The customers in this segment attribute excitement, competence, sincerity, ruggedness and sophistication as the brand personality dimension. The promotion and advertisement to this segment of Maruti Baleno customers could future the product preferred by all walks of people both rural and urban. Maruti could future this brand as a pioneer in the market that provides mental and physical satisfaction. They can future Maruti Baleno is a young brand which has its origin from a super bike. This will attract more youngsters to graduate from a bike to car. Maruti Baleno could be featured as a contemporary brand which is independent from other manufacture in its offer of product and service. The brand Maruti Baleno could be featured as a safe and reliable car which can service a car across the length and breadth of the country. Maruti could show case it’s prowess of service network, its Maruti finance, Maruti Insurance to this segment of customer so that it can retain them as loyal customers. Maruti Baleno could be featured as an upper class car used by the rich and famous for its glamour’s looks and smooth drive. The interiors are a great asset to this brand Maruti Baleno, which could be featured to this segment of customers to make it more sophisticated. Maruti Baleno could definitely feature its product as a rugged car which can travel on all terrains. The suspension, boost assist system and new generation ABS could be featured to add authenticity to the rugged brand image.

2.3 Contribution of the research
The research was able to study the brand personality dimensions of Maruti Baleno. The customers attributed Maruti Baleno brand personality as rugged, sophisticated and excitement. The brand personality items relevant to rugged dimension for Maruti Baleno are outdoorsy, masculine, tough and rugged. The brand personality items relevant to sophistication dimension for Maruti Baleno are corporate, reliable, secure, and confident. The brand personality items relevant to excitement dimension are young, unique, up-to-date, imaginative and independent. The research was able to study the human personality dimensions of the Maruti Baleno owners. The major dimensions of human personality were extraversion, conscientiousness and agreeableness. The human personality items which were relevant for the dimension extraversion were sociable, silent, withdrawn and energetic. The human personality items organized, orderly and disorderly were relevant or the dimension conscientiousness. The human personality dimension agreeableness was relevant with the human personality item stubborn, sympathetic & forgiving. The research was able to confirm with this study that human personality affects the brand personality dimensions of the product. The research was able to identify that when human personality changes brand personality is impacted by that change. The marketing managers and advertisers can make use of this insight to increase the brand personality score for a brand.

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