Faculty of Business and Law

LUXURY BRAND CHARISMA

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DECLARATION OF ORGINAL AUTHORSHIP

Declaration

To the best of my knowledge and belief this thesis contains no material previously published by any other person except where due acknowledgment has been made.

This thesis contains no material which has been accepted for the award of any other degree or diploma in any university.

The research presented and reported in this thesis was conducted in accordance with the National Health and Medical Research Council National Statement on Ethical Conduct in Human Research (2007) – updated March 2014. The proposed research study received human research ethics approval from the Curtin University Human Research Ethics Committee (EC00262), Approval Number #HRE2018-0049

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ABSTRACT

The purpose of this research is to conceptualise luxury brand charisma and therefore develop an empirical scale to measure the construct. This study aims to draw on fragmented research from multiple disciplines such as anthropology, organisational leadership, psychology and marketing to further extend the Charismatic Leadership Theory to a luxury branding context. This study investigates whether luxury brand charisma can positively influence consumer perceptions and evaluations. This research has employed an experimental between-subjects design, using a mixed methods approach. Firstly, an exploratory qualitative investigation was undertaken; followed by the scale development process by Churchill (1979) and DeVellis (1991). The generalisability of the final luxury brand charisma scale was empirically tested across luxury fashion, hotel and skincare brands. The findings have shown that a presence of luxury brand charisma has a positive influence on consumer perceptions, attitudes, brand attachment and luxury brand aspiration. Findings suggest a wide phenomenon of luxury brand charisma across various brand categories.

This study, to the best of my knowledge, is the first to conceptualise luxury brand charisma and provide an empirical measure thereof. The methodological implications of this study is the development of an empirical scale and the use of real-life brand content to add to the ecological validity of the study. Lastly, the managerial implications could have implications for brand managers and the succession and longevity of the brand in what is a volatile and fast changing industry. The limitations of this research is that it is limited to an Australian sample and future studies may extend the study to a multi-cultural sample. Future studies can explore additional factors that may influence consumers' perception of the presence of brand charisma such as the type of communication and design of the message.

Keywords: *luxury branding, brand charisma, charisma, scale development, multi-disciplinary research*

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CHAPTER 1

INTRODUCTION

BACKGROUND OF THE STUDY

The luxury industry has become one of the most important sectors around the globe. The luxury market grew by 5% in 2018 to an estimated €1.2 trillion (Bain and Co. 2019), and has an expected and sustained growth between 3-5% per annum into 2025 (Bain and Co. 2019). This is worth almost €320- 350 billion to the sector. At a closer look, the different areas of growth within the luxury sector sees personal luxury or the "core" remain the most prized with a projected growth between 4-6% in 2019. The main players within personal luxury include beauty, which accounts for €56 billion in 2018 alone, and is just marginally behind the 7% growth rate expected for jewellery and bags, the top performers within personal luxury. Experiences have been a strong emerging category expected to account for nearly two thirds of the total luxury market (BCG, 2019), with luxury hospitality (hotels and resorts) growth up by 9.5% (BCG, 2019)

Louis Vuitton (LV) has touted the top position of most valuable luxury brands ranking by Interbrand (2019) for numerous years. However, the argument put forth is does this brand really constitute luxury as its performance is measured by numerical outcomes such as sales volume and revenue. Over the years LV has relied upon a slew of 'personalities' to retain its brand charisma; namely Marc Jacobs, Virgil Abloh and Nicolas Ghesquière to name a few. Louis Vuitton have also relied on co-branding and collaborations as a means to create greater awareness and in an effort to attract loyalty to the brand by use of individuals such as Jeff Koons for the 'Masters Collection' and Supreme. However, when these prominent individuals leave the organisation the brand's charisma diminishes as it can only be maintained if the charismatic individual is in place. So in turn the brand turns against the laws of luxury to retain their prominence within the market. Loosening control of diffusion of products into the market can diminish the brand's prestige (Phau and Prendergast 2000); whereby Louis Vuitton saturated the Chinese market and diminished the brand's rarity and 'luxury value' and is viewed as the secretary brand or for the 'en-masse'.

Figure 1.0.0: Louis Vuitton Collaborations
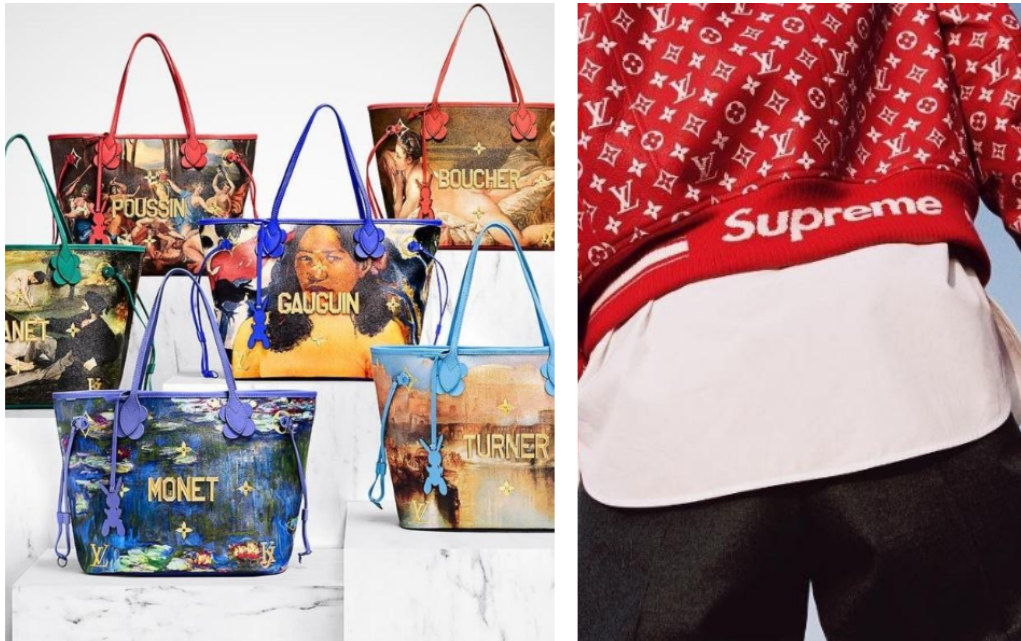
Image credit: Instagram.com/louisvuitton

At Céline, with the departure of Phoebe Philo, apparel and accessories created during her reign sold on average 30% higher than original listing price via second-hand retailers such as Rebag and Vestaire Collective and searches online increased by more than 50% and sales increase of more than 40% (Northman 2018). The Business of Fashion (2018) estimated that the Old Céline was worth approximately $900 million in the re-sale market. In Paris, on the morning of Hedi Slimane's debut collective for the brand, women held a tribute to the now fondly dubbed "Old Céline", and identifying themselves as "Philo-philes" are demonstrating undoubted devotion to her. In addition many fan pages have sprouted up on Instagram; namely the accounts of @oldceline and @pheobephilodiary. This cult-like following is a social construction, which most luxury brands are, due to their value lying in the hedonic or signified value they hold for individuals who possess them.

Figure 1.0.1: Phoebe Philo and Céline

Image credit: Instagram.com/@tommyton

In the case of Gucci, the brand favoured among Gen Z and Millennials, has focused on 'logo mania' and played to the resurgence of the 90's style revival. Celebrities such as Lana Del Rey, Florence and Jared Leto have all become 'faces' of the brand due to their close relationship with the designer Alessandro Michele. The brand has utilised their brand strategy to focus on nostalgia and created social media focused campaigns, such as the #memeproject in 2017, which featured creative memes by global artists. However, with all the progressive ambitions of the brand it is losing dominance on the medium that has shaped its initial dominance, to traditional and steadfast brands like Chanel a recent case study has shown, depicted below (Fernandez and Crump 2019).

Figure 1.0.2: Social Media
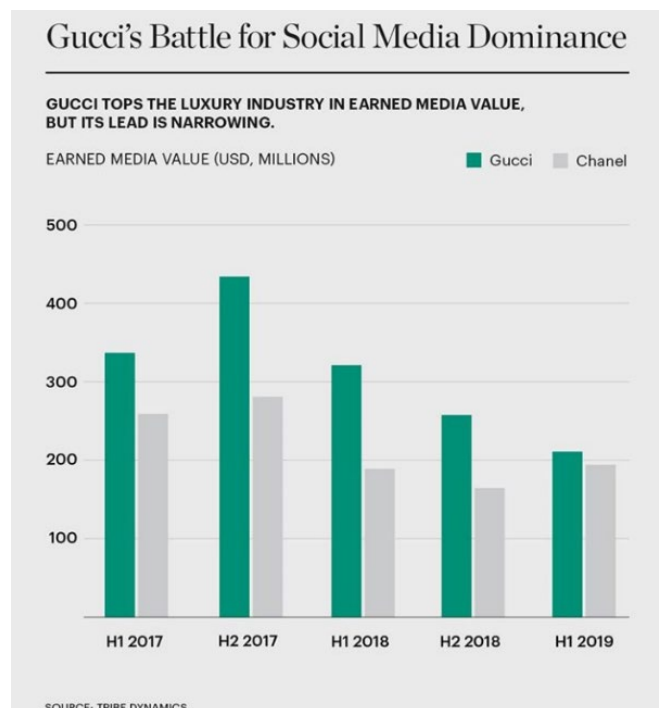
Figure 1.0.2.a: Gucci #memeproject

The above cases of Céline, Gucci and LV are not isolated, and the continued discussion about personalised charisma to support brand following are dangerous for brand longevity and operation. In salient focus within the industry is the need for succession. With the constant movement of designers between brands, as shown in Figure 1.0.3 below, it is no longer viable to ground the charisma of the brand in the creative director, as initiated by Dion and Arnould (2011) as the diminished effects this will have on the brand distinctiveness, fleeting devotees and lack of signalling to consumers.

Figure 1.0.3: Luxury Brand Succession Strategy

Karl Lagerfeld's sudden passing and leaving the helm of Chanel after decades to the largely unknown Virginie Viard; the departure had many nervous as to what this means for the brand. This departure however had no effect as Karl himself was never synonymous with Chanel and rather he was seen as a charismatic tool or representation of the brand that reimagined and reinvigorated Chanel for the modern women. Brands like Hermes and Chanel, which have touted the top two- three positions within the most valuable brands ranking by Interbrand (2019) and have still retained their prestige and abide by the laws of luxury. Chanel classic flap handbags have on average increased between USD100-200 per annum in value and those 'vintage' items from the 90's-00's have not diminished in value. Hermes too, has continued to maintain the five year waitlist myth for their iconic Birkin handbag as part of their luxury strategy. These strategies have kept these two brands among the most desired luxury brands around the world for their aspirational qualities and those who have a strong attachment to the brand; either as a novice or seasoned collector.

So can brands create this same level of devotion without tying it to a particular brand personality or persona? In short- yes. With the use of luxury brand charisma.

Charisma allows brands to retain a distinctive brand gap along with other strategies (Neumeier 2005; Dion and Arnould 2011), for a clear demonstration of leadership and authority ((Weber 1946; Eisenstadt 1986, p.24; Spencer 1970). Developing depersonalised charisma for brands is important for the charismatic relationship, because in order for the consumers to have a strong affiliation to the brand, it requires the brand to be maintained (Marcus 1961; Dow 1969, Barsade 2002). Thus, brands provide a vision for the future, continuity and sense of order (Dyer 2003; Dow 1969). Therefore, brands need not rely on the individual person to maintain the 'incarnation or vision of a transcendent state' (Martin 1961), but rather build characteristics of charisma (Lorimer 2007; Thrift 2005), hence luxury brand charisma.

Looking forward through a branding and marketing lens, the expectation from consumers for brand growth is the desire for episodic narratives, communities with shared values and the aspects of hero products and monthly novelty products (D'Arpizio and Levato 2019; Benjamin 1927; Jaeger 2011). This culmination of luxury brand charisma relationship is postulated to result in higher aspiration, devotion, motivation, and desire to belong to the brand (O'Cass 2004; Levitt 1975; Bensman and Givant 2012; Shils 1965). Such measures that are more enduring in nature (Yukl 1999; Shamir 1995) and extend beyond the immediate

group following, with the ability of conviction using luxury brand charisma (Shamir 1992; Yukl 1999).

Hence, now the need to conceptualise and empirically measure characteristics of luxury brand charisma and its observed effects. This is key as paramount outcomes for luxury brands, who aim to extend beyond just building positive perceptions of luxury and attitudes toward the brands, into more meaningful and enduring beliefs (Yukl 1999; Shamir 1995).

The research gaps are outlined in the next section, which aim to be addressed through this paper.

RESEARCH GAPS

Based on the literature review in Chapter 2, the following research gaps have been identified and aim to be addressed in this research. The research gaps are summarised below:

Gap 1: The lack of a conceptualisation of luxury brand charisma and framework to measure luxury brand charisma and resultantly an empirical scale

Gap 2: The lack of extension of the Charismatic Leadership Theory in marketing and branding literature

Gap 3: Limited empirical research investigating luxury brand charisma in a marketing and branding context

Gap 4: The lack of empirical research to investigate the effects of luxury brand charisma on consumer perceptions and response behaviour

Gap 5: The lack of empirical research to investigate the presence and effects of luxury brand charisma across different brands and product categories

RESEARCH QUESTIONS & OBJECTIVES

Whilst charisma has been addressed in various disciplines, there is little empirical research into the charisma phenomenon and at the point of this study no known conceptualisation and empirical scale to measure luxury brand charisma. This research aims to address the following research questions and objectives:

Research Question 1: What is luxury brand charisma?

Objective 1: To conceptualise luxury brand charisma and develop a working definition of luxury brand charisma for the purpose and context of marketing and branding

Objective 2: To develop and test a framework to measure luxury brand charisma, through the development of an empirical scale

Research Question 2: What is consumers' perceptions and evaluations towards brands exuding luxury brand charisma?

Objective 3: To investigate the relationship between luxury brand charisma, perception of luxury, attitude towards the brand

Objective 4: To investigate the relationship between brand aspiration and brand attachment

Objective 5: To investigate the mediating effects of perception of luxury and attitude toward the brand

Objective 6: To validate and generalise the luxury brand charisma scale across various categories

THEORETICAL UNDERPINNING

This section outlines the eclectic, multi-disciplinary theories that underpins this research and the supporting theories for the postulated effects of luxury brand charisma and hypothesised relationships tested within this research.

Charismatic Leadership Theory

As the clearest derivative of Charisma first postulated by Max Weber (1915), Charismatic Leadership Theory (Conger and Kanungo 1994) is used by leaders in order to motivate their followers or 'congregation' by means of eloquent communication, persuasion or impression of personality to encourage behaviours that exceed expectation. As the clearest derivative of Weber's theory of charisma (1915) as it postulates commitment to the charismatic leader due their transformational vision and leadership (Conger et al. 2000).

SUPPORTING THEORIES

Law of Contagion

The Law of Contagion (Frazer 1959, Mauss 1972; Tylor 1974) and can be best defined as the transference of meaning and the existence that, once two people or objects have come into contact, there will always persist some 'magical' link between them. This is used to support the operationalisation of the charismatic relationship, or the transference of charisma between brand and follower.

Spillover Effects

Spillover effects is used to support the postulated effects of luxury brand charisma on consumer perceptions and evaluations (Hagvedt and Patrick 2008). Additionally, to support the establishment and operationalisation of the charismatic relationship and the transference of meaning that exists between brands and consumers' perception and behavioural responses.

Rarity Principle

The rarity principle states that luxury brands have created a prestige via controlled diffusion of their products and increasing brand awareness to create a distinction between supply and demand (Phau and Prendergast 2000); hence as this study is primarily concerned with luxury brands only, the supporting theory of the rarity principle is used.

Signalling Theory "Charismatic Signalling"

Signalling theory (Maynard Smith and Harper, 2003) and further Charismatic Signalling (Bulbulia and Frean 2010) postulate the notion that as an extension of signalling theory is used on properties to exert predictable behavioural control of a group of people and their response behaviour. Therefore, brands utilise signals often available to consumers (such as brand or product) as a form of communication to manipulate the attributes or brand image to convey information about their brand which can serve to influence overall evaluations from a consumer perspective.

KEY CONCEPTS AND DEFINITIONS

Below outlines some of the key definitions and concepts used within this study.

Luxury Brands

Luxury brands are perceived to hold greater value to consumers' as they signify a marked value which combines to award high prestige (Vigneron and Johnson 2000); that is subjective to the individual and context, along with what the individual seeks in the goods. These brands combine a distinctive identity, quality and awareness to retain consumer loyalty (Phau and Prendergast 2000).

Luxury Brand Charisma

Through the course of this research the conceptualised definition of luxury brand charisma has been developed as "*Ability of the luxury brand to articulate the brand vision, elicit a positive emotional response in its audience or following; that results in increased positive perceptions towards the brand, extremes of motivation and attachment, believing there is no substitute*".

Perception of Luxury

Perception of luxury are the observation of what is or is not considered luxurious. This however is subjective and differs due to the context in which the brand or products are received (Vigneron and Johnson 2000). Additionally, brands may not be perceived as equally luxurious due to differing brand effects is dependent on the person who desires the good and why (Shukla 2012).

Attitude toward the Brand

Attitude toward the brand is a relatively enduring evaluation of the brand (Mitchell and Olson 1981) based on the cognitive and internal reactions directed toward the brand (Spears

and Singh 2004). Therefore it could be evaluated to the extent that consumers evaluate the obtainment of the brand as good-bad, positive- negative.

Luxury Brand Aspiration

Luxury brand aspiration suggests that consumers purchase luxury brands for its symbolic purpose (Truong et al. 2010) and that a variety of aspirations exists (Park et al. 2006). This can predict the consumers' pursuit of goals for a desired future self; such as the attainment or attachment to the brand (Sreejesh 2015).

Brand Attachment

Brand attachment is the strength of the bond connecting the brand with the self (Park et al. 2010), as it is a bond that involves thoughts and feelings about the brand; and is exemplified though associative and memory networks. This is a long-term orientated outcome that involves thoughts and feelings (Park et al. 2010; Sreejesh 2015).

RESEARCH METHODOLOGY

Data was collected for this research using a convenience sample and is limited to Australia, across three distinctive phases.

Firstly, the qualitative study (Chapter 5) collected data using two semi-structured focus groups, comprising of a convenience sample with a sample size of nine participants. The main statistical tool employed to assist in the coding of multi sources of data was NVivo.

Secondly, scale development procedure was undertaken (Chapter 6) by the prescribed methods of Churchill (1979) and DeVellis (1991; 2003) to develop and validate the luxury brand charisma scale. Overall other established scales were used and the total sample size was 838 respondents were collected via a self-administered questionnaire.

Thirdly, the main study (Chapter 7) comprised of an experimental between-subjects design, across two studies. This tested three brands from different categories within luxury; namely fashion, skincare and hotels. The data was collected using a self-administered questionnaire employing established scales and the developed luxury brand charisma scale. The total sample size was 1050. The main statistical analysis method used within this study was Structural Equation Modelling (AMOS) and SPSS to conduct the necessary EFA, CFA and path analysis, along with the use of Bootstrapping to perform mediation analysis (indirect and direct effects).

DELIMITATIONS AND SCOPE

This research serves as predominantly theory building exercise, with the conceptualisation of luxury brand charisma; and the development, validation and generalisability of an empirical scale to measure the luxury brand charisma construct. As this research aims to conceptualise luxury brand charisma, with the scope for this study limited to only luxury brands in specific categories; namely fashion, skincare and hotels. These were selected based on their growth and prominence within the sector (Arienti 2018). The sample selected for inquiry were a homogenous sample as they are preferred for experimental design (Calder, Phillips and Tybout 1981) and scale development procedure (Churchill 1969 and DeVellis 1993; 2001).

RESEARCH SIGNIFICANCE

The key research questions of this research are to what luxury brand charisma is, and to investigate consumer perceptions and evaluations. Therefore, some objectives are to develop, test and validate an empirical scale to measure the effect of luxury brand charisma on consumer perceptions and evaluations across different categories. The research will have theoretical, methodological, and managerial significance in the following ways.

Theoretical Significance

The theoretical significance of this research is to:

1. Extend the current research around the charisma phenomenon to a luxury branding and marketing context, which previously has been disparate;
2. Conceptualise and develop an empirical scale to measure luxury brand charisma;
3. Develop a framework to measure luxury brand charisma and test its postulated effects of attachment and aspiration.

Methodological Significance

The methodological significance of this research is to:

1. Develop an empirical scale and framework to measure luxury brand charisma;
2. Use real brand generated content (i.e. non-fictitious) as a stimulus for the main study, hence adding to the ecological validity of the study.

Managerial Significance

The managerial significance of this research is to:

1. Provide a clear and comprehensive conceptualisation of luxury brand charisma. This strategy provides a clearer perspective to what charisma is, and moreover how luxury brand charisma can be employed as a 'checklist' of sorts to establish and monitor their individual luxury brand charisma;
2. Provide information about the associations consumers' have with luxury brand charisma; and how brands can use this information to better frame their communication strategy;
3. Provide an insight into consumer perceptions and evaluations regarding luxury brand charisma.

CHAPTER CONCLUSION

As this chapter has provided an overview of this research, the structured of the paper is depicted in Figure 1.0.1. The succeeding Chapter 2 will outline the extant literature relevant to this study. Chapter 3 present the theoretical framework and hypotheses development, followed by Chapter 4 which outlines the methodology. Chapter 5 is the qualitative study, followed by Scale Development, presented in Chapter 6. Finally, Chapter 7 presents the analysis and findings of the main study with the concluding Chapter 8 outlining the implications, limitation and future directions.

Figure 1.0.0: Organisation of Paper

Chapter	Content
1. **Introduction**	• Background of Study • Introduction to themes, terminology and theories • Research Gaps, questions and objectives • Contribution of this research
2. **Literature Review**	• Origins of Charisma • Charisma across multiple disciplines • Luxury branding and Luxury brand Charisma • Research Gaps
3. **Theoretical Framework and Hypotheses Development**	• Review of research questions and objectives • Underpinning and supporting theories • Research Framework • Hypotheses Development
4. **Methodology**	• Research Paradigm • Research Design • Sampling Method • Survey Instrument • Data collection procedure, analysis • Ethics
5. **Qualitative Study**	Standalone paper structure • To conceptualise luxury brand charisma • Inform scale development phase
6. **Scale Development**	Standalone paper structure • Scale Development for luxury brand charisma following prescribed methods
7. **Results and Discussion**	• Study one and two presented • Discussion about results of Study one and two
8. **Conclusion**	• Summary of research gaps, questions and objectives with findings of the research • Significance and contribution • Limitations and future direction

CHAPTER 2

LITERATURE REVIEW

CHAPTER OVERVIEW

This chapter will provide a comprehensive review of the relevant literature for this study. This chapter is structured into four main sections to comprehensively cover the phenomenon of charisma, as follows:

1. The origins of charisma will be discussed, to examine the breadth of the use of charisma across multiple disciplines and some of the inherent challenges that has arisen in the attempt to conceptualise and investigate charisma. The various and fragmented definitions and postulated 'conceptualisations' are discussed.

2. This chapter will examine the current research in-depth across multiple disciplines with a particular focus on charismatic leadership theory and how this has been used to inform much of the research regarding the charisma phenomenon to date. Succeeding, a defined discussion about charisma in marketing and branding is presented to outline some of the progression made within the literature. Research gaps identified will be presented.

3. A discussion about the definition in the context of luxury and how this study has defined the context of luxury, with its associated categories for investigation. Subsequently, a discussion about the proposed 'luxury brand charisma' to draw on all the aforementioned literature to provide a holistic perspective on the construct proposed. Research gaps identified will be presented.

4. Lastly, this chapter will summarise the research gaps that exist within the literature at current and provide a summary of the main research questions that this study aims to close or address via the research objectives within the research. These gaps will be addressed by the research questions and objectives outlined in depth in Chapter 3.

(1) ORIGINS AND DEFINITION OF CHARISMA

Charisma is an obscure concept that arose out of the social science domain; particularly from the investigations and use in sociology and anthropology. It is incumbent to these fields as it is the study of social relationships and human behaviour; hence we see the effects of charisma become a focus for most streams of inquiry and interest (e.g. O'Cass 2004; Levitt 1975; Bensman and Givant 2012). Many authors (e.g. Antonakis et al. 2011; Smothers 1993; Smith 2000) in the social science domain have investigated the phenomenon of charisma through either primary or secondary research; and many authors have necessitated the clear conceptualisation and measure of charisma is lacking within many disciplines of the social sciences literature.

Due to the abstract nature of charisma, it fits poorly with other social science constructs (Turner 2003) as these are more pragmatic in nature, thus we see the difficulty to extend the phenomenon of charisma to other areas of social science such as marketing. Weber (1915) was the first to bring the phenomenon into modernity more than a century ago and since it has been treated with much fascination throughout the literature. The interest in charisma has grown exponentially in the last years across multiple disciplines due to the focus society places on success and seeking behaviours and tools in order to achieve or grow this notion of success across various disciplines such as personal development and organisational behaviour. There has been some significant contributions within the literature, and the value of charisma is clearly identified by the authors (e.g. Yukl 1999; Shamir 1995; Kelmar 1958; Dion and Arnould 2011; Ashill, Semaan and Williams (2019).

To track the phenomenon and its many uses throughout the literature, it is important to firstly understand what charisma is and why is it important. This will be the jump board for this literature review.

Secularising Charisma

Weber (1947, p.359) addressed charisma as a type of authority but is vague in his explanation of its origin, with the only way to describe its qualities as 'heroism', 'power of mind and speech' and 'magical abilities' (Etzioni 1961, p.12). Prior to Weber (1915), charisma has not been brought into the secularised arena, hence the phenomenon has been limited in the majority to discussions and research in a religious context (Robbins 1988; Engelke and Tomlinson 2006); which has caused much discontent within the literature as some authors believe Weber's (1925) narrative is contradictory as both cannot exist (Riesebrodt 1999). However there is some merit in Weber's argument as we will slowly un-package. The non-secularised charisma ascribed keywords such as 'divine gift' or 'supernatural endowment' which specific individuals are bestowed with, and no real clear articulation of its origin.

The secularisation of the phenomenon was a major contribution within the literature, but it has proved to be very difficult to explain without using the connotations to the supernatural and has been a major criticism of current research about charisma (Smith 2000; Riesebrodt 1999; Shils 1965; Dow 1969). Some authors have purported the notion that charisma is an inherent gift and cannot be learned or taught, hence it is not a skill-based trait that can be honed, much to the dismay of self- help gurus. Incumbent to the extension of the phenomenon to other disciplines and areas of research has been the reoccurring issue of how to treat charisma. This is where the divide in the literature begins, and propels the disparate discourse and fragmented research into the phenomenon to date.

Figure 2.0.0. Secularising Charisma

Non-Secular View   Secular View
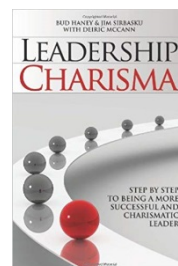
L-R (Top): Ghandi, Self-Help Charisma Book; (Bottom): Dalai Lama, Adolf Hitler

Personalised and Depersonalised Charisma

Focusing on the secular concept of charisma, there are two camps; one treating charisma as **(a)** personalised, whilst the other treats charisma as **(b)** depersonalised.

Most authors have referred to charisma as **(a)** personalised; or inherent to an individual, such as a personality trait (e.g. House et al. 1990; Friedman et al. 1988; Spencer 1973). This stream of inquiry is the most preferred as it is usually the easiest to grasp and explain to a broader audience, as most have interacted with an individual they perceive to be charismatic. For example some of the typically characterised observations of charisma in effect is through historical figures such as Martin Luther King Jr., Adolf Hitler (Rees 2012) and Steve Jobs who have exemplified the characteristics of charisma. All of these individuals have characterised by a strong vision (Bass 1990; Valle 1999), often times revolutionary and thus can inspire a devout following (Weuerter 1997; Conger and Kanungo 1994; Shils 1965) from a general population; not only existing within adamant believers. The ability of conviction is key, as this is the exertion of power. When charisma is perceived it enhances the ability to influence the beliefs over a group of people (Shamir 1992; Yukl 1999) to purport the individual to the perceived 'leader' within a given population (Conger 2015).

Other authors have argued the notion that charisma is an independent phenomenon that can be measured and theoretically investigated (Martin 1961; Smith 2000); hence institutionalised and **(b)** depersonalised. Authors have typically used this division of charisma as the starting point to undertake their research, but some have criticised that taking a clear standpoint may not be adequate as most relationships or interactions require some human involvement (Turner 2003) and grounding in a person(s). For example charisma in branding is postulated as depersonalised however brands use models, celebrities and prominent designers which is evident of relying on the individual's personalised charisma. In other cases for example if certain people occupy a position of significance they are purported to be charismatic; such as the Queen, those with strong family lineage or places of historical significance. Some of the inherent issues however is exactly how to conceptualise this institutional charisma, by separating the phenomenon from an individual makes it difficult to measure and communicate to others as the 'tangible' elements to relate these characteristics are now more abstract. If a holistic perspective is taken, organisations are facing a seemingly digital future set to be dominated by Artificial Intelligence. The question of how we define humanity and human interaction is seemingly blurred; hence the notion to

rely on a specific individual to be the core of the organisation within secularised charisma may not hold.

This research aims to unify both the personalised and depersonalised arenas and provide a clear conceptualisation and measure for this construct. While the two camps of charisma are distinctive in their arguments, there is some agreeance about the criteria that needs to exist in order for charisma to be perceived; or by some, 'kept alive' (Dow 1969).

Figure 2.0.1: Personal and Depersonalised Charisma

Personal Charisma
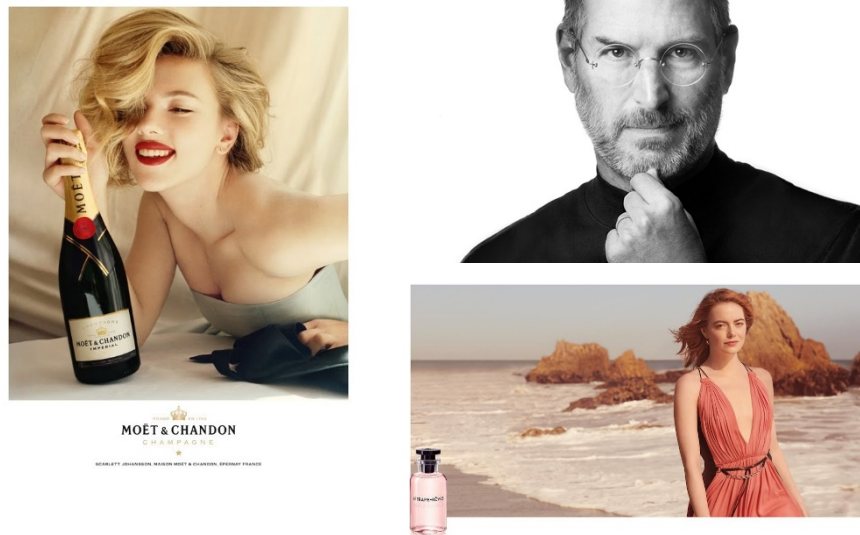
***L-R**: Scarlett Johansson for Moet and Chandon; Steve Jobs for Apple; Emma Stone for Louis Vuitton fragrance*

Depersonalised Charisma
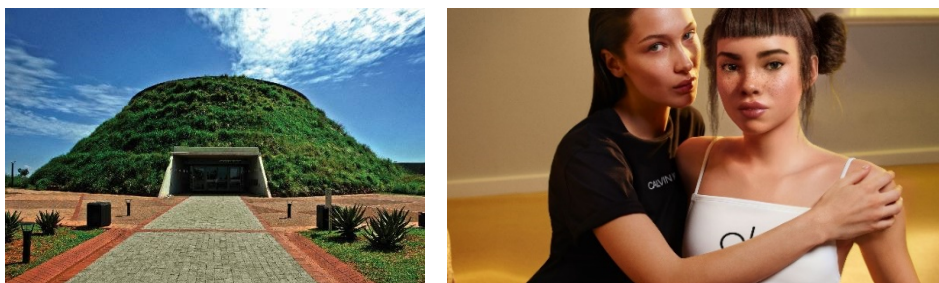
Left-Right: The Cradle of Mankind, South Africa; Social Influencer Lil Miquela (R) created using A.I. in Calvin Klein campaign

Characteristics of Charisma

In order for charisma to be perceived there needs to be a 'relationship' and therefore a perceived leader and follower which will exemplify that a relationship does exist (Dow 1969; Lindholm 1990). Without two parties being present it is not possible for the transference of charisma to occur. One of the common misconceptions about charisma is that the two parties need to be in physical contact to exemplify a 'relationship', however this is not true. As demonstrated in the sociological literature (e.g. Bono and Ilies 2006; Cherulnik et al. 2001; Weierter 1997; Lorimer 2007), a transfer of essence can occur between two individuals through physical, verbal or quasi-relational interaction; hence the Law of Contagion (Mauss [1902] 1972; Frazer [1890] 1959). For this context, 'followers' do not need to come into contact with the charismatic individual themselves but it can be any of the artefacts that pertains to that individual (Barsade 2002; Shamir 1995). The contagion effects can be seen within the literature whereby one person's emotions and behaviours are mimicked by the other, sometimes referred to as the 'ripple effect' (Barsade 2002) or observers affect (Cherulnik et al. 2001). This too is the influence and use of art onto products produced by a brand (Hagtvedt and Patrick 2008).

As the leader, there needs to be a perceived difference in authority as part of this relationship. For example the perception of being 'revolutionary' or 'inspiring' is usually from a following who perceives this within the charismatic authority (Weber 1946; Eisenstadt 1986, p.24; Spencer 1970) as they provide a vision for the future, continuity and sense of order (Dyer 2003; Dow 1969). Crisis management has also been investigated as part of the charisma phenomenon (Shils 1975; Smith 2000), as it is postulated that charismatic leaders can command a crisis due to their perceived ability to provide order and clear articulation of a solution and thus increased attachment to themselves (Aberdach 1995).

Additionally, the desire to belong may be diminished as there is no perceived gap between the current state and desired state of the individual (Shils 1965; Friedland 1964), which can only be created by a distinction in authority. This is too tied with the identity of the charismatic authority, or who possesses charisma. Those who follow charismatic individuals do so in order to feel some level of attainment and mimic the behaviour of the individual that they aspire to be like (House et al 1991; Trice and Beyer 1986; Conger and Kanungo 1994) as they are perceived to be desirable (Jaeger 2011) and representing an elevated and enhanced world or resemblance or life to emulate envy through the display of emotion, beauty or heroic deeds that is cultivated (Benjamin 1927; Jaeger 2011). Having like-minded

followers belong within a group, being claimed ownership over by the charismatic individual allows a sense of validation for followers' behaviour, as they are influenced by the leader and others (Takala 2010; House 1992). Authority is important to maintain the charismatic relationship and 'aura' as this legitimises the leader and their purpose or vision; without control over a group there is no charismatic presence and hence it cannot be sustained. When we think of a religious or cult following, these traits are strongly exhibited (Robbins 1988; Lewis 1996) as often times it is purely based around identity and belonging to a community. What this results in is absolute devotion and induces the belief in the follower that their identity is tied and grounded in the charismatic individual or perceived leader (Howell and Shamir 2005).

Essentially, it is purported that there is some level of non-rationality that occurs during and post interactions; and that the charisma is maintained by the charismatic individual; hence they are perceived to be the leader. It is a natural and analogous process (Berger 1963; Katz 1975) that has no prescribed formula. Authors have purported that charismatic events are sporadic and do not occur at specified intervals, which adds to the difficulty about how to construct charisma (Finlay 2002), and provide a measure hence extend the theory to different disciplines (Dow 1969). The ability for charisma to be perceived (by the follower) however is important to validate that the charisma does exist (Weber 1947, p.359), and communicated or represented (by the leader) to thus legitimise the individual.

Aura has been viewed as the factor that compounds charisma (Jaeger 2011), as charisma cannot exist without the representation or embodiment of either stories, places, myths that are catalysts for the interpretation thereof. Do not associate aura with crystal healers and horoscopes, but actually the impression that a charismatic individual makes. Aura is the reproduction and set of associations that can be used to sense the quality for example a piece of art, and in sensed in the moment of recognition (Benjamin 1927). The representation and communication of charisma is necessary in order for it to be perceived (Fiedman et al. 1988; Takala 1997), hence the issue here is to ensure the aura is not democratised or becoming seemingly ordinary but yet not completely different from previous.

Charisma is only perceived as a unique phenomenon upon where it is seen as occurring naturally and spontaneously (Shils 1965). The notion that charisma needs to be fluid and adaptable ties in with the hypothesised thoughts that the charismatic authority can only be maintained as long as it is perceived as 'revolutionary' and not routinized (Jaeger 2011) or

'everyday'. Charisma is tied to a specific time and place, hence it provides commentary on a specific period, making it useful to understand the context of time and place when discussing important events, behaviours and social norms. In order to move the brand beyond personification it is important that the conceptualisation of the marketing mix and the execution thereof is important as overall management (Delgado- ballester 2004); representing the impression (Srull and Wyer 1989). This can be seen as the behaviours, performance and act of the brand (Srull and Wyer 1989), and serve as a proxy to the direct contacts that are often difficult between brand and consumer, thus developing and sustaining the relationship (Fournier 1998; Sheth and Parvatiyar 1995).

Table 2.0.0: Key characteristics of the charisma phenomenon

Characteristic of Charisma	Author
Followers mimic emotions and behaviours;	House et al 1991; Trice and Beyer 1986; Conger and Kanungo1994;
Provides perceived difference in authority; gap between current and desired state;	Shils 1965; Friedland 1964
Associations, representation, semblance; performance; communication	Srull and Wyer 1989; Fiedman et al. 1988; Takala 1997
Perceived ability to provide order; control Clear articulation of a solution	Aberdach 1995
Sustained relationships	Fournier 1998; Sheth and Parvatiyar 1995
Aspirational; desire for attainment; devotion; identity formation	Benjamin 1927; Jaeger 2011; Howell and Shamir 2005
Fluid and adaptable; not routinized	Shils 1965; Jaeger 2011

In brief summation and as an interim summary, Table 2.0.0 below highlights some of the key characteristic of charisma as part of the phenomenon. The subsequent section will delve into the importance of charisma prior to a systematic review of the charisma phenomenon across the various disciplines it has extended to.

Why is Charisma important?

While charisma seems to come out of obscurity, it is an exciting construct for researchers due to some of the observed, or otherwise postulated effects of charisma. The most pertinent of concern is the high levels of attachment charisma awards its possessor that is characterised by 'extremes' and 'addictiveness' (House et al 1991; Trice and Beyer 1986; Conger and Kanungo 1994; Bass 1985) in those who follow. Charisma also usurps the rational, and provides the ability to exercise and diffuse an influence over behaviour, values and beliefs (Dow 1969; House et al 1991; Shils 1965). This is extraordinary, as this implies changing an individuals learned behaviour or attitude, not merely just perception. The advantage that this can provide for organisations and brands is immense, henceforth it questions if the time used measure such as perception of luxury is necessary as part of a charismatic brand relationship. Undoubtedly charisma, when operationalised is postulated to result in loyalty and motivation (Yammarino et al 1992; Bensman and Givant 1975) towards the charismatic entity.

Due to the non-rational decision-making that charisma exercises over followers, there is a strong prevalence of emotion (Turner 2003) and dominance, which can be characterised by extremes of attachment and aspiration. Charisma in and of itself should be opposed to both tradition and rationality but it must also balance this through 'power of reason' (Turner 2003) and respect the values granted by tradition that may still be held by a population. Even Weber (1925/1968) introduces charisma in its infancy as a skill that can be used to break new ground and overcome dangers (Turner 2003), and is torn in the discussion of how to separate the 'individual' from the institution. Therefore, the process of charisma is parallel and analogous to change meaning and perceived value (Weber 1946; 1968; Levitt 1975).

Some of the incumbent problems to further the construct within the body of literature is the lack of consensus on its conceptualisation and use, as it has been researched in such fragments across multiple disciplines. Below, depicts some of the varied definitions of charisma throughout the literature, and hence the difficulty in its conceptualisation and use within the extant literature.

Weber (1978: 242)-

> *"A certain quality of an individual personality by virtue of which he is considered extraordinary and treated as endowed with supernatural, superhuman or at least specifically exceptional powers or qualities"*

Thrift (2008) and Lorimer (2007) –

> *"Distinguishing properties of a nonhuman entity or process that determine its perception by humans and its subsequent evaluation…inhabiting different cultural contexts… is therefore `reticulate'; it develops …and is subject to anthropogenic manipulation"*

Neumeier (2005)-

> *"A charismatic brand is any brand that people believe there is no substitute for"*

House (1976, p. 2)-

> *"The term commonly used in sociological and political science literature to describe leaders who by force of their personal abilities are capable of having profound and extraordinary effects on followers"*

Vercic and Vercic (2011)-

> *"Charisma represents personal attraction or appeal that enables a person to greatly influence others. It is a characteristic that contains huge power and capacity that is ascribed to a person or a personality of magnetic people or leaders. Charismatic people differ from the majority and leave a deep impression. Many charismatic individuals have used their power for good (like Mahatma Ghandi) or evil (like Adolf Hitler). Charismatic people can be religious leaders (like Pope John Paul II), actors (Robert de Niro), humanitarians (Mother Theresa) or politicians (John F. Kennedy). Charisma operates as a natural ability."*

Smothers (1993, p. 100) –

> *"The quality which is imputed to persons, actions, roles, institutions, symbols, and material objects because of their presumed connection with ultimate, fundamental, vital, or order-determining powers"*

Therefore, to date there is a lack of conceptualisation of luxury brand charisma, framework and an appropriate empirical scale to measure luxury brand charisma*. [Gap 1]*

The following section outlines some of the uses and lines of research of the charisma phenomenon within the extant literature, and builds upon this discussion to inform the proposed construct of luxury brand charisma.

(2) CHARISMATIC LEADERSHIP THEORY AND CHARISMA ACROSS THE DISCIPLINES

The Charismatic Leadership Theory (CLT) and its associated developed scale by Conger and Kanungo (1994), is the clearest empirical derivative of charisma that is operationalised within the literature. This scale is to measure the charismatic leadership within an organisation, and whilst it does focus on a leader it is only assessed from a personalised grounding in an individual, even though it is within the organisational literature. This scale is the most frequently used and extended within the literature by multiple authors in various studies (Vercic and Vercic 2011; Conger et al. 2000; Lee et al. 2015).

The measure itself will be discussed in depth in the succeeding Chapter 3 as the key underpinning theory of this study. The diagram below assists to provide an overview of the succeeding discussion about charisma across the various disciplines and drawing on the use and extension of the CLT*.

Figure 2.0.2: Diagram of Discussion

Biology and Environmental Science
Discussed key characteristics of depersonalised charisma

Anthropology, Sociology and Psychology
Anthropology: *culture, customs, rituals*
Sociology: *Society, group interaction, rules, political science, organsiational behaviour**
Psychology: *Individual behaviour, personality*

Marketing and Branding
Dsicussed key extensions of the CLT* into this domain

Luxury Branding
Discussed key qualities that make luxury brands unique and their relationships wit consumers
Discussed the Intersection of characteristics of charisma and luxury brands

Luxury Brand Charisma
Brings together the discussion to inform the effects and need for this study

Biology, Environmental Science and Ecology

Whilst the CLT is not a basis for research in this discipline; this area of inquiry was the most surprising, but also provides an interesting perspective that charisma is not inherent just to a person; and many of the perceived characteristics that comprise an charismatic individual are reflected in this discipline. Lorimer (2007) investigated 'non-human' charisma; best defined as the "*distinguishing properties of a nonhuman entity or process that determine its perception by humans and its subsequent evaluation…inhabiting different cultural contexts… is therefore `reticulate' (Thrift, 2005); it develops …and is subject to anthropogenic manipulation"* (Lorimer 2007).
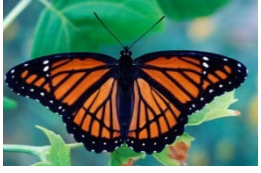
The author identifies three key characteristics in the context of biology and conservation; namely *ecological*, *aesthetic* and *corporeal* that are inherent to charismatic organisms. Lorimer's (2007) focus was on the heuristics of charisma and not the functional elements that has centred in other works (Norton, 1987; Wilson, 1992). The culmination of the characteristics are referred to as the "jizz" (Lorimer 2007) and it is the combination of these properties that signify a marked differentiation from others and easy identification; which aligns with the distinctiveness of the charismatic individual (Turner 2003; Spencer 1973).

The author identified as part of the '*ecologcial*' characteristics could be attributed to the physical, such as shape and colours; and the aural characteristics such as calls and sounds made by organisms (Lorimer 2007). The '*aesthetic*' and '*corporeal*' properties refer to the interactions with the organism and the differing response behaviours that occur. Interestingly, the contagion effects are alluded to through the transfer of essence that occurs during spontaneous interactions between organism and human. The "haecceity" (Lorimer 2007) or the 'virtue' by which a moment of awe and enchantment that occurs when proximate to another animal (Fullagar, 2000; Lorimer 2007). Along with these characteristics are the epiphanies or realisation within a moment of recognition. This can be attributed to the charismatic individual; it is the emotional manifestation of attachment, adoration towards a charismatic individual (Newman 1983; Robinson 1988).

Just as exhibited during human interactions with a charismatic individual there is an increase in motivations, affections and emotions such as increased enthusiasm (Lorimer 2007; Smother 1993; Bono and Ilies 2006), and reciprocation of approach and longing to interact (Valle 1999; Spencer 1973). There is also an alignment to the representation of the charismatic individual, such as the oratory ability (Hatch and Schultz 2013), body language (Wood 2012; Lorimer 2007) and identification (Marcus 1961; Shamir 1995). The imagination

and dream promised by the visionary is manifested in the identification of the charismatic individual to legitimise them, but also as a means of belief from the follower.

Table 2.0.1: Nonhuman Charisma in Biology vs. Luxury Branding

"Ecological"	*"Aesthetic"*	*"Corporeal"*
Corncrake	**Stag Beetle**	**Butterfly**
Material properties of an organism; these are the anatomical, geographical and temporal properties in the study of their environment and behaviour. The corncrake is distinguished by its nocturnal call	The distinguishing visual properties of an organism that results in some emotional response or impact in another, at the time of interaction and identification. For example the menacing appearance of the stag beetle and the recognition it is an insect may cause a disgust or fear response in humans, upon recognition and interaction with the organism.	Enduring feelings that emerge over time through multi-sensory encounters with the organism. For example butterflies are not hunter or eaten but rather preserved and admired for their beauty. They are also a symbol of love, life and hope within certain cultures and even resurrection and repercussion in religion. These are feelings elicited over time due to frequent contact with humans.

(Lorimer 2007; 2010)

"Ecological"	*"Aesthetic"*	*"Corporeal"*
Tiffany & Co	**Noma**	**Johnnie Walker House**
Tiffany & Co. have a differentiating colour box and ribbon that is instantaneously recognisable. The setting of the diamond ring is unique to the brand and patented in design.	The fine-dining restaurant features insects on the menu and remove the stigma of insects as being 'dirty' and 'disgusting' by providing sophistication in flavour and presentation across their menu.	With select locations around the world, the Johnnie Walker House is inspired by 'conversations about whiskey'. The pleasure is derived from the unique in-store experiences involving all the senses and co-creation of your own bespoke whiskey; and invite only status.

Signalling is the underpinning process that exists and allows the process of elicitation and perception in both biology but also ecology. An extension into charismatic signalling which is used in the study of religion (Bulbulia 2009) that uses charisma as an adjective to apply to the properties of ecologies that exert predictable behavioural control over various and other anonymous individuals or groups (Henrich and McElreath 2003; Richerson & Newson 2008). Interestingly, it purports that symbolic representations of charisma can be identified and applied to people, practices, symbols, rituals and music (Bulbulia and Frean 2010) however aspects of design may be more difficult (Schjoedt et al.2009; Geertz and Markusson 2010).

The factors of charisma however are not clearly articulated but some reference can be made to aspects such as artefacts and bodywork (Bulbulia and Frean 2010). In addition, these anthropomorphic cues (Bulbulia and Frean 2010) suggest strong automation of cooperation and cognition to govern behaviour (Burnham et al. 2000; Haley & Fessler 2005; Burnham & Hare 2007). The marked significance the study of Bulbulia and Frean (2010) acknowledged the potential and somewhat need for the intellectual discovery and intersection of multi-disciplinary approach towards the charisma phenomenon. Thus, the importance to further explore the influence of luxury rband charisma on behaviour and perceptions *[GAP 4]*.

Anthropology, Sociology and Psychology

Weber (1925) first spoke about the charismatic authority and leadership and this was echoed through the literature by authors when discussing the process of the charismatic phenomenon (e.g. Tucker 1968; Bass 1985; House 1977; Conger 2015). The majority of studies about the charisma phenomenon undertaken in these disciplines are defined as *"the effort to reveal sympathetically yet systematically the significance of social action through exposing the cultural values and norms that motivate persons"* (Lindholm 1992). These studies are typically qualitative, and regarding charisma, are often times observational and comprehensive reviews of the literature. This approach has provided much progression for the charisma phenomenon throughout its investigation to date. The literature here has examined charisma from a predominantly personalised perspective but has assessed both the common positive opinion of charisma, and the darker side.

The positive aspects of charisma have examined relationships and behaviours among communities and groups of affiliation (Lewis 1996) and even the attractiveness of a person who possesses charisma and the willingness to approach and interact (Friedmann et al. 1988). The positive influence of charisma has been studied in regard to spaces and

geographical areas for social groups and their neighbourhoods or cities (e.g. Elias and Scotson 1965; Oosterbaan 2009; Savitch 2010) such as the examination of monuments, heritage and places of pilgrimage (Terlouw 2011). Additionally, charismatic spaces are not necessarily where charismatic events took place but rather branded by the modernity such as Silicon Valley (Appoid 2005). Other avenues of inquiry have assessed emotional intelligence (Salovey and Mayer 1990), motivations of specific career pursuits (Gustin 1973) and history and social structure (Swatos and Glassman 1986).

On the other hand the darker investigates the effects when the charismatic authority abuse their influence and authority over a group; or even the notion of good versus evil. Most of the darker inquiries have examined cult behaviour and religious propaganda (Lindholm 1990; Hogan et al. 1990; Rees 2012; Takala 2010); and as to how charisma is operationalised to achieve in some cases morbid outcomes such as ethnic cleansing (Eatwell 2006). The extremes that a certain following will go to is immense, for example Charles Manson convinced a group of men and woman to murder at his will, and they obliged. This is not an isolated case. When we review religious texts, and fables along with historical anecdotes and recording from scribes during the times of Jesus, they noted with much interest the devotion of followers (Berger 1963), and their unwavering will to be commanded by placing His needs before their own; the aspect of sacrifice, emotional compulsion and obey without coherence or consequence (Lindholm 1992; Weber 1978: 242). It is evidenced in this domain the immense influence that charismatic individuals have over others beliefs, behaviours and motivations (Lindholm 1992). Therefore we see the aspects of non-rationality be reinforced, along with the interplay of these individuals who provide a safe, organised group for people to belong (Robbins 1988).

As the Law of Contagion (Mauss 1972) stems from the domain of sociology as it has been researched in various studies regarding the influence of one member within a community to influence others (e.g. Rozin et al. 1989; Argo et al. 2008; Dion and Arnould 2011), through an analogous process by similarity and contiguity. It provides some explanation about how charisma is seemingly transferred and the resultant effects of interaction between the charismatic entity and follower.

The findings within these disciplines provided stark interest to the domain of organisational behaviour and political science as the ability to survive as a leader requires belief and conviction from a following.

Figure 2.0.3.: Positive versus 'Dark' Charisma

Clockwise (L-R)*: Sacred site of Mecca, serial killer Ted Bundy, VW as a symbol of the 60's hippie culture, cult leader Warren Jeffs.*

Sociology: Organisational Management and Political Science

This discipline has particular interest in the charisma phenomenon, due to the ability for charisma to now branch into the intuitional sense, by using the leader of a business or political organisation to build a strong following and devotion by extending the identified traits of a charismatic individual.

As part of the charisma phenomenon, leadership is often at the fore with the authority figure and ability to lead a group being the foundation of power and legitimacy, such as presidential candidates (Fisher 1984). The types of leadership is referred to as transformational or charismatic, and whilst traditional leadership models are based on rational process, such as compliance and exchange of requests (Yukl 1999). Whilst the other two are in emotions and values to motivate the followers (Yukl 1999). The discussion is interesting as Yukl (1999) postulated how the leader makes the followers feel, accounts for their exceptional behaviour to go above and beyond what is expected. The author too alludes to the prominence that demonstration and representation plays in compelling followers and the sense of awe and distinctiveness it awards followers.

Of the most notable is the Conger and Kanungo (1994) development of the scale and questionnaire to measure charismatic leadership empirically, and extend the frameworks and developments made by Bass (1985) and House (1977). Some of the issues with these prior frameworks as noted in Bryman (1982) was with Bass' (1985) conceptualisation identified charisma as a subscale and additionally argued that charisma is an outcome and

also a component of transformational leadership, which theoretically is difficult to justify and from an operational sense does not fit. House (1977) on the other hand has not been empirically tested or widely investigated as the basis for the work was presidential speeches and rather than investigating other's perceptions or interpretations. Yuki (1999) also notes the incompleteness that these previous frameworks provide, especially when building group cohesiveness and identity formation through the lifting and motivation of followers which is key.

Conger and Kanungo (1994) additionally noted that up to that point, charisma has not been subject to much empirical inquiry, and the possibility of this linked to the divergent nature and lack of agreeance of the phenomenon within the literature, as noted in preceding section. The research by Conger and Kanungo (1994; 1997) assessed various stages that in incumbent to the leadership relationship. Stage one is the *'environmental assessment'* followed by *'vision formulation'* and '*implementation*'. The first stage is the perceived positioning of the leader based on followers' perceptions. This assessment stage is about the articulation of the vision and the proposed future for the brand and organisation. The second stage is the socialisation process and how the followers and leader conjugate during this relationship on the belief of a shared, better future, that in some cases seem as disparate from the mundane. Lastly, is the development and communication of the tactics and exemplary acts to shift the behaviour and motivation of the followers through aspects such as personal risk, sacrifice and giving of self (Yukl 1999; Conger et al. 2000). Hence, the evaluations result from the attributions on performance cues and the drawn inferences (Jacquart and Antonakis 2015).

The most poignant example in recent time is the development of radicalised Muslim sects or groups such as ISIS, which have generated thousands of followers' worldwide. Abu Bakr al-Baghdadi was the positioned leader of ISIS, as he held a vision and position of authority as the chosen caliph (decedent of the Prophet) of Islamic State of Iraq and the Levant. This position afforded him the power to dictate to his followers about his interpretation of the Quran and build a connection with followers through recorded and live recitals. Thus, developing a shared belief system and proxy relationship with a large group of people, to mobilise a movement. In conviction he converted non-believers and in some cases Muslims who he then radicalised and trained to become martyrs for the Prophet against infidels (non-believers); through merciless acts of violence and terrorism around the globe.

Figure 2.0.4: The Leadership Relationship

Environmental Assessment	Vision Formulation	Implementation
• Follower perceptions of leader • Virtue of authority in positioning	• Connection/ interaction between leader and follower • Shared belief system	• Behaviour, motivations and emotions of followers
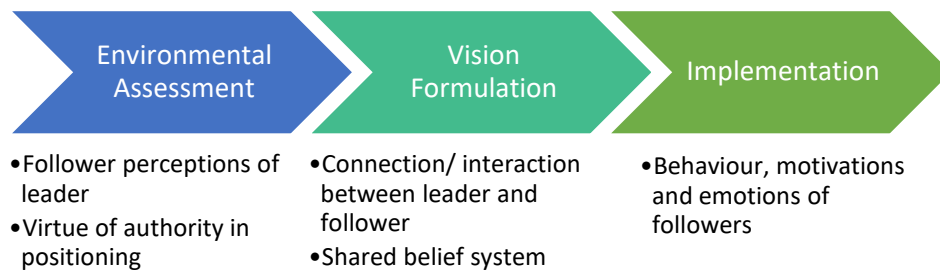
Antonakis et al. (2011) interestingly examined whether charisma can be taught to leaders; and found some key markers of charisma, however none are clearly defined. This research however, along with other work by Antonakis et al. (2016) have identified the need for further research into this phenomenon in order to identify other markers and better predict charismatic outcomes (Muthen and Shedden, 1999). There has been criticism of the value and use of the construct within leadership domain, and Antonakis et al. (2016) argues for the need for conceptualisation and measurement of the construct. There is further support that charisma can be built and does not need to be inherent 'naturally' to any one specific individual or organisation.

The most salient contribution to the furtherance of charisma through empirical research is providing a framework to measure the process of charisma, and the associated developed scale is multi-dimensional, building on past research.

Marketing and Branding

Finally marketing was not immune to the interest in charisma, with the potential to provide a solution to creative design, consumer experience and engagement, recognition and Word Of Mouth (WOM). Whilst not all have been researched, there are many opinion pieces and cross-sectional industry observations provided by the novice. There are few studies within the general marketing and branding literature which have fragmentally researched charisma but not yet clearly conceptualised the phenomenon; even though some do try to provide empirical measures of the construct. Some select studies have been chosen to be discussed on their merits and drawbacks to inform the current research. Considering the conducted studies, the key inquiry is the basis of the personalised charisma by extending the CLT.

Vercic and Vercic (2011), extended the Charismatic Leadership Theory, developed by Conger and Kanungo (1994) in an attempt to conceptualise 'Generic Charisma' and its measure thereof to include all human beings. It followed Jayakody's (2008) approach extending from just leaders to inclusion via a cognitive-affective approach. What is interesting, is that in both cases, the core concept and purpose of charisma is missed. The notion that one is charismatic does simply not arise because you are already a leader, but rather how the charisma is perceived by a following or group will propel you to that status within the given group. The conceptualisation and resulting investigation and measure is flawed, as the research premise only used part of the literature to inform the study, and fail to account for the subjective nature of the construct itself. Additionally, some of the issues with a direct extension of the CLT, is the phrasing of the terms and characteristics such as *'being attractive'*, *'being honest and reliable'* are neither descriptors of a personality or charisma in general, as what we learn from the literature and historical observation, this is not accurately perceived or true in any sense. Lee at al. (2015) followed a similar approach within the context of fashion branding and the interplay of gender; which further highlights some of the drawbacks of pure extension and divisive inquiry into the phenomenon. Neither provide a clear conceptualisation of the construct itself. In a recent exploratory study by Ashill, Semaan and Williams (2019) the idea of conceptualising brand charisma in the context of luxury has been undertaken but the concept itself is treated as a foundation as part of the charismatic brand personality (personalised), with reliance on the Conger and Kanungo (1998) scale. The main aim of the exploratory study was to identify brand behaviours through the use of a qualitative inquiry.

The ensuing problems within the current marketing and branding literature is to know how to distinguish charisma from other constructs, as demonstrated in the above review. The poignant concern is Brand Personality, developed by Aaker (1997), by which human characteristics are assigned and associated to brands in order to provide some level of archetype. There has been criticism within multiple studies throughout the literature regarding the accurateness of the scale (Heere 2010). It is noteworthy to mention that charm is included in the 40 item, five factor scale and has also been the main criticism for this current research to conceptualise luxury brand charisma. Some feedback has noted that charisma is part of a personality, but as we have demonstrated thus far, it is not. Some of the inherent issues with this and linking it to the Big Five is the terms that are used; such as 'ruggedness', 'excitement', 'competency' and 'sincerity'; which firstly are not all traits of personality and secondly, the issues when the scale is applied to generic consumer brands and luxury brands, it is conceptually flawed and resultantly too is the measurement thereof (Azoulay and Kapferer 2003).

Smothers (1993) discussed charisma as a social process that occurs to propel those brands from the ordinary to the extraordinary, that can be personalised and depersonalised. Smothers (1993) played with the idea that charisma too can be both, but focused much of his argument around charisma in brand building on a product level. This was the focus as it is the tangible outcome and artefact that consumers will use to display the sense of belonging to the charismatic [brand]. However, the author argues that all brands can have charisma, which is clearly divergent to the theory and literature. The example used is that charisma is subjective, which is true, however the author enacts charisma as the belief of charisma is grounded in those who already own the brand. This is an obvious conclusion, for example if one owned a specific brand and limited edition products of that brand it would be fair to argue one would perceive it as charismatic. However, what Smothers (1993) does not postulate is the ability to convince and persuade a non-believer of a brand, through interaction, the aspirational and attachment to that perceived charismatic brand. The desire to belong and maintain the relationship (albeit perceived) not simply gained through physical ownership. Hence, a gap that exists in the investigation within the literature is the investigation of charisma from a general consumer perspective *[Gap 4]*.

As these studies in marketing and branding are not clearly conceptualising the construct but they have provided some insightful contributions into the difficulty to conceptualise and measure the construct. For example, the difficulty to completely remove the individual from the charismatic relationship (e.g. Dion and Arnould 2011; Dow 1969), the properties of

charisma (e.g. Thrift 2005; Lorimer 2007; 2010), the postulated effects that charisma has on follower behaviour (e.g. Yukl 1999; Conger et al. 2000; Lindholm 1992) and the stages of the charismatic leadership relationship (Conger and Kanungo 1994; 1997; Antonakis et al. 2011).

These studies provide evidence that authors believe in the importance of using charisma as part of brand building, and some salient characteristics have emerged. Hence, we consider the depth of the research in this area and the notion that two main domains of charisma does exist; the first being the personalised domain that a charismatic brand provides the follower. This is done through the myths, metaphors and sense of wonder that is perceived. Whilst, the depersonalised is the command of craft that the brand displays that transcends time and place to remain relevant. These dimensions are used to build upon all other generic aspects that are inherent to brands such as prestige, imagery and sense of belonging. As we proceed through the literature there is a sense that charisma has changed and collapsed into a form of personal style (Turner 2003), hence while being in style or 'en vogue' could be an important signifier of success; style too is linked to social risk (Turner 2003), perhaps why charisma is fleeting and difficult to sustain ongoing.

Dion and Arnould (2011), investigated charisma with much interest through the eyes of brand managers and policymakers; investigating charisma as part of a retail strategy and how contagion effects of the luxury brand are grounded in the creative director. This is the most notable qualitative research about charisma in a luxury branding context. It is a valuable contribution to the literature as it explores charisma in a luxury context, albeit from the perspective of persona. It provides useful commentary on the operationalisation of this phenomenon, and to some extent the 'depersonalised' charisma. Importantly, the authors noted the importance and maintenance of the brand *'aura'*, the *'mythology'* and the maintenance of *'symbolism'* and the *'representation'* of charisma (Dion and Arnould 2011). The challenge is to create new products within the brand but without losing the aura (Brown et al. 2003).

The importance of the phenomenon and its observed effects are in line with the extant literature and support the current purpose of this research as the relationship between brand and consumer is denoted by adoration and the social process to maintain and validate the charismatic brand in an institutional sense. This can be done through retail staging (Dion and Arnould 2011), as suggested or the process and contribution of those interacting with the brand and representing it. Dion and Arnould (2011) note the danger of grounding the charisma of the brand in an individual; such as Alexander McQueen, Dior during Galliano

days and Louis Vuitton and Marc Jacobs; as once a digression or departure occurs, the charismatic authority and relationship is not legitimised and therefore ceases to exist. These findings are supported by the extant literature (e.g. Dow 1969; Lindholm 1990; Fournier 1998; Sheth and Parvatiyar 1995) and provide further evidence for what is expected from the conceptualisation of the luxury brand charisma construct. So employing the fine balance for luxury brands is particularly precarious. Based on the above it is identified that there is limited application and extension of the CLT within the marketing and branding literature *[Gap 2]*

As this current research aims to conceptualise the phenomenon of charisma to encompass institutional charisma, without forgoing the personalised grounding of the construct. Whilst there is an expectation that there will be some correlation between the Big Five and CLT due to the inclusion of charm into the Big Five, and the use of the CLT at length within this domain, the conceptualisation of luxury brand charisma will be distinctive in its scope and purpose; to provide a clear empirical measure of luxury brand charisma that is distinctive from other constructs and measures within the literature.

As aptly concluded by Martin (1961)-

> "*There* is *no single charismatic temperament or personality type but there is a charismatic phenomenon which can be theoretically and empirically isolated as an independent form of authority*".

The following section shall commence a detailed scope of defining luxury. Further a clear articulation of luxury brand charisma, based on the cumulative learning from the preceding sections; articulating a scope for this proposed research.

(3) Luxury Branding
Defining Luxury

Whilst the focus of this study is clear and its scope defined to only luxury brands, it is important to define 'luxury' for the intent and purpose of this research. Some difficulty exists in how to define luxury as this is usually dependent on the individual and their own subjectivity of time and place (Berry 1994; Kapferer and Bastien 2012), much like charisma. Luxury at its core is about selling dreams, not to create envy (Kapferer and Bastien 2012) but the notion to maintain the dream is difficult with the overwhelming pressure and growth experienced in this sector (Kapferer 2015). The products afforded by many luxury brands are exceptional, hence the challenge for most brands is how to manage growth or to maintain the dream.

Luxury is the selling of cultural advancement and a higher quality of life (Kapferer 2015), hence the focus is on the experiential nature of luxury and the offering itself holds intrinsic value to the individual. Luxury requires attainment, and the 'chase' whereby those who wish to belong within the elite and exclusive cannot easily obtain the luxury brand offering, hence the social stratification of luxury exists (Kapferer and Bastien 2012). The 'luxury' aspect of brands are diluted when exhibited by long queues outside of Louis Vuitton for example; as the 'dream' and life beyond the ordinary are now accessible to all. Hence, while having style is important, it should not verge into the realm of 'fashion' to be trendy or ostentatious. Previous research has highlighted that luxury brand management requires a distinctive approach (Phau and Prendergast 2000; Vigneron and Johnson 2004), primarily due to the built perceived social distinction these brands afford to their lucky buyers. Thus, Kapferer and Bastien (2012) discusses the brand gap and how this distinguishes exclusive brands and 'en-masse' luxury brands, and this was further explored by Rambourg (2014) that different levels of luxury exist. Maintaining this perceived gap is crucial in luxury and that a level of authority and inspiring attainment is sustained. The following distinction is offered by Kapferer (2015) between premium, fashion and luxury positioning strategies (Refer to Figure 2.0.0).

Figure 2.0.0.: Comparing Luxury Brand Positioning to Premium and Fashion

THE POSITIONING TRIANGLE

Luxury

Social elevation
Timeless
Self Reward
Hedonism

Non comparable
Priceless
Superlative
Rare quality

Social tribal
imitation
Instants

Performance / Price
Investment
Comparability
Realism

Fashion   Frivolous   Seriousness   Premium
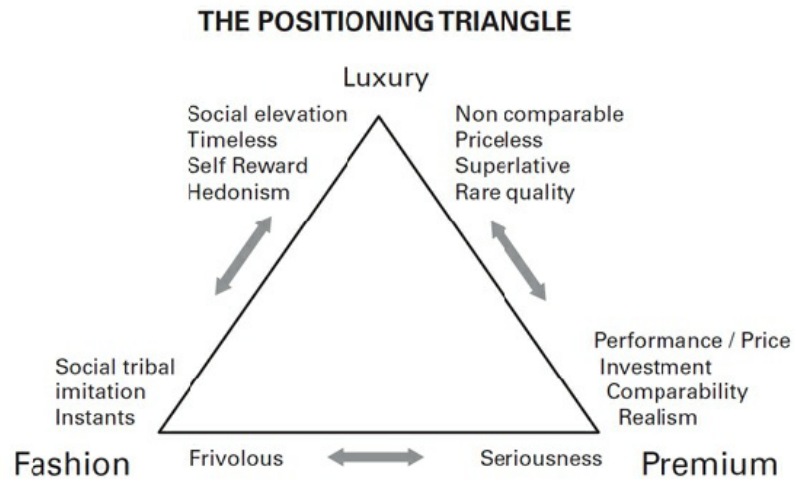
(Kapferer 2015)

The key to luxury strategy is defined by incomparability that is absolute control over the supply chain, strong customer experience, craftsmanship and a respect for tradition, storytelling, and recognition (Kapferer 2015). There is some clearly supported dimensions of luxury that is evidenced within the literature, building on the early works of Vigneron and Johnson (2000). The brand gap creates a natural barrier to communication and competition and those brands that can bridge the gap are constituent as possessing charisma as people believe there is no substitute (Neumeier 2005). Luxury brands compete to have a recognisable identity and awareness, evocation of exclusivity, perceived quality and retain loyalty along with preference and sales (Vigneron and Johnson 1999; Phau and Prendergast 2000). As the rarity principle is defined by Dubois and Paternault (1995) and Mason (1981) suggests that enhancement of characteristics such as art, creativity, uniqueness, excellence, beauty and magic should remain important. The enhancement of these characteristics are executed through the imbuing of signals in brand communications.

This could be referred to as the brand's body language and the actions of the brand (Buckley 2012; Goode 2007). The importance of the implicit versus the explicit messaging is the effects that the unconscious emotional recall and memory by building associations between the brand and consumer. For example the colour red is associated with Valentino, the motif of a fox with Maison Kitsuné and philanthropic efforts such as Loewe x Knot on My Planet. It has been shown that messaging that does not have a strong product focus, but rather the values of the brand has a positive effect on brand preference and decision making (Goode 2007). For example Tiffany and Co. stress the unique setting of their diamond ring, the exclusivity of the jewellery and rarity of their materials. Versace on the other hand used the head of

Medusa as their logo because she made people fall in love with her with no way back. In essence, for a brand to create utter devotion to the brand.

Figure 2.0.5: Luxury brand associations

Image credit: PierPaolo Cito/ Associated Press

Image credit: Sandra Bauknecht; Loewe

Image credit: Tiffany.com
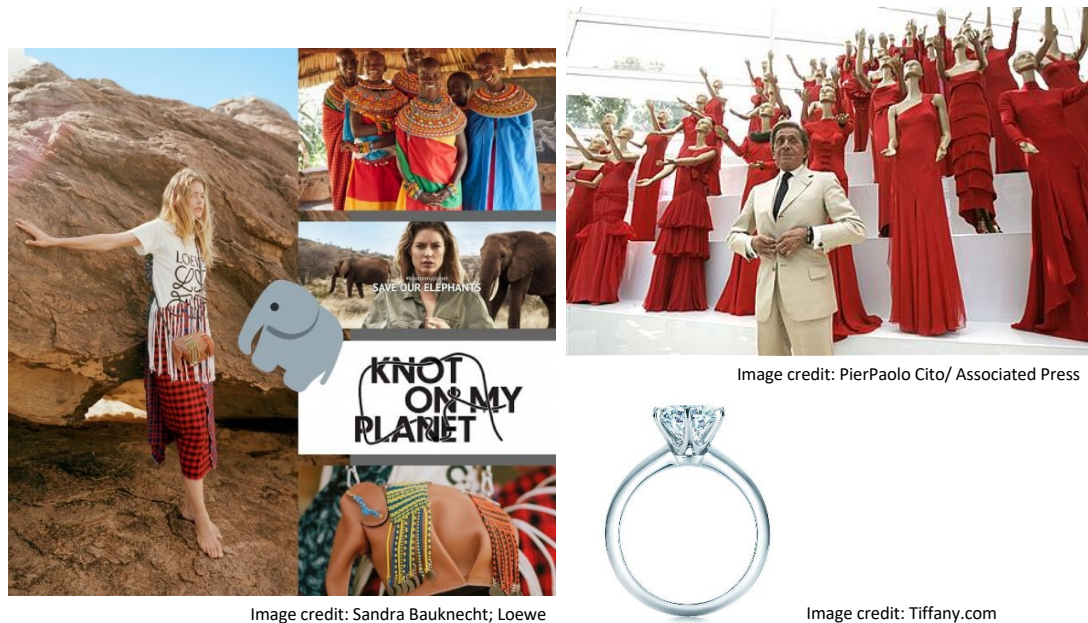
L-R: Loewe Campaign, designer Valentino Gravani, Tiffany & Co. engagement setting

One of the salient observations of signalling stems from observations in biology and the meaningful and costly signals developed by animals to demonstrate their 'strength' and 'status' (Buckley 2012). Thus, signalling theory (Revesz 1941; Stumpf 1911) which stems from Darwin (1874) suggestion and observation of bird calling and mating displays to the evolutionary psychology known as 'cost signalling' (Dissanayake 2009). It has been researched in economics and postulated that in order for those producers who have a superior product to be able to achieve an economic advantage, they need to signal the better quality to consumers in order to alter perceptions of the consumer towards competitors and comparing brands (Morris 1987); thus to achieve a great 'cost'. In marketing, this signalling can be the positioning of consumers as to how they signal their identity to others by ownership of certain brands and products for example (Wernerfelt 1990).
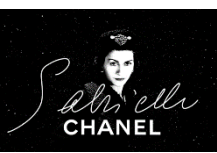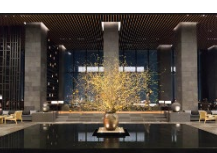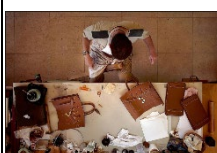
While this research is not concerned with analysing the communication signals used by brands in-depth, or analysing the nuances of language used; implied versus explicit signalling is important to understand how this fits into the definition of distinguishing luxury brands. Implicit communication can aid in building and reinforcing brand associations, but the key is for the signal itself to be difficult to imitate; hence coined the term 'costly' (Buckley 2012).

Table 2.0.2 below following the works of Smith and Harper (2003); Zahavi and Zahavi (1999); Ulrich (2007) showcase some of the implied signalling in biology. This is then compared to the implied signalling in luxury brand strategy as evidenced from a perspective of this research.

Table 2.0.2: Signalling in Biology vs. Luxury Branding

"Energy Expelled"	*"Creativity"*	*"Maintenance"*	*"Structure"*	*"Craftsmanship"*
Gazelle Stotting	**Toad Croaks**	**Super Territories**	**Bowerbirds**	**Hand Axes**
Gazelles jump up and own when spotted by a wolf. This gazelle is signalling to the wolf that is has been seen; by jumping up and down it wastes *valuable time and energy* thus sending a costly signal that it is able to outrun the wolf.	A male toad mounts a female who is ready to lay. While on top the male croaks. The deeper the croak the stronger the toad. It is a costly signal as a deep croak is only possible if the male holds the female tightly. If croak is high it signals weakness.	The size of an animal's territory can serve as a signal of their strength. A large territory proves the males superiority and a better mate. The territory serves no purpose but to signal the strength of the male. Territories are costly as they take *time and energy to maintain.*	Bowerbirds build structures to attract females. The structures serve no purpose beyond acting as a signal to females. *The more elaborate and complicated the structure the stronger the signal.* The signal is costly as the bird must waste *time and effort* to create the structure.	Early man had a preference for highly symmetric, carefully crafted stone hand axes. These axes did *not have a practical use* but acted as a signal to a man's strength and ability. To make one a man would need to have *access to resources*, *fine motor skills* and be able to *sit and craft for hours and still survive*.

Smith and Harper (2003); Zahavi and Zahavi (1999); Ulrich (2007)

Ritz-Carlton	**Chanel**	**Fondation Louis Vuitton**	**Aman Tokyo**	**Hermes**
The gold standards of the service provided by the Ritz-Carlton staff allow them up to USD2000 per incident to solve customer problems, recover a service failure or just to ensure a unique guest experience.	Chanel launched their "Inside Chanel" chapters, which are high quality videos; whereby they creatively detail and explain the values of the brand. At current it is up to Chapter 25 in the evolving story of the brand in over 8 languages with millions of views on social platforms.	Louis Vuitton opened the Fondation in 2006 to showcase art and build the association between the brand and artistry to welcome more than one million visitors each year In Paris, and feature various exhibitions from around the globe. They also have exhibitions around the globe in Tokyo, NY and Seoul.	Many hotels spend extensively on their lobbies to signal wealth and status. The Aman Tokyo has a 30m high ceiling with white washi paper, water features and 2 rock gardens; along with a flower arrangements of Ikebana on the 33rd floor. With only 84 rooms and none use of prime real estate is a clear signal.	Hermes has created strong associations by showcasing behind-the- scenes content of how long it takes to handcraft a Birkin; the sourcing and artisan skills of the creators and a timeline of the evolution of the bag itself. Worth between USD10-100k each and a waitlist of up to 5 years.

Categories of Luxury

Stemming from identity signalling and defining luxury, there are specific categories that have been shown to elicit luxury perceptions and connotations that is distinctive from other used terms, such as 'prestige' (Dubois and Czellar 2002). Luxury is auratic in nature (Benjamin 1927/2002; Arvidsson and Malossi 2011; Heilbrunn 1999, p. 189) and there is a strong sense of experientialism and indulgence attached to luxury ownership. Hence, the following categories have been chosen to be assessed as part of this research. According to Dubois and Czellar (2002), the categories relating to comfort, beauty and refinement are the most salient of luxury due to the hedonistic and non-necessity of these categories (Berry 1994) to survival. The categories can be further refined to include hospitality, cosmetics and apparel (Dubois and Czellar 2002) as they are self-indulging and part of refinement. Luxury for this study can be broadly examined in either tangible (e.g. apparel and skincare products) and experiential (e.g. hotels and restaurants). Thus, we move to examine the unique relationship between the luxury brand and consumer.

Brand- Consumer Relationships

Luxury has allowed those who own luxury products to access a privilege and a life beyond exception (Thomas 2008; Kapferer 2015); but at various levels (Rambourg 2014). Desire to own and belong is a driving force behind luxury ownership (Girard 2005), and it is not about the products or brands per se, but the notion to mimic others that are deemed aspirational and attached to the postulated charismatic individual. Hence, the embodiment of those wants and desires. Other measures have been examined in the literature pertaining to brand-consumer relationships such as positive WOM (Lee et al. 2015), brand love (Batra et al. 2012), engagement self-concept (Ross 1971; Malhotra 1988), brand loyalty (Chaudhuri and Holbrook 2001) and increased motivation to approach or avoid the brand (Rossiter 2014).

This relationship and interaction has been of interest to researchers for many years as if there is a perceived close relationship between brand and consumer the postulated increase in positive effects, beyond the aforementioned variables, include willingness to pay higher price premiums (Jacoby and Chestnut 1978; Chaudhuri and Holbrook 2001), greater reliability and predictability of consumers and market share (Assael 1998). Other aspects such as commitment and trust are valued by marketers as it requires long-term obligation and repeat interaction (Hess and Story 2005) which could also increase awareness and kinship among a group (Muniz and O'Guinn 2001). Through the course of this research and

literature review, Table 2.0.3 identifies the intersection of luxury and charisma and how the phenomenon is most salient in the characteristics it exemplifies.

Table 2.0.3: Intersection of Luxury and Charisma

Luxury	Charisma
Exclusivity	**"Gift"**
Reserved for the few elite	Endowment, special
Life beyond expectation	Release from the mundane, ordinary
History	**Tradition**
Expertise, Lineage	Values, Morals
Social stratification	**Belonging**
Luxury is to dream not envy	Group identification
Hedonistic, sense of indulgence and pamper	Imitation
Multi-sensory	**Aura and Impression**
Aesthetically strong	How someone makes you feel
Distinctive	Strong and distinctive qualities
Sensations	Experiential
	Emotion
Social phenomenon	**Socialisation Process**
Personal and spontaneous desire	Reciprocal
Not time bound	Continuous dialect, support new traditions by old prophesy
Implicit Messaging	**Impression**
Signify values	Awe, reverence
Symbolic	Emanation
Attachment	**Devotion**
Lack of substitution	No substitute
Status	Willingness to sacrifice beyond coherence
Craftsmanship	**Skills and Ability**
Quality	Order and structure
Resources	Provide vision for future
Products	Communication, oratory ability
Identification	**Representation**
Awareness	Values and ideals
Recognition	Identification
Signature artefacts	Iconic

LUXURY BRAND CHARISMA

There are studies within the luxury marketing and branding literature that have examined the brand-follower relationship (Punjaisri et al. 2013; Kim et al. 2014), but few studies that have examined this relationship using charisma, with a few notable exceptions (Dion and Arnould 2011; Smothers 1993; Vercic and Vercic 2011). Many scholars have further explored the influence of charisma via case studies and social observation (Shils 1965; Dow 1969; Smith 2000); and others into more generalizable context of Charismatic Leadership Theory in organisational behaviour, management and political science (Conger and Kanungo 1994; House and Howell 1992; Shamir 1995). Through these studies however there is no clear conceptualisation of the charisma phenomenon or for this context 'luxury brand charisma'. It is postulated that charismatic characteristics is most salient in luxury brands, due to the numerous shared characteristics between the two. For example the ability to communicate an ideal or idea whilst being an icon or symbolic of time and place (Assouly 2005), the ability to transcend time and remain relevant to modern consumers (Kapferer and Valette-Florence 2016).

Some of the salient observations that is deduced from the literature is that the 'impression' of the brand is important (Friedman et al. 1988; Dion and Arnould 2011; Dubois and Czellar 2002) along with the maintenance of the charismatic relationship (Weierter 2001; Spencer 1973; Shils 1965; Dow 1969). Interestingly some of the stronger phrases and associations are the 'aura' or spirit sensed, the 'mystique' to imply the perceived glamour and power association and the general 'awe' or reverence between fear and wonder towards the brand exuding the charisma; which interestingly links to the importance of communication.

To identify a brand's charisma, something that a consumer would perceive, it is inevitable that the terms are usually ascribed via tangible means, such as 'iconic' or 'signature' techniques, products, colours and associations (Brady et al. 2005) that have been used by the brand; and in the minds of consumers' to position the luxury brands to be unique and distinctive compared to their competitors (Vigneron and Johnson 2004). Additionally, the emerging narrative is the 'identity' of brands need to be clearly communicated, which stems from previous findings in the literature that in order for charisma to be perceived it needs to be communicated (Bensman and Givant 1975; Smith 2000; Vercic and Vercic 2011; Conger et al. 2000; Dion and Arnould 2011) and demonstrated (Dow 1969). For example demonstration could be through products and packaging design or published brand content, which is always relevant and timely to a specific audience. Whilst the 'appeal' lies in the

escape of the ordinary, which is afforded by charismatic luxury brands as it holds a magical quality (Weber 1946; Shils 1965), providing a unique and revolutionary idea and vision (Shamir 1993) for consumer to belong. Resultantly, there is no research framework or empirical scale to measure luxury brand charisma.

Through the identification of the different dimensions of luxury brands it is evident to note that from a brand manager's perspective the key concerns would be consumer perceptions of luxury and their evaluation of the products along with willingness to purchase. Whilst these measures are important, from brand to brand, it would be fairly easy to replicate and not accurately capture the measure of luxury. As discussed it is about the chase and desire for the dream, not necessarily the easy fulfilment thereof. Authors have purported the notion that charisma may be the characteristic that brands use along with other branding and marketing strategies in order to maintain the perceived brand gap (Neumeier 2005; Dion and Arnould 2011) and maintain the dream of luxury ownership. Therefore the communication from the charismatic brand in both the explicit and implied messaging will focus on value propositions (Shamir et al. 1993) by including more references to the notion of belonging, reference to history and distant goals and positive worth of collective and personal. It is important to have some congruency between the brand messaging and the potential follower values and identities. Therefore there is a lack of empirical research within the marketing and branding context about luxury brand charisma *[Gap 3]*. This further highlights the lack of clear conceptualisation, framework and scale to measure luxury brand charisma *[Gap 1]*.

If the above characteristics are stressed by brands then the followers are expected to have a higher sense of self-worth and collective efficacy as stronger similarities exist between the brand and follower. Additionally, there is an increased personal commitment to the brand, willingness to sacrifice for the collective; and personally to find meaning. Hence, the more appropriate measures for consideration for brand managers is luxury brand aspiration, belonging and brand attachment. These are enduring measures, as if the focus is on attainment and purchase, it is no longer a luxury strategy but rather a premium or fashion brand one. This research brings into question, under the charismatic authority of the brand, does perception of luxury hold value due to the nature of charisma itself, and its postulated and observed ability to influence attitudes and evaluations (Yukl 1999; Shamir 1995); which could be superseded by measures such as strong brand attachment and aspiration *[Gap 4]*.

Shamir et al. (1993) identified the three common processes of attachment that is afforded by the charismatic relationship; namely the personal and social identification and value internalisation. Personal identification is the attempt to mimic or be like another (Kelmar 1958), in this case the charismatic brand, as it signifies ones congruent values, beliefs and identity through and to the brand. Secondly, social identification is the boundary defined behaviours that is communicated by the brand and serves to influence the collective by emphasising the brand's distinctiveness, prestige and competition to others (Shamir et al. 1993). Lastly, value internalisation is seen as the commitment to the charismatic individual and group; which rely on the implicit signalling of brands. In order for all of this to work effectively it requires the socialisation process to be reciprocated between leader and followers. There is a need to investigate the effects of luxury brand charisma across differing categories and luxury brands *[Gap 5]*.

Finally, we will conclude this literature review with the summarised research gaps identified within this discussion in the subsequent section.

(4) RESEARCH GAPS

Based on the preceding literature review, the following research gaps are summarised:

Gap 1: The lack of a conceptualisation of luxury brand charisma and framework to measure luxury brand charisma and resultantly an empirical scale

Gap 2: The lack of extension of the Charismatic Leadership Theory in marketing and branding literature

Gap 3: Limited empirical research investigating luxury brand charisma in a marketing and branding context

Gap 4: The lack of empirical research to investigate the effects of luxury brand charisma on consumer perceptions and response behaviour

Gap 5: The lack of empirical research to investigate the presence and effects of luxury brand charisma across different brands and product categories

CHAPTER CONCLUSION

This chapter has systematically reviewed the literature pertaining to charisma, drawing on multiple disciplines, which serves as the basis for this research and will be drawn upon during various stages throughout this inquiry into the conceptualisation, validation and generalisation of luxury brand charisma and the proposed scale development. The following Chapter 3 will serve as the foundation to closely examine and discuss the theory and framework underpinning this research.

CHAPTER 3

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

CHAPTER OVERVIEW

This chapter will examine the hypotheses for the study and their key underpinning and supporting theories for investigation through this proposed research framework.

This chapter is structured as follows:

1. This section reviews the research question and objectives of this research and how it aims to address the gaps identified within the literature review (CH 2);
2. An introduction to the key underpinning theory of the Charismatic Leadership Theory;
3. The key supporting theories for the study are outlined and discussed via a thorough exploration of the proposed relationships within the differing conceptual models;
4. The research framework is discussed and outline;
5. Finally each of the main hypotheses are postulated.

(1) RESEARCH QUESTIONS & OBJECTIVES

In review of the research gaps identified within the literature (CH 2) the following research questions and associated objectives are proposed:

RQ1. What is luxury brand charisma? **[GAP 1, 2]**

Objective 1: To conceptualise luxury brand charisma and develop a working definition of luxury brand charisma for the purpose and context of marketing and branding.

Objective 2: To develop and test a framework to measure luxury brand charisma, through the development of an empirical scale

RQ2. How does luxury brand charisma influence consumers' perceptions and evaluations towards luxury brands? **[GAP 3,4,5]**

Objective 3: To investigate the relationship between luxury brand charisma, perception of luxury, attitude towards the brand

Objective 4: To investigate the relationship between brand aspiration and brand attachment

Objective 5: To investigate the mediating effects of perception of luxury and attitude toward the brand

Objective 6: To validate and generalise the luxury brand charisma scale across various luxury categories

(2) KEY UNDERPINNING THEORY

The key underpinning theory is established and extend within this research as a support for the research framework. Upon closer examination the supporting theories, discussed in the next section, are closely linked to the underpinning theory.

Charismatic Leadership Theory

The key theory extended by this research is the Charismatic Leadership Theory (Conger and Kanungo 1994; Conger et al. 2000). The CLT is used to explain and emphasise the brand's ability to convince a following of a specific vision (Bass 1990; Valle 1999; Weuerter 1997), and provide a sense of order, coherence and continuity (Martin 1961). Charisma only exists if followers behave in certain ways (Wilson 1975; House et al. 1991; Weber 1947) and these responses are characterised by motivational arousal (McClelland and Atkinson 1985; Shamir et al 1993), identification with a group, or affiliation (Heyns et al 1958) and trust (House at al 1991). Other behaviours include actively seeking a relationship with the leader (Shamir et al 1993; Marcus 1961), excitement/ enthusiasm (Weber 1946, 52) and attachment (Bass 1985; Etzioni 1975, 305).

Charisma is usually perceived as the relationship between leader and follower, in this case the brand and consumer. This research has not exclusively selected a specific brand community or followers of a specific brand, but rather whether brands can elicit luxury brand charisma to be perceived by consumers. Sustaining impersonal charisma is crucial to be maintained or 'kept alive' (Weber 1947, 364), and integrated into the overall relationship (Martin 1961). This is important for the charismatic relationship because in order for the 'transcendent state' and affiliation to the leader (brand) to continue it requires the leader (brand) to be maintained (Marcus 1961).

What is evident is the congruence of behaviours between charismatic leadership of individuals and consumers of luxury brands. Luxury brands provide consumers' emotional gratification (Park et al 2013), a sense of belonging (Tynan et al 2010) and status (Goldsmith et al 1999; Phau and Teah 2009) among others. Many other studies (e.g. Phau and Prendergast 2000; Hagtvedt and Patrick 2008) have examined the behaviours, motivations and responses of luxury brand consumers. Therefore, it is strongly postulated that the presence of luxury brand charisma will have strong impacts on consumer behaviours such as attachment (Park et al 2008; 2010), attitude toward the brand (Spears and Singh 2004), loyalty (Chaudhuri and Holbrook 2001) and brand aspiration (Sreejesh 2015).

(3) SUPPORTING THEORIES

This section outlines the eclectic mix of supporting theories that is extended from multiple disciplines, such as social psychology and sociology to further the literature about the charisma phenomenon. These supporting theories are extended to a luxury marketing and branding context to support the postulated constructs' relationships within the developed research framework.

Law of Contagion

As this research postulates the effects of luxury brand charisma on consumer perceptions and evaluations, the effects of the 'spillover' between brand and consumer is postulated. The Law of Contagion (Frazer 1959, Mauss 1972; Tylor 1974) and spill-over effects (Hagtvedt and Patrick 2008) are supporting theories to assist explaining the establishment and operationalisation of the charismatic relationship. This is also to assist in the understanding of how meaning is transferred between brand and consumer, or the charismatic relationship.

The Law of Contagion stems from sociology (Frazer 1959; Mauss 1972) and can be best defined as the transference of meaning and the existence that, once two people or objects have come into contact, there will always persist some 'magical' link between them (Argo et al 2006), even after physical contact ceases (Rozin et al 1994). Contagion has been extended to marketing and branding context, through the study of art infusion effects on product evaluations (Hagtvedt and Patrick 2008), consumer contamination in retail (e.g. Argo et al 2006, 2008; Castro et al. 2013) and shelf-based scarcity cues (Hatton-Jones 2015; et al. 2017).

The Contagion Effects does not require physical touching to occur but can be operationalised via the use of a stimulus that has an impact on at least one of the senses. For example brands like Chanel use their brand content; such as the Chanel Chapters or fashion shows. This provides a presence of luxury brand charisma and signals to consumers, therefore the transference of meaning occurs between the brand and consumer. Therefore, as suggested by the CLT with this transference of meaning luxury brand charisma should impact on the consumer's perception, evaluation and behaviour toward the brand.

Spillover Effects

As Jaeger (2011) discussed, the impressions and perceptions that accumulates of a given brand will be transferred by providing some sensation or feeling and allows the consumer to 'disgorge' the brand meaning and content. Spill-over effects occur as there is a change in the motivation of an individual that could potentially result in the adoption of a new behaviour (Elf et al. 2018). Thus, will constitute a change and impact of subsequent behavioural outcomes (Truelove et al. 2014) stemming from the initial behaviour.

Spill-over effects for this context are positive (Dolan and Galizzi 2015; Elf et al. 2018) and thus suggest that one behaviour that leads to the next will be consistent with the initial interaction. When charisma is perceived it enhances the ability to influence the beliefs over a group of people (Shamir 1992; Yukl 1999) to purport the individual to the perceived 'leader' within a given population (Conger 2015). Hence, the spill-over effects is an extension of contamination theory, as it suggests that a transfer of key properties of the brand (in this case luxury brand charisma) that leads to an influence on consumer perceptions (Hagvedt and Patrick 2008; Lynn 1989; Fishbein and Ajzen 1981) and behavioural response.

Rarity Principle

The rarity principle stipulates that for luxury brands to retain their prestige and distinctiveness from other brands they need to control their diffusion of the brand (e.g. distribution and communication channels). Thus, the rarity principle is used (Veblen 1899) exclusively to investigate luxury brands (Phau and Prendergast 2000) as the importance for the maintenance of the rarity is most salient in this sector.

Furthermore, in the context of charisma this is also a valuable supporting theory as for the charismatic relationship to be maintained it is necessary that it remains congruent (Kelmar 1958) and not routinised (Jaeger 2011). More specifically, this implies maintaining scarcity and exclusivity as a means to increase the value consumers hold in that product or brand. By examining the effects of the rarity principle as a support to the measure of perception of luxury, it could be demonstrated that certain brands or categories of luxury are perceived more valuable than others. This would then constitute a spill-over effect on consumer's evaluative measures of aspiration (Sreejesh 2015) or attachment (Park et al 2008; 2010).

Signalling Theory and "Charismatic Signalling"

Signalling theory (Maynard Smith & Harper, 2003) is largely studied within evolutionary biology, and is extended namely to understand the communication between groups, communities and individuals (Przepiorka and Berger 2017). This research is extending this to the brand-consumer interaction and communication. The act of social signalling, commonly demonstrated in the luxury industry, is driven by the brand signalling theory (Erdem and Swait 1998), whereby individuals will display ownership of branded items to signify the individual's belonging to that brand (Kastanakis and Balbanis 2011). Thus, in turn signals the individual's status and prestige to others (Teah and Phau 2010). Prior research has found that brand signalling has a positive impact on brand credibility and therefore increases a brand's perceived equity (Erdem and Swait 1998).

In the context of this research, belonging and affiliation to the brand is of utmost importance and therefore signalling theory would have an influence on consumer behaviour. Through the charismatic lens, this assists in the explanatory power that charisma does significantly impact on consumer processing (Shamir et al. 1993), such as lower cognitive load (Erdem and Swait 2004) and improved perceptions of quality (Erdem et al. 2002). It is also further postulated that charismatic brand command devotion by conviction they are able to exert power over individuals (Berger 1963).

Charismatic Signalling (Bulbulia and Frean 2010) is an extension of signalling theory (Maynard Smith & Harper, 2003). It is used to explain how properties of the brand could be used to exert predictable behavioural control of a group of people and their response behaviour. Therefore, brands utilise signals often available to consumers (such as brand or product) as a form of communication to manipulate the attributes or brand image to convey information about their brand, which can serve to influence overall evaluations from a consumer perspective.

As this research is examining the effects of luxury brand charisma on consumer behaviour it is an appropriate supporting theory for the hypothesised relationships.

(4) RESEARCH FRAMEWORK

The research framework proposed for this research is extending the S-O-R Model by Mehrabian and Russell (1974) which stems from the biology domain and has been used in the psychology discipline (Donovan and Rossiter 1982), called the Stimulus- Organism-Response model. This model has been extended for use in marketing and branding studies as part of research in consumer behaviour; such as consumer purchase (Buckley 1991), online store atmospherics (Eroglu et al. 2003) and gamification (Gatautis et al. 2016).

The framework itself has a few requisites; namely that the stimulus, intervening and response variables should be conceptually clear, comprehensive but parsimonious and operationally measurable (Donovan and Rossiter 1982). Figure 3.0.0 below is a depiction of the S-O-R Model and the parallel of its use within this research. As part of the requirements for the model, each construct proposed for use within this study have been shown to be conceptually clear such as perception of luxury and attitude toward the brand (Spears and Singh 2004); and the proposed brand aspiration and brand attachment (Sreejesh 2015; Sreejesh et al. 2016).

Figure 3.0.0: S-O-R Model Framework

Stimulus	Organism	Response
• External stimuli that influences the internal state of the individual. Can consist of both environmental and marketing variables.	• Internal emotional and congitive response which influences the relationship between external stimuli and the behavioural response	• Consumers' final evaluation that has certain behavioural outcome and action
Luxury Brand Charisma	Perception of Luxury Attitude toward the Brand	Brand Attachment Luxury Brand Aspiration

The presence of luxury brand charisma is proposed as the first initial stage within the framework; as this presence is evident within the brand content shown. Luxury brand charisma has strong postulated effects to influence consumer perceptions and evaluations that results in strong affiliation or response behaviour (Levitt 1975; Dow 1969) such as

attachment and aspiration (Bass 1985; Etzioni 1975, 305; Heyns et al 1958). The internal responses proposed for this model is perception of luxury and attitude toward the brand which are internal cognitive evaluations and has a mediating role between the stimulus and response variables. The behavioural outcome variables are brand aspiration and brand attachment as they are influenced by the stimulus and organism components as part of the S-O-R Model.

Multiple outcome variables are proposed for this research, as it is postulated within the literature that luxury brand charisma has impact on various evaluations and behaviours (e.g. House et al 1991; Trice and Beyer 1986; Conger and Kanungo 1994; Benjamin 1927; Jaeger 2011; Howell and Shamir 2005); therefore using a single measure may not accurately capture the effects that it has on consumer perceptions and evaluations. Moreover, as literature suggests, many consumers use multiple evaluative measures during decision making which can in turn influence their behaviour (Aksoy and Ozbuk 2017). As this research is of the first within the literature, the testing of the research framework will be completed in subsequent stages. This is designed specifically to build a comprehensive framework and to measure the effects of luxury brand charisma through the hypothesised relationships and mediating effects, on each of the proposed behavioural and evaluative outcomes, which is discussed further below.

Additionally, this literature could therefore draw some inferences about which evaluative outcome holds more significance depending on the brand category tested. Three luxury categories are proposed to be selected for the main study of this research, with the intention to generalise the luxury brand charisma scale across three of the five established luxury categories (Berry 1994). This is in order to gain a comprehensive understanding of the effects of luxury brand charisma on consumer perceptions and evaluations; increasing the generalisability of the findings. More details of the chosen luxury categories, and their associated chosen brands are discussed in-depth in the following Chapter (CH 4).

Using the previously in depth literature review (CH2) and the developed and discussed theories within this chapter, the following research framework is proposed. This research framework will be tested in subsequent stages and results discussed according to the postulated hypotheses developed (CH7).

Figure 3.0.1: Conceptual Research Framework
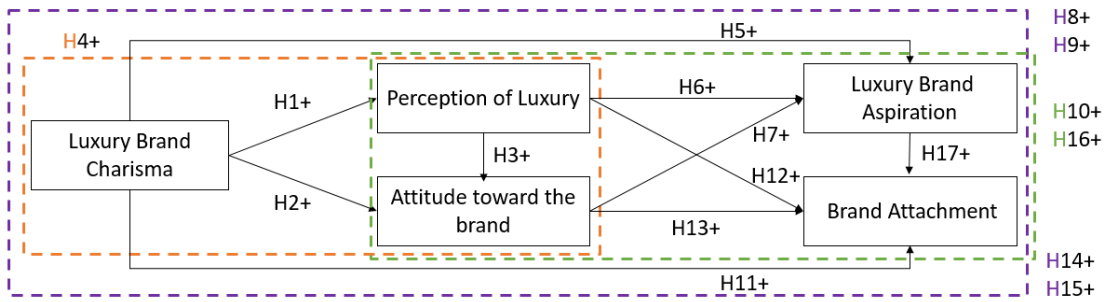
As demonstrated in the succeeding section, the constructs proposed for study have strong postulated relationships drawing on prior research; and the aid of explanatory power through the use of key underpinning and supporting theories.

(5) HYPOTHESES DEVELOPMENT

Using the proposed research framework the main hypotheses are developed across the two sequential studies of this main study. Study one (A) aims to test the relationships between the variables of the main model (H1-H4) as part of the research framework. Study one (B) and (C) extends these relationships to different outcome variables (H5-H16), as the effects of luxury brand charisma is expansive as findings in the literature suggest (e.g. McClelland and Atkinson 1985; Shamir et al 1993; Heyns et al 1958; House at al 1991; Etzioni 1975, 305) Lastly, Study Two specifically aims to address the relationship of luxury brand aspiration on brand attachment (H17) as proposed by Sreejesh (2016).

The main hypotheses of the various studies are discussed and developed in turn below.

Table 3.0.0: Overview of Studies

Study	Hypotheses	Objectives
Study One (A)	H1-H4	1. Theory building (by extending Charismatic Leadership Theory) 2. Conceptual framework development 3. Base model testing *Gap 1,2,3*
Study One (B)	H5-H10	1. Testing brand aspiration as outcome variable *Gap 3,4,5*
Study One (C)	H11-H16	1. Testing of brand attachment as outcome variable *Gap 3,4,5*
Study Two	H17	1. Conceptual framework extension 2. Testing relationship between outcome variables *Gap 3,4,5*

Study One (A): Luxury Brand Charisma, Perception of Luxury and Attitude toward the brand

The constructs tested within Study One (A) are presented in Figure 3.0.2, below. The initial part of the research framework provides the basis for the relationships between the presence of luxury brand charisma, perceptions of luxury and the evaluative measure of attitude toward the brand.

Figure 3.0.2: Study One (A) Conceptual Model Summary
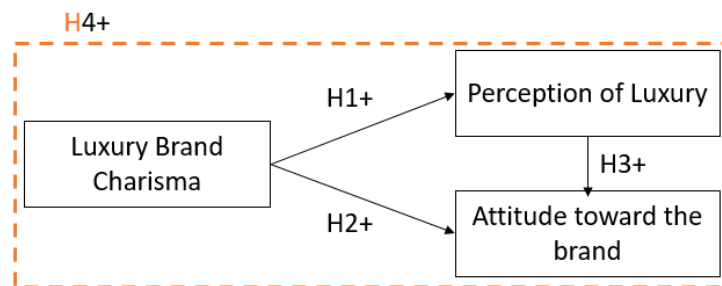
Luxury Brand Charisma will be conceptualised in the subsequent qualitative study and scale development procedure (CH5 and CH6 respectively). To date, luxury brand charisma is characterised by the desire to belong, aspire to affiliate and imitate those specific luxury brands (Smothers 1993 Yammarino et al 1992; Bensman and Givant 1975). Charismatic Leadership Theory (Conger and Kanungo 1994; 2000) further supports the postulated relationship between brand and follower; thus the presence of luxury brand charisma has the observed ability to influence attitudes and evaluations (Yukl 1999; Shamir 1995).

The operationalisation of this relationship occurs as the brand provides signals to consumers, available via brand content for example, to demonstrate the presence of luxury brand charisma. Brand signalling (Erdem and Swait 1998) assists in the explanatory power that charisma does significantly impact on consumer processing (Shamir et al. 1993), such as lower cognitive load (Erdem and Swait 2004) and perceptions (Erdem et al. 2002). This is due to the perceived credibility and trust that exists between the two, and therefore positive evaluations are often characterised (Takala 2010); leading to more positive attribution to the brand itself. Therefore the following are hypothesised:

H₁: There is a significant positive relationship between luxury brand charisma and perception of luxury

H₂: There is a significant positive relationship between luxury brand charisma and attitude toward the brand

Furthermore, the Law of Contagion (Frazer 1959, Mauss 1972; Tylor 1974) and spill-over effects (Hagtvedt and Patrick 2008) are supporting theories to assist the establishment and transference of meaning that exists between brands and consumer's perception and evaluations [leader-follower relationship].

Perception of luxury can be defined as the contextual interpretation of stimuli that spills over from the external enhancement of category specific cues (Dubois and Paternault 1995) to shape the consumer's interpretation about particular brands or products. This is done in order to further influence the evaluations consumers hold about the brand. This therefore suggests a spill-over effect from perceptions to attitudes (Argo at al. 2008).

Attitude toward the brand is an enduring evaluation towards the brand (Spears and Singh 2004); being internal evaluations that is directed toward an object (Mitchell and Olson 1981, p.318). As attitudes are enduring in nature, consumers develop a learned tendency to respond to certain external stimuli in a habituated way, which in turn influences behaviour (Machleit et al 1993; Batra and Ray 1986, p.235). Therefore, the contagion effect and positive spill-over of perceptions has a postulated impact on consumer attitudes (Hagvedt and Patrick 2008; Truelove et al. 2014); hence the following is hypothesised:

H₃: There is a significant positive relationship between perception of luxury and attitude toward the brand

As attitudes and evaluations are shaped by individual perception of the external environment; this sensory information is captured and used to influence the individua'sl attitude based processing (Fiske and Neuberg 1990, p.2). Perception of luxury has been found to mediate the relationship between external stimuli [art infusion] and product evaluation, which is an attitude measure (Hagtvedt and Patrick 2008).

As charismatic brands afford consumers an escape from the mundane and to be less ordinary (Weber 1946; Shils 1965), the imagination and dream promised by the visionary is manifested in the identification of the charismatic individual (Fournier 1998; Sheth and Parvatiyar 1995). The rarity principle (Phau and Prendergast 2000) purports that the higher or lower consumers perceive the luxuriousness of the brand it will impact on their intention (Hagvedt and Patrick 2008) or motivation to acquire and seek out the products (Kapferer 1998). It could therefore be inferred that consumer's positive-negative evaluation of the brand could be explained or influenced by perception. Therefore the following is hypothesised:

H₄: Perception of luxury mediates the relationship between luxury brand charisma and attitude toward the brand

Study One (B): Luxury Brand Charisma and Luxury Brand Aspiration

The constructs tested within Study One (B) are presented in Figure 3.0.3, below. The second part of the research framework provides the basis for the relationships between the presence of luxury brand charisma, perceptions of luxury, attitude toward the brand and luxury brand aspiration.

Figure 3.0.3: Study One (B) Conceptual Model Summary
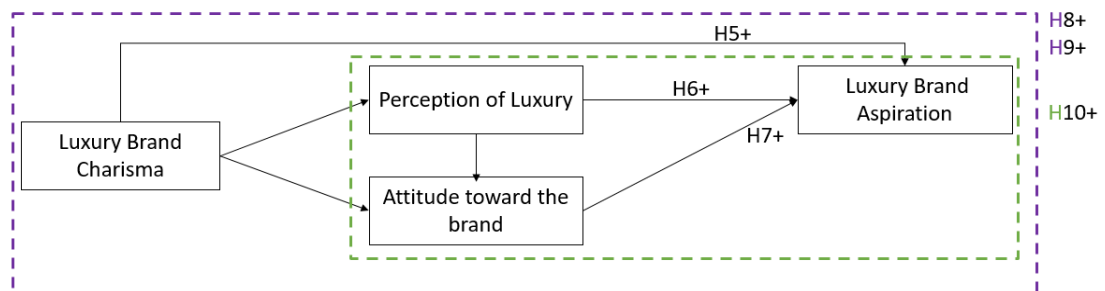
Luxury brand aspiration (Sreejesh 2016) is belief that certain products and brands can symbolise prestige and status (Truong et al. 2010). For consumers it is denoted by heightened emotions. These connections are the belief that certain brand and products will help individuals achieve their goals (Markus and Nurius 1986) and satisfy key tenants of affiliation, maintaining the relationship and relatedness (Winnel 1987). Charisma has strong effects on consumer [follower] behaviour, in the sense that the behaviour of individuals are often characterised by identification with a group (Heyns et al 1958). Therefore, brands afford consumers a signal of identity and belonging (Teah and Phau 2000). Additionally, charismatic signalling (Bulbulia and Frean 2010) influences the conviction brands have over follower behaviour; underpinned by the Charismatic Leadership Theory (Conger and Kanungo 1994; 2000). It is the belief that the brand has a strong vision and usurped uniqueness that cannot be matched by any other brand (Smith 2000); henceforth to achieve one's goals or enriched self. It is therefore postulated that:

> **H$_5$:** There is a significant positive relationship between luxury brand charisma and luxury brand aspiration

As **perception of luxury** is the consumers' perceived belief that certain luxury brands are an acquisition to build their own social image, luxury brands afford consumer the status and prestige (Eagly and Chaiken 1993). Therefore, it is likely that with the support of the rarity principle (Phau and Prendergast 2000), the more luxurious and rare a brand is perceived it is more likely that the consumer will desire to form favourable connections with these brands (Sreejesh 2016). This is because through the rarity principle the perceived brand gap is maintained as there is a certain authority afforded to the brand, as it remains largely unattainable to the individual (Kapferer and Valette-Florence 2016). As learned through the charisma literature this is key to the maintenance of the charismatic relationship (Martin 1969). Therefore it is hypothesised that:

H6: There is a significant positive relationship between perception of luxury and luxury brand aspiration

Additionally, **attitudes toward the brand** should spill-over onto luxury brand aspiration as attitudes are enduring internal evaluations (the negative-positive) of the brand. That may shape consumer's belief about the brand's ability to assist them to achieve status and prestige, as it is directed toward the brand (Mitchell and Olson 1981, p.318). Hence, the following is hypothesised:

H7: There is a significant positive relationship between attitude toward the brand and luxury brand aspiration

Mediating Relationships

Sustaining the charismatic relationship is important, and thus, as luxury brand charisma is postulated to have a positive direct influence on luxury brand aspiration. However, consumer perceptions and evaluations of the brand, which are internal, will have an influence on consumer response behaviour (Spears and Singh 2004; Hagvedt and Patrick 2008). These prior studies have found that mediating relationships do exist, whilst signalling theory supports the notion that the identification and recognition of the brand is important (Benjamin 1927). However, as this is dependent on the consumer's contextual interpretation (Dubois and Paternault 1995) of the presence of luxury brand charisma and the transference of meaning between brand and consumer (Rozin et al. 1989). The following is hypothesised:

H$_8$: Perception of luxury mediates the relationship between luxury brand charisma and luxury brand aspiration

Furthermore, it has been found that multiple exposure to brand content (such as the presence of luxury brand charisma through brand advertising) has an influence on consumer attitudes toward the brand and buying behaviour (Kirmani and Campbell 2009; Gresham & Shimp, 1985). The potential impact of brand signalling and contagion effects in the transference of meaning between luxury brand charisma and consumer perceptions and aspirations are impacted by attitude formation about the brand (Njami et al 2012). A consumer is unlikely to aspire to own a specific brand without the favourable evaluations thereof. Therefore, the following are hypothesised:

H$_9$: Attitude toward the brand mediates the relationship between luxury brand charisma and luxury brand aspiration

H$_{10}$: Attitude toward the brand mediates the relationship between perception of luxury and luxury brand aspiration

Study One (C): Luxury Brand Charisma and Brand Attachment

The constructs tested within Study One (C) are presented in Figure 3.0.4, below. The third part of the research framework provides the basis for the relationships between presence of luxury brand charisma, perceptions of luxury, attitude toward the brand and brand attachment.

Figure 3.0.4: Study One (C) Conceptual Model Summary
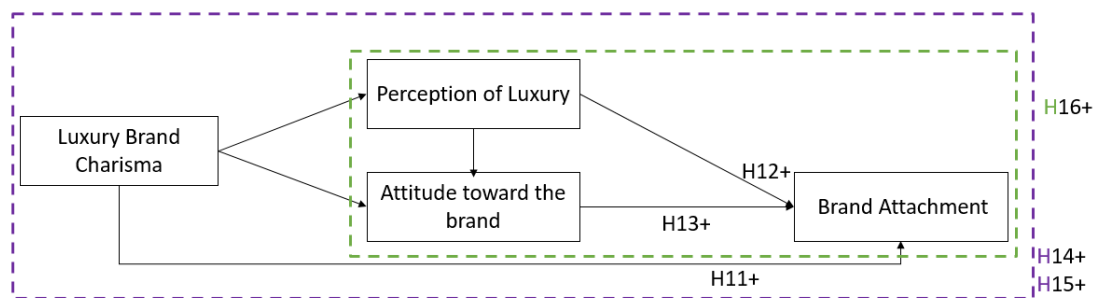
Brand Attachment is the strength of the bond consumers have with a brand (Park et al. 2010) as this is a connection to self which involves thoughts and feelings. For brands signalling luxury brand charisma, the significant positive emotional bond provides added value for individuals, but also for brands to attain higher attachment and sustainable relationships (So et al. 2013). This key relationship is supported by the Charismatic Leadership Theory (Conger and Kanungo 1993) which suggests that consumers could have higher appraisal for brands that demonstrate a presence of luxury brand charisma. This can afford brands higher consumer attachment (Bass 1985; Etzioni 1975, 305) through the established perceived relationship.

Consequently, this relationship is supported through charismatic brand signalling (Bulbulia and Frean 2010) whereby brands provide consumers cues to induce the connection. Consumers perceive this through the brand's exceptional oratory ability (Hatch and Schultz 2013), body language (Wood 2012; Lorimer 2007) and identification (Marcus 1961; Shamir 1995). For that reason, a spill-over effect occurs on the perceived bond a consumer may perceive to have with the brand stemming from the original interaction (Erdem and Swait 1998). Therefore it is hypothesised that:

H$_{11}$: There is a significant positive relationship between luxury brand charisma and brand attachment

The importance of understanding consumer's emotional bonds is central, as it can serve as an indicator for their consideration of the brand and the intention to perform difficult behaviour (Park et al. 2010). Therefore, consumers exhibiting positive perceptions and attitudes toward the brand will continue to seek behaviours to reinforce and sustain the relationship (Berger 1963; Katz 1975). This is suggested by the Charismatic Leadership Theory (Conger and Kanungo 1994) as consumers believe a charismatic brand provides a strong vision and escape from the ordinary (Dion and Arnould 2011); hence it is hypothesised that:

H₁₂: There is a significant positive relationship between perception of luxury and brand attachment

As attitude toward the brand evaluates the extent to which there is a positive or negative feeling toward the brand (Petty and Cacioppo 1986), whilst the underlying reaction is better characterised as the brand attachment (Park et al. 2006). There is literature to suggest that favourable attitudes may be necessary for strong brand attachment (Park et al. 2006), which could be explained by the spill-over effect (Truelove et al. 2014). However, it is unclear on the exact influence that attitudes toward the brand have on consumer attachment at present. There is strong reason to believe however that there could be a strong relationship between attitudes and attachment. Therefore it is hypothesised that:

H₁₃: There is a significant positive relationship between attitude toward the brand and brand attachment

Mediating Relationships

As the above proposed, consumer's luxury perceptions and attitudes may explain the relationship between luxury brand charisma and brand attachment. This is because these cognitive and emotional responses will influence the perceived bond consumers have with a brand (Park et al. 2010). When considering that attachment relies upon a strong emotional bond between consumers and the brand, it is interesting to consider the impact that perception plays between the presence of luxury brand charisma and brand attachment.

As purported by signalling theory (Maynard Smith & Harper, 2003), these are the cues or signals a brand communicates to the consumer. As perceptions can be fleeting interpretations, there is the potential that it may impact on consumer attachment in the instance whereby consumers may not be followers of the brand or belong to the brand community after multiple exposure to the presence of luxury brand charisma. Therefore it is hypothesised that:

H_{14}: Perception of luxury mediates the relationship between luxury brand charisma and brand attachment

As per previous, there is literature to suggest that favourable attitudes may be necessary for strong brand attachment (Park et al. 2006). However, it is unclear on the exact relationship that attitudes toward the brand has. As mediation analysis seeks to clarify the observed relationship between variables; in this case between luxury brand charisma, perceptions of luxury and brand attachment. Therefore a consumer's positive or negative evaluation of the brand could mediate the emotional bond that a consumer has with the brand. Therefore it is hypothesised that:

H_{15}: Attitude toward the brand mediates the relationship between luxury brand charisma and brand attachment

H_{16}: Attitude toward the brand mediates the relationship between perception of luxury and brand attachment

Study Two: Luxury Brand Aspiration and Brand Attachment

The constructs tested within Study Two are presented in Figure 3.0.4, below. The final part of the research framework provides the basis for the relationships between luxury brand aspiration and brand attachment.

Figure 3.0.4: Study Two Conceptual Model Summary*

*relationship in bold
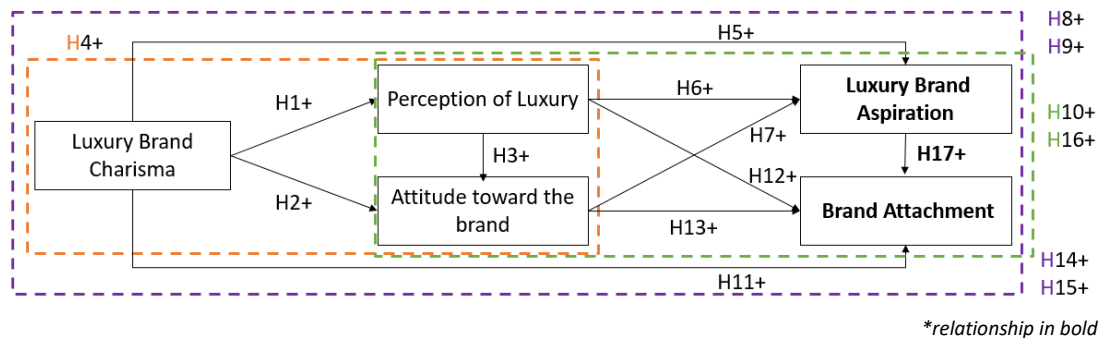
Brand attachment, as conceptualised by Thomson et al. (2005), has a key emotional dimension that is also the key shared dimension across constructs such as brand love and commitment (Moussa 2015). Attachment to the brand signifies an enduring bond and affiliation with that brand, which is exemplary of the connection and relationship between the brand and consumer (Park et al. 2010).

As **luxury brand aspiration** is the belief that certain brands offer connections to self and the opportunity to enrich the actual of desired self (Kleine and Baker 2004), by definition and expression. Therefore, brands have a significant role in establishing and aid in achieving consumer's desired goals by becoming personally meaningful. Therefore through the spill-over effect, the belief in the brand to assist in achieving these goals as there is a strong possibility of brand attachment. Hence it is hypothesised that:

H_{17}: There is a significant positive relationship between luxury brand aspiration and brand attachment

Therefore, as some brands are a clear reflection of an individual's aspirations, it can successfully create brand attachment (Thomson et al. 2005) due to the signalling and representation luxury brand charisma holds for the individual who perceives it.

SUMMARY OF MAIN HYPOTHESES

The hypotheses developed in this chapter (CH 3) and for testing in the main study (CH 7) are summarised below:

H_1: There is a significant positive relationship between luxury brand charisma and perception of luxury

H_2: There is a significant positive relationship between luxury brand charisma and attitude toward the brand

H_3: There is a significant positive relationship between perception of luxury and attitude toward the brand

H_4: Perception of luxury mediates the relationship between luxury brand charisma and attitude toward the brand

H_5: There is a significant positive relationship between luxury brand charisma and luxury brand aspiration

H_6: There is a significant positive relationship between perception of luxury and luxury brand aspiration

H_7: There is a significant positive relationship between attitude toward the brand and luxury brand aspiration

H_8: Perception of luxury mediates the relationship between luxury brand charisma and luxury brand aspiration

H_9: Attitude toward the brand mediates the relationship between luxury brand charisma and luxury brand aspiration

H_{10}: Attitude toward the brand mediates the relationship between perception of luxury and luxury brand aspiration

H_{11}: There is a significant positive relationship between luxury brand charisma and brand attachment

H_{12}: There is a significant positive relationship between perception of luxury and brand attachment

H_{13}: There is a significant positive relationship between attitude toward the brand and brand attachment

H_{14}: Perception of luxury mediates the relationship between luxury brand charisma and brand attachment

H_{15}: Attitude toward the brand mediates the relationship between luxury brand charisma and brand attachment

H_{16}: Attitude toward the brand mediates the relationship between perception of luxury and brand attachment

H_{17}: There is a significant positive relationship between luxury brand aspiration and brand attachment

CHAPTER CONCLUSION

As previously outlined there is diminutive research on charisma (holistically) in the context of luxury marketing and branding, with a lack of empirical measure, conceptual framework and formal working definition of 'luxury brand charisma' in place. This research aims to address these gaps through the development of a scale to measure and validate the presence of charisma in a luxury branding context. The next chapter (CH 4) will address a generalised methodology used for this research, subsequently followed by the qualitative study (CH 5), scale development (CH 6) and model testing (CH 7); which will include a discussion on the results and findings respective to each.

CHAPTER 4

METHODOLOGY

CHAPTER OVERVIEW

This chapter provides a general overview of the methodology used for Chapter 5 to Chapter 7 respectively.

The chapter is structured as follows:

1. Overview of the research paradigm;
2. Discussion of the research design;
3. Discussion of the product category section, stimulus design and preparation and the pre-test of the stimulus and scale items;
4. The sampling method is outlined, along with participant selection;
5. Discussion of the survey instrument and scales used within the research;
6. Data collection procedure is outlined;
7. Following the discussion about the methods and proposed analysis for the research;
8. Closing information about the ethical requirements of this research is outlined.

It should be noted that finer details pertaining to each specific methodology is discussed in the corresponding chapters.

(1) RESEARCH PARADIGM

This research was undertaken using a pragmatic research paradigm as it is most suited to measure the research questions as pragmatism allows for inductive and deductive reasoning through qualitative and quantitative methods to address the research questions (Saunders and Thornhill 2012). This research is structured into various phases. Firstly, the investigation of what luxury brand charisma is was undertaken, through a qualitative research study (CH 5), conducted through focus groups. Secondly, using the data generated to inform the development of an empirical scale along with expert review through the scale development procedure (CH 6); and lastly the validation and generalisation of the luxury brand charisma scale through the main study (CH 7). Subsequently, using the data gained, a deductive approach is undertaken through empirical primary research to use the results to revise theory in order to better predict reality (Krauss 2005).

(2) RESEARCH DESIGN

The below diagram provides a summary of the methods used during each stage of this research and is discussed in the subsequent section. This will largely address the overall methodology of the main study (CH 7), along with a summary of the methodologies for the qualitative study (CH 5) and Scale Development procedure (CH6). Details will be outlined in detail within their respective chapters.

Table 4.0.0: Research Design Methodology Summary

Phase of Research	Summary of Methodology
Qualitative Study (CH 5)	• Research Method: Focus Group • Sample size: 9 participants • Analysis method: Thematic and Narrative analysis
Scale Development (CH 6)	• Followed prescribed methods of Churchill (1969) and DeVellis (1993; 2001) • Sample size: 838 • Analysis method: EFA, CFA, SEM (Amos) path analysis
Main Study (CH 7)	• Experimental Design (3x3) • Sample size: 1104 • Analysis method: EFA, CFA, SEM (Amos) path analysis & bootstrapping for mediation

Qualitative Study

The research design used for this qualitative study (CH 5), is a multi-method qualitative approach. Two independent focus groups, consisting of four- five participants each, were conducted over two days. Focus groups were selected as a method of data collection as it allows for interaction among participants, to create a dynamic environment (Brown 1999); whereby individuals may comment on others opinions and thoughts, which otherwise may not have been elicited individually through other methods, such as interviews (Carter et al. 2014). Multiple sources of data was collected during the focus group, to support the focus group discussion; and support the triangulation of data is achieved by methodological means (Tobin and Begley 2004; Liamputtong and Ezzy 2009). The multiple methods used allowed for probing of individual perceptions whilst allowing for group interaction; in-line with the research methodology (Begley 1996). This is further discussed in in detail in Chapter 5.

Scale Development Procedure

The research design for the scale development procedure (CH 6) followed the prescribed methods of Churchill (1979) and DeVellis (1991; 2003); comprising of a qualitative and quantitative phase. The scale development procedure consisted of five stages with the aim of generating self-report items to measure luxury brand charisma, purify the scale, and demonstrate reliability and validity. All data collected was administered using a classroom method as the duration and method of elicitation was to be controlled. Each group of subjects were only exposed to one brand stimulus in a single category, following a between methods design. This is further discussed in in detail in Chapter 6.

Main study

The research design used for this main study (CH 7) is an experimental design, as three different brands were assessed from three different product categories. The purpose of an experimental design allows greater generalisability and randomised testing to groups of respondents. Experimental design has been used previously to assess consumer perceptions and behavioural responses in branding and marketing (e.g. Hagdvedt and Patrick 2008; Castro et al. 2010; Argo et al. 2006; 2008). It has been suggested that experimental design allows for the investigation of phenomenon and the characterisation of the process (Barker and Millivojevich 2016). Furthering this, is that experimental design is a structured inquiry that is suitable for statistical analysis (Barker and Millivojevich 2016).

One of the main flaws with the approach is the control needed to minimise flaws and influence of alternative factors. Some controls in place are pre-screening questions,

structured completion of the survey instrument and stimulus selection which are all discussed further within this chapter. The focus of this study is to capture respondents' evaluation and perceptions about the given brand and their own motivations, rather than specific information about the brand. Thus, reducing the possible biases of how the questions should be answered and avoid leading questions (Malhotra 2006).

In order to accurately represent luxury brand charisma, extensive secondary qualitative research was undertaken into existing brands that potentially characterise luxury brand charisma. An extensive search was undertaken, using various sources such as magazines, publications, reviews, internet and other sources to identify brands that are firstly; moderately to well- known by respondents and also potentially display some of the key identified characteristics of brand charisma. Global brands were selected to avoid alienation of the sample and a pre-test was conducted in order to ensure the suitability of brands selected and ensure they fall within the scope of luxury brands. These selected brands were pre-tested in order to ascertain suitability of choice of brand and stimulus.

During the study, participants were only exposed to a single brand in a between subjects design. The brands and product categories are outlined below.

(3) PRODUCT CATEGORY SELECTION

The three product categories selected for the development, validity and generalisability of the luxury brand charisma scale, were *fashion, beauty and hotels & resorts*. It should be noted clearly that specific products were not of interest of this study, but rather whether brands within these categories would elicit luxury brand charisma. Firstly, *fashion and beauty brands* are most representative of the luxury industry and the categories frequently associated with luxury; whilst being the most accessible aspirational brands for consumers (Arienti 2018; Berry 1994). Fashion and beauty fall into the categories experiencing the most growth in recent years, an accumulated (Arienti 2018). Additionally, *hotels & resorts* was my third chosen product category as luxury tourism is a growing market for luxury consumers, with an expected growth of 6.2% over the next ten years and is also seen as highly aspirational for millennials (Dykins 2016). Moreover, unlike fashion and beauty which is very tangible in nature, hotels were included as the 'product' itself is experiential and does not necessarily have tangible elements that exist separate to consumption. The brands chosen to represent the categories of fashion and beauty are Salvatore Ferragamo and L'Occitane. The brands chosen to represent the category of hotels and resorts are Motto by Hilton. Whilst my study does not aim to examine a specific category such as shoes or watches, it is

predominantly focused on the brand communication and luxury brand charisma characterised through these communications, hence the stimulus. The selected brands are chosen and rigorously tested for luxury brand charisma, and have been pre-tested prior to use to ensure suitability.

Table 4.0.1: Brands selected as stimulus for the experimental study

Fashion	Hotels & Resorts	Beauty
Salvatore Ferragamo	MOTTO by Hilton	L'OCCITANE EN PROVENCE

Stimulus design and preparation

The various stimulus has been sourced from publically accessible brand content, predominantly sourced from band channels on YouTube or brand-owned websites. There was no manipulation of the content and the stimuli was elicited twice, at specific intervals, to participants ensuring the opportunity to evaluate the brand in an enduring manner and have time to examine the stimulus in-depth. The control measures employed in selection of the stimulus were (a) length or duration of the stimulus brand video, with each between 80-120sec each, (b) stimulus content is focused on the brand not a specific product, (c) gender neutral content and (d) each stimulus have similar semiotics, as all feature text, music and voice over components.

The decision to examine fashion, beauty and hotel & resort brands is to allow for greater generalisability of findings and these categories have been pretested to ensure they are viewed as luxurious by consumers. To improve the ecological validity of the study, real life brands were used and examined (Hartmann et al. 2005). For an excerpt of the video for one of the brands, please refer to Appendix 4.A for a visual storyboard as reference.

Pre-test of Stimulus and Scale Items

Focus Group

Two focus groups comprising a sample general consumers was used to ensure that the selected luxury brands did constitute luxury brand charisma. The groups consisted of ten participants, and a brief definition and explanation was provided to participants as a prelude to the exercise. A total of five brands' content was presented and discussed providing some insights about suitable and unsuitable stimuli choice, discussed further in Chapter 6.

Expert Panel

An expert panel comprising a mix of ten academics and industry professionals in the luxury brand industry were selected to pre-test the generated scale items and potential brand choice. A brief definition and explanation was provided as a prelude to the exercise and is discussed in-depth in Chapter 6.

Respondent Pre-test

Students in a large West Australian university were used as a sample to pre-test the stimulus and scale items to test luxury brand charisma, consisting of 60 students in a classroom setting, using a convenience sampling method. The use of a student sample is suitable as they represent a homogenous group of consumers suitable for theoretical investigations (Bagozzi 1992) and experimental design (Barker and Millivojevich 2016). A student sample generally have a moderate level of familiarity with luxury brands even though they may not follow brands in each of the selected categories closely. The brand selected for the pre-test had the most brand familiarity and international presence providing suitability for the pre-test. Participants were asked about their interest, knowledge and experience in luxury brands along with open ended question about what they believe constitutes 'luxury brand charisma'. This was done in order to gain elicitation without being prompted (Jaccard, Brinberg and Ackerman 1986). These were used a reference to ensure that scale items developed could be corroborated or described in alternative ways.

(4) SAMPLING METHOD

Qualitative Sample

The participants were selected using a convenience sampling method, to facilitate the credibility measure of qualitative rigour is achieved through the use of credible sources (Lincoln 1995; Tobin and Begley 2004). The nine participants were general consumers, from predominantly Australian background, with equal mix of males and females that have an awareness of luxury brands.

Scale Development Sample

The sample for the studies within this research were selected via a convenience sampling method, comprising of students from a large university in Perth, Western Australia. The demographic profile of respondents were relatively similar across all studies, mainly an Australian sample between the ages of 18-35 with a reasonably equal split between males and females. This sample was suitable for scale development and they represented a homogenous sample and represent surrogate consumers (Yavas, 1994). New samples were collected for the various studies throughout the scale development process to improve the generalisability (Churchill 1979). The total sample size collected for the various studies throughout the scale development process with 838 usable samples.

Final Study Sample

The final sample of consumers where sampled via a convenience sampling, mall-intercept method in busy shopping precincts of Perth; namely King Street (CBD), Claremont Quarter and Garden City. These locations were selected as many luxury brands are clustered in these locations and consumers shopping here would most likely have some familiarity with luxury brands. Some limitations exist with this method, as the sample may not be representative of a population and resultantly the data may not be normally distributed. Thus, the data was collected over various days during the course of the week and weekends at multiple locations in order to overcome this misrepresentation (Phau and Teah 2009). Screening questions were also used in order to determine whether participants had suitable understanding and experience with luxury brands. Additionally, each group is only exposed to one stimulus (between subjects), as this study is not concerned with cross comparisons or choice decision making. The total sample size collected for the main study is 1050 usable samples.

The details of the sampling methods used in Qualitative Study (CH 5) and Scale Development (CH 6) will be discussed in detail in the corresponding chapters.

(5) SURVEY INSTRUMENT

The survey is structured in a meticulous sequence, discussed in 'Data Collection Procedure' further down, and was used to ensure that participants are shown the stimulus at specific intervals to provide greater aspects of control. As most questions are asked in reference to the brand or stimulus shown, hence control and structure is important for quality and integrity of the data collected. The sections within the survey are shown below, but please refer to Appendix 4.B for the full survey instrument.

> ***Cover Page*** – Information Sheet and Consent Form
>
> ***Section A***- Preliminary questions about prior consumption or experience with luxury brands
>
> ***Section B***- Working definition of luxury brand charisma and scope of luxury provided. Luxury brand charisma, perception of luxury, attitude toward the brand scales
>
> ***Section C***- Luxury brand aspiration and brand attachment scales
>
> ***Section D-*** Demographic information

The survey instrument consisted of established scales, with only one scale to be developed, namely 'Luxury Brand Charisma' scale. The scales for the various constructs within the study are at an acceptable level, with a Cronbach's Alpha of above .80 (p>.005) (Holmes-Smith 2011). Please refer to Table 4.0.2. below for the scale items and reliability. All scales are measured on a 7-point Likert scale, unless otherwise stated, and some scales have been adapted from the 5-point bi-polar Likert or Sematic scales. Other items have been adapted to statements rather than questions; which will be addressed further in detail under the 'Scale Measures' section below. The full list of scales and their items are in Appendix 4.C.

Scale Measures

Scale 1: Luxury Brand Charisma

To assess the presence of luxury brand charisma, part of this research is to develop a scale to empirically measure the presence of brand charisma. Based on the literature review (Chapter 2) and existing theoretical underpinnings and justification (Chapter 3), a luxury brand charisma scale is specifically developed for this study. A thorough description of the scale development process is discussed in Chapter 5: Part 2, following Churchill (1979) and DeVellis (2003) procedure.

Scale 2: Perception of Luxury

The perception of luxury scale is adapted from Hagtvedt & Patrick (2008). The original 5-item semantic scale was adapted to a 7-point Likert scale. To measure brand evaluation statements such as "The brand shown is luxurious"; "The brand shown is prestigious".

Scale 3: Attitude toward the Brand

This scale was adapted from Spears and Singh (2004) and captures a relatively enduring evaluation towards the brand. Resultantly one scale item was removed based on feedback from the expert panel; that being "this brand is unpleasant-pleasant".

Scale 4: Brand Attachment

The chosen scale to measure brand attachment adapted scale used by Sreejesh (2015) of the original by Park et al (2010). This scale captures consumers' thoughts and feelings about the brand shown and the perceived bond to that brand. An example of the statements posed 'I feel emotionally bonded to this brand'.

Scale 5: Luxury Brand Aspiration

The chosen scale to measure brand aspiration is by Sreejesh et al (2016). This scale aims to capture consumers' aspirations to acquire the luxury brand for extrinsic motivations. Luxury Brand Aspiration can be used as a proxy to behavioural intent such as purchase intention or desire to obtain the brand. An example of the statements posed 'I believe this brand provides me a social status' and 'I believe this brand will brings fulfilment of my goals.'

Demographics

Respondent profiles collected included information about their sex, age and country of residence to provide a profile of the respondents. Aspects concerning income and education

were not collected as this information is not pertinent to the study outcomes. Results of the analysis are discussed in Chapter 7.

Table 4.0.2: Scale reliabilities and sources

Scale	Source	No. Items Observed	α
1. Luxury Brand Charisma	*To be developed*	N/A	N/A
2. Perception of Luxury	Adapted from Hagtvedt & Patrick (2008)	5	.878
3. Attitude toward the Brand	Adapted from Spears & Singh (2004)	5	.860-.950
4. Brand Attachment	Adapted from Park et al. (2010); Sreejesh et al (2015)	4	.820-.920
5. Luxury Brand Aspiration	Sreejesh at al. (2016)	14	.830-.870

(6) DATA COLLECTION AND PROCEDURE

Data collection was administered through a convenience sample at major shopping precincts in Perth, Western Australia. The researcher has the sole responsibility to collect and manage the data collection process via the mall intercept method. The sample are not provided any incentive to complete the exercise. The process for data collection is outlined below.

Respondents were approached at random along the shopping precinct, whereby they were screened for suitability to partake in the study. Upon verbal agreement to participate, respondents were provided the information sheet and consent form. Respondents are reassured that they have the option to opt out of the study at any point in time without repercussions.

Firstly, respondents' answer some basic preliminary questions about prior consumption of luxury brands. Then, the working definition for luxury brand charisma and scope for the study is provided. Respondents watch the chosen brand content video (stimulus) after which they complete Section A & B based upon what they have seen. The stimulus is viewed again by respondents and then complete Section C with the same conditions. The questionnaire is completed with Section D, containing the demographic information about respondents. A short debriefing about the completed exercise is provided and respondents were thanked for their time and open to any questions they may have regarding the study.

The multiple elicitation is used in order to allow respondents the opportunity to view the stimulus and answer the questions based on their impressions (Maxian et al. 2013). It is also noted that brands often have multiple touchpoints with consumers and often are exposed to the same message more than once during their actual brand experience, hence the dual elicitation is used (Maxian et al. 2013).

(7) ANALYSIS METHODS AND STATISTICAL TECHNIQUES

The first stage of this research is a qualitative study undertaken to investigate what luxury brand charisma is and inform the second phase of research. **NVivo 11** is used as part of the qualitative study (CH 5) to assist in the coding of multiple data sources and allowed for systematic organisation of the date to aid the analysis by the researcher. The analysis of the data therefore used a mix of thematic and narrative approach, as this is to analyse, interpret and report patterns by analysing the words and meanings across various sets of data collated (Braun and Clarke 2006, p. 86).

The second stage of the research is to develop a scale to measure 'luxury brand charisma' in a luxury branding context. Based on this, the scale development procedure followed the method of Churchill (1979) and DeVellis (2003). **SPSS 25** is used to perform exploratory factor analysis (EFA) and reliability checks for each of the constructs during scale development (CH 6) and main study (CH 7). Additionally, **AMOS 25** is used to perform congeneric confirmatory factor analysis (CFA) for individual constructs, measurement model of the constructs and structural equation model fit and specification, and model testing (CH 6 and CH 7).

The purpose of this research is to examine the hypothesised effects and relationships between luxury brand charisma, perception of luxury, product evaluation, luxury brand aspiration and brand attachment. SEM was chosen to assess the relationships between the various variables within the model as it combines both factor analysis and multiple regression to examine the structural relationships between measured items and latent constructs (Byrne, 2001). As this research is not concerned about cross category comparisons or assessment of high and low, multi-group analysis was not selected. Additionally, mediation effects were tested using the mediation analysis following the guidelines of Holmes-Smith (2011) through SEM-AMOS.

(8) ETHICAL ISSUES

The ethical issues were considered prior to the collection of data and HREC approval was granted (**HRE 2018-0049**) for this study ensuring that all ethical requirements surrounding the collection and storage of data is in line with Curtin procedure. Please refer to Appendix 4.D for the Ethics Approval.

An information sheet and consent form were provided to respondents to outline the objectives of the study, the type of data being collected, data confidentiality and respondent anonymity along with their rights and obligations as respondents. With the use of real brand content within the study, it is also made clear to respondents that this study is not linked or endorsed by the particular brands but only used for the fulfilment of the Doctoral degree. The respondent data will be stored in line with Curtin procedure and policy and in accordance with the data management plan.

CHAPTER CONCLUSION

This chapter has outlined the measures and methods used for the analysis of the proposed hypotheses. Discussion regarding the choice of measures and methods are presented to ensure the study is rigorous and achieve the goal of this study. The next chapter (CH 5) describes the qualitative study along with the analysis results and discussion.

CHAPTER 5

QUALITATIVE STUDY

CHAPTER OVERVIEW

This chapter outlines the qualitative research inquiry undertaken, and is written in the structure of a standalone paper. This study is undertaken in order to conceptualise luxury brand charisma and the findings from this study are used to inform the formative stages of the quantitative scale development process, which is detailed in the succeeding chapter (Chapter 6).

INTRODUCTION

Charisma has been largely investigated as part of understanding human relationships and interaction particularly in the disciplines of anthropology and sociology (e.g. Lindholm 1990; Weber 1968), management (e.g. Avolio et al. 2009; Campbell et al. 2008; Judge and Piccolo 2004), and psychology (e.g. Conger and Kanungo 1994; Conger et al. 2000; Hummel 1975). Most of these studies have examined with interest the leader-follower relationship, and how this relationship is operationalised through charisma (e.g. Lindholm 1990; Weierter 1997; Conger et al. 2000; Vercic and Vercic 2011). There are studies within the luxury marketing and branding literature that have examined the brand-follower relationship (Punjaisri et al. 2013; Kim et al. 2014), but few studies that have examined this relationship using charisma, with a few notable exceptions (Dion and Arnould 2011; Smothers 1993). Some luxury brands share certain qualities with those often characterised with charisma; for example the ability to communicate an ideal or idea whilst being an icon or symbolic of time and place (Assouly 2005), the ability to transcend time and remain relevant to modern consumers (Kapferer and Valette-Florence 2016). Many scholars have further explored the influence of charisma via case studies and social observation (Shils 1965; Dow 1969; Smith 2000); and others into more generalizable context of Charismatic Leadership Theory in organisational behaviour, management and political science (Conger and Kanungo 1994; House and Howell 1992; Shamir 1995). One of the main hindrances for the furtherance of the theory within the literature and research is the lack of agreement on its definition and operationalisation.

The purpose of this research is to explore the phenomenon of charisma in luxury branding, and conceptualise the term 'luxury brand charisma', from a consumers' perspective. Secondary, this study aims to unify the literature regarding charisma to conceptualise a working definition to allow further investigation and extension of the phenomenon in a luxury branding and marketing context, from a consumer perspective.

LITERATURE REVIEW

Drawing on the literature review (Chapter 2), there is strong evidence throughout the literature to suggest that charisma is not inherent to all [people], and it is only exhibited by a few individuals (Weber 1968; Shils 1965). Often times, traits such as revolutionary ideas (Dow 1969), ability to innovate (Conger and Kanungo 1994), oratory ability (Hatch and Schultz 2013), and influence (Weber 1915/1996; Dow 1969) are attributed to charismatic individuals; hence propel them to a proverbial 'leader' within a population. Charisma is also referred to as an escape (Lindholm 1990) or transcending beyond the ordinary (Weber 1947; Dion and Arnould 2011); in other words an escape for the daily routine (Jaeger 2011). These individuals that possess charisma have the ability to transform follower perceptions and inspire devotion and a strong desire to belong with groups associated to the charismatic individual (Waeraas 2007; Weber 1915/1996), in the context of marketing a brand community (Muniz and O'Guinn 2001).

Charisma is purported by many authors to be a social construction (e.g. Jaeger 2011; Conger and Kanungo 1994; Lindholm 1990; Dion and Arnould 2011) due to the interaction between the leader and follower; hence the 'measurement' of charisma is usually defined from followers' perceptions of the specific behavioural attributes of the leader (Conger et al. 2000; Weber 1925; 1968). Luxury brands too are a social construction as they rely on myths, stories, metaphors and images to construct their perceived position (Berry 1994; Buckley 2012; Smothers 1993; Vigneron and Johnson 2004; Kapferer and Bastien 2009); hence the discourse about the difficulty in defining what luxury means (Kapferer 2015) as it relies on the differing perceptions of consumers.

It is hypothesised that charisma is only inherent to a few brands; with Kapferer (2015) discussing 'the brand gap', which is a perceived constructed gap between more desirable and exclusive luxury brands and those perceived as 'en-masse' luxury. Therefore, those brands that exist separate from the en-masse brands has been hypothesised by multiple authors (e.g. Vigneron and Johnson 2004; Dion and Arnould 2011; Assouly 2005) as possessing "something more" that drives consumers to chase and attain the dream of luxury

ownership for some, but not all brands (Phau and Prendergast 2000). Thus, luxury by definition is out of reach (Berry 1994). It is hypothesised that those secluded brands hold the virtue of charisma, as the 'something more', which extends beyond just maintaining the rarity principle of establishing a long history, limiting distribution and communication (Phau and Predergast 2000; Kapferer 2018).

The definition of charisma however remains unclear due to the limited empirical research of the phenomenon in marketing and branding. Dion and Arnould (2011) examined charisma from the perspective of brand managers and executives in Europe. The authors hypothesised that charisma is the result of the direct relationship between the designer and consumer; to transfer, influence and communicate the charismatic qualities onto the brand (Dion and Arnould 2011). The problem however is that with the volatile nature of fashion and the constant movement of designers between luxury brands it is no longer viable to rely on the charisma of the designer as it will only be a temporary state. Moreover, if the brand and designer are too closely linked, it can be detrimental to brand performance in some cases such as Dolce and Gabbana scandal in China (Pan 2018), which can impact consumers' enduring beliefs of the brand. Instead brands should delve into developing their own charisma that is distinctive without the reliance on a specific individual; and they do exist in general brand contexts for example, Nike (Hatch and Schultz 2013).

Dion and Arnould (2011) somewhat identify charisma as the "*charismatic persona of the creative director... expressing the creative leader's charisma*", through retail ideology and strategy. Whilst, Smothers (1993) examined the notion of charisma in general consumer brands in the USA, hypothesised charisma as "*the quality which is imputed to persons, actions, roles, institutions, symbols, and material objects because of their presumed connection with ultimate, fundamental, vital, or order-determining powers*". This research aims to conceptualise luxury brand charisma, due to the strong link between the shared characteristic between charisma and luxury. Some of the inherent qualities associated with the positioned 'charismatic' brands are their symbolic value (Assouly 2005, Mackay and Gillespie 1992; Young 2005), representation of an ideal state (Kapferer and Valette- Florence 2016) and aspirational appeal (Kapferer and Bastien 2012).

Based on the extant literature review in Chapter 2, and drawing on the key themes outlined above, the main research gaps for this study are identified.

Gap 1: The lack of a conceptualisation of luxury brand charisma and framework to measure luxury brand charisma and resultantly an empirical scale

Gap 2: The lack of extension of the Charismatic Leadership Theory in marketing and branding literature

Research Questions and Objectives

This study has the clear intent and purpose to investigate luxury brand charisma and to aid in the conceptualisation of the construct. Hence, based on the gaps identified the following research question and objectives are proposed for this study:

RQ1. What is luxury brand charisma? **[GAP 1, 2]**

Objective 1: To conceptualise luxury brand charisma and develop a working definition of luxury brand charisma for the purpose and context of marketing and branding.

THEORETICAL UNDERPINNING

Research Paradigm

To address the research gaps and objectives outline above, a pragmatic research paradigm is used as it is most suitable to measure the research questions; as pragmatism allows for inductive and deductive reasoning through qualitative and quantitative methods (Saunders and Thornhill 2012). This too is in-line with the overall research methodology, which is part inductive and deductive inquiry. This research is largely inductive, as little is known about the charisma phenomenon in luxury branding, while the conceptual framework is in-part informed by other disciplines. Therefore, the data collection procedure is supported by theoretical deductive reasoning when discussing findings (Marshall and Rossman 2006).

Charismatic Leadership Theory

Charismatic leadership theory (Conger and Kanungo 1994) is the key theory that this research aims to extend to a luxury branding and marketing context. It has been used extensively in the literature to examine the leader- follower relationship (e.g. Campbell et al. 2008; Post 1986; Howell and Shamir 2005) in other disciplines that investigate person to person interaction influence. The attribution of charismatic leadership is based on follower perception, hence the behaviour of the leader is seen as the expression or demonstration of charisma (Dow 1969; Hatch and Schultz 2013; Jaeger 2011); therefore the ability to formulate, articulate and express the 'auratic' vision is important to remain desirable and inspire imitation or belonging (Jaeger 2011; Dion and Arnould 2011). In the context of luxury this can be regarded as the perception of luxury, evaluation of product and perception that the brand is aspirational and signify brand attachment. The key distinction and departure of the extension of this theory, is that the conceptualisation of luxury brand charisma and its

potential operationalisation is that it is regarded as 'depersonalised'; hence not attributed to a specific individual but rather the institution that can be curated and presented (Smith 2000).

METHODOLOGY

Sample and Scope

Two independent focus groups, consisting of four- five participants each, were conducted over two days. Focus groups were selected as a method of data collection as it allows for interaction among participants, to create a dynamic environment (Brown 1999); whereby individuals may comment on others opinions and thoughts, which otherwise may not have been elicited individually through other methods, such as interviews (Carter et al. 2014). Additionally, focus groups allow for an in-depth qualitative inquiry into the phenomenon of charisma in luxury branding by specifically focusing on a topic and allows in-depth exploration (Liamputtong and Ezzy 2009, p.65). This results in a rich and detailed set of data (Stewart and Shamdasani 2014); through the capturing of multiple participant stories and diverse experiences (Carter et al. 2014), in addition to understanding the meanings behind their perceptions and opinions. All whilst working towards a comprehensive description of the phenomenon (Forman and Damschroder 2007).

The participants were selected using a convenience sampling method, to facilitate the credibility measure of qualitative rigour is achieved through the use of credible sources (Lincoln 1995; Tobin and Begley 2004). The participants were general consumers, from predominantly an Australian background have been selected; or at least having resided in the country for a minimum of five years. The groups comprised of an equal mix of males and females that have an awareness of luxury brands.

Kapferer (2015) was used to define the scope of luxury for this study. This research purports luxury as being held in the same regard as art; in the sense that the appreciation, creativity, craftsmanship, materials and exclusivity are of primary importance. The impact of timelessness, symbols of culture and being icons too create a distinction between the folly, ostentation, status and excess usually associated with luxury through previous research (Berry 1994).

As most general consumers are aware and hold some awareness of luxury fashion brands as it is often researched at length within the literature (e.g. Phau and Prendergast 2000; Phau and Teah 2009; Cheah et al. 2015; Shimul et al. 2017) this was used as the proxy for discussion of luxury brand charisma, in the qualitative inquiry to better understand the

phenomenon. Additionally, fashion has some tangible attributes (Assouly 2005; Nobbs 2013) such as aesthetics, style and designers which become representations of the brand (Horn and Gruel 1981; Tungate 2008); thus can aid in understanding the associations, keywords and representation of charisma. No incentives were given to participants, but light refreshments were provided, and consent was obtained from participants prior to start of focus group, each lasting approximately three hours in duration. Participants were briefed on the objectives of the focus group prior to commencing and each participant is identified through code 1 to 10. The respondent profile can be viewed in the table below.

Table 5.1.0: Qualitative Sample Characteristic

Participant Code	Age	Country of Origin
1	19	Australia
2	22	Indonesia
3	18	Australia
4	25	Namibia
5	35	Australia
6	19	Australia
7	22	Australia
8	19	Australia
9	20	Mauritius

Method

This study used a multi-method qualitative approach; with the focus group structured into three main parts namely the group discussion, individual moodboard creation and presentation of the individual moodboards. The pre-briefing took place to obtain verbal consent, explain the structure of the focus group and preliminary introductions between members and facilitator.

The first part, comprising the group discussion, aimed at exploring what is participants' general understanding of charisma. They were asked to write down how they interpret the term 'charisma' onto Post-It notes, which is to be used for coding and analysis later. Following, participants were briefed on what luxury context this research was concerned with; then participants were then tasked to write down how they interpret 'luxury brand charisma' on a Post-It note, to code and analyse; both tasks were open ended. Participants were then provided some definitions of charisma, from various disciplines; thus, participants were asked to further discuss and examine the definition of luxury brand charisma.

The second task, was to create an individual moodboard about what luxury brand charisma means to them; that is their interpretation and representation of the term through imagery and user insights. This is similar to a collage by incorporating the use of magazine clippings, fabric and other art materials to arrange and fix on a mountable surface (Tate 2010) in focus of a particular theme or research objective. The marked use of the term 'moodboard' is used to mark the expressive nature of the method in trying to understand how participants think or feel, rather than just an art-form (Pimlott-Wilson 2011).

Figure 5.1.0: Moodboard Excerpt
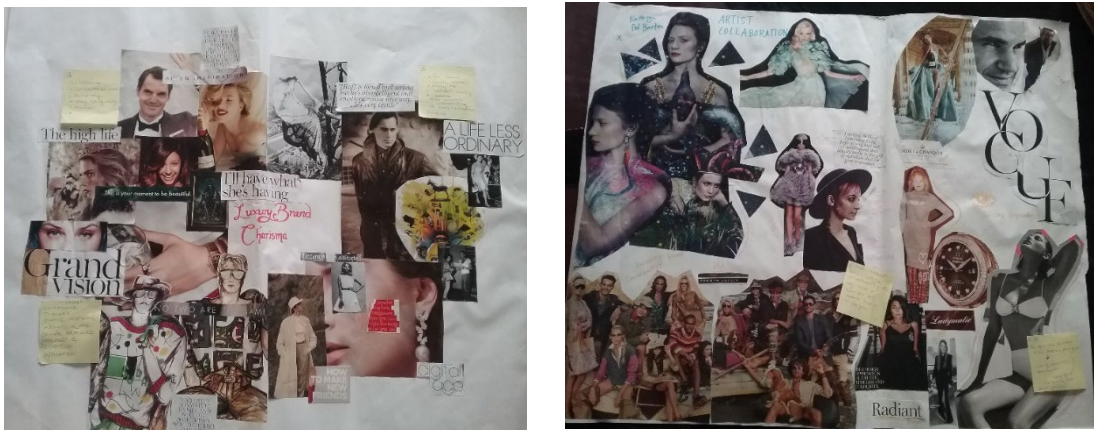
As moodboards are largely visual based, it provides respondents to present their thoughts and feelings from their own frame of references, and the words and images can be used to understand the meaning behind these; i.e. the symbolism (Rose 2001, p.103; Pilmott-Wilson 2011) by using real-life luxury brands and imagery. Figure 5.0 below is an excerpt of the moodboards created. Luxury fashion magazines (namely Vogue, Numero, Porter and Harper's Bazaar) and craft equipment were provided to respondents. This task lasted approximately 60 minutes, which is lengthy, however it allows for participants to reflect on their work and make amendments to produce the final outcome (Young and Barrett 2001, p. 144). Lastly, respondents were asked to share and explain their moodboards to other focus group members. This stage is important as it is used to understand the meaning ascribed by the participants and to avoid researcher bias (Catterall and Ibbotson 2000). Additionally, by including measures such as field notes taken by the researcher to assist in the transcribing and coding phases of the analysis (Pilmott-Wilson 2011).

The transcribed audio of explanations can be subjected to thematic along with all the other data collected during the focus group, and aid in the triangulation of the data. Prior to the debrief of the focus group a list of 75 keywords to describe luxury brand charisma was

provided to participants, which were derived from the literature, to select their top ten words and any words that do not accurately define the term. Debrief of the focus group was provided to participants and the session concluded at 3 hours. A compiled overview of the various data sources gathered, and outcomes, during the course of this research is outlined in Appendix 5.1, along with the full focus group program.

Multiple qualitative approaches are used to collect information about the charisma phenomenon in luxury branding (Morgan 1997, p.3); and support the triangulation of data is achieved by methodological means (Tobin and Begley 2004; Liamputtong and Ezzy 2009). The multiple methods used allowed for probing of individual perceptions whilst allowing for group interaction; in-line with the research methodology (Begley 1996). Thus, a holistic perspective is gained through a contextual understanding of the research questions (Tan et al. 2018), and ability to link thoughts and ideas to objects and concepts under analysis (Brito 2011, p.520), by avoiding predetermined outcomes (Patton 1990, p.132).

Analysis

The analysis of the data therefore used a mix of thematic and narrative approach, as this is to analyse, interpret and report patterns by analysing the words and meanings across various sets of data (Braun and Clarke 2006, p. 86). Additionally, this allows the reflection of individual perceptions and ideas generated from the moodboards, whilst identifying the broader emerging themes from the focus group discussion. Thematic analysis is suitable for this research as it can be used to address various research questions and data forms such as secondary, textual, interactive data and naturalistic data (Clarke and Braun 2014, p.1948); which can be inductive or deductive. In this context, the perceptions, views, representation and construction of charisma in luxury branding. Whilst, in conjunction the narrative analysis allows for the understanding of the context that these perceptions, representation and construction takes place (Clandinin and Connelly 2000). Thematic analysis can be used via an inductive approach hence, used to produce data-driven analysis (Clarke and Braun 2014, p.1948) while the narrative analysis is too inductive as it provides a framework to relay the generated narratives in a way that makes sense to the reader (Creswell 2007; Gibbs 2007).

The analysis of the data took place by firstly reading through the transcript to make sense of the individual data gathered through both the discussion and moodboards, noting certain contextual information as applicable. Secondly, the examination of the transcript was undertaken again, to make sense of what is being said by participants as a collective group (Minichiello et al. 2008). Computer-assisted qualitative data analysis (CAQDAS) software

NVivo (Liamputtong and Ezzy 2009, p.279) was used to assist with the coding of the data, as there were multiple sources of data generated from each participant, hence the need to collate and appropriately code the data systematically by the researcher. By using the NVivo software, the research is able to demonstrate the dependability and confirmability of the findings as required as part of qualitative rigour (Schwandt 2001), by producing evidence based analysis of the data and account for the auditing of the researcher involvement (Tobin and Begley 2004). The coding of the data was two part, firstly through initial coding to identify broad themes and ideas and then axial coding to deconstruct the data (Liamputtong and Ezzy 2009, p. 285). Thus, axial coding allows the connection of various categories and sub-categories of data generated from the initial coding (Minichiello et al. 2008, p.280).

FINDINGS

Determining Luxury Baseline

Prior to discussing the results and findings, it is important to assess what was each participant's frame of reference, for their understanding of luxury and how they were approaching the focus group tasks. All participants involved were selected as they have some awareness of luxury brands, and this is the preliminary discussion to determine what they deem as 'luxurious'.

"I think luxury brand is about being exclusive, not common" (F-2)

"My favourite brand is Lamborghini, I worked for them as part of an internship... it was interesting learning about the brand, and I got to drive in one, which was awesome" (F-4)

"Apple is a luxury brand for me... the wait for the new one is exciting" (M-3)

The findings show that there is a range of brands that are perceived as luxurious (as shown in Table 5.1.1 below); which is in-line with previous literature findings about the disparity of defining luxury (Kapferer 2015; Phau and Prendergast 2000), but importantly many core characteristics of luxury brands (Vigneron and Johnson 2004) are fulfilled, and thus is too exhibited in the moodboards, hence the assessment of the credibility of the answers.

"I think it is about [luxury] that we cannot all have brands like Rolex, so it limits who can use it and it has high sacrifice" (M-7)

"Yes, and people who present the brands, for example Roger {Federer] and Rolex are memorable; or Chanel and Coco [Chanel]" (M-5)

The discussion reveals that the main premise of how luxury is perceived is based either on perceived understanding of what constitutes luxury, such as Participant 2 and 8 through 'exclusivity' and Participant 3 as 'excitement' or through the perceived prior 'knowledge' with the brand as highlighted by Participant 4. The analysis of the moodboards revealed brands that were commonly associated with luxury brand charisma. Where brands could be identified, a tally is presented below.

Table 5.1.1: Brands Identified Tally

Brand Identified	Frequency	Brand Identified	Frequency
Chanel	8	Jimmy Choo	1
Rolex	6	BMW	1
Dior	3	Tiffany & Co	1
Moet and Chandon	5	Roberto Cavalli	1
Hermes	2	TAG Heuer	2
Bulgari	1	Hugo Boss	1
Maserati	1	Balenciaga	2
Chopard	1	Guess	1
Apple	1	Vogue	1
Thomas Sabo	2	Tommy Hilfiger	1
Chloe	3	Burberry	1

From an analysis of the participant moodboards and discussion, the below has identified the most frequently associated categories of luxury and their associated sub categories that exhibit luxury brand charisma.

Figure 5.1.1: Research derived categories of luxury and sub-categories

Fashion
- Clothing
- Events

Accessories
- Bags
- Perfumes
- Jewellery
- Watches

Lifestyle
- Automotive
- Alcohol
- Skincare

The findings of this study will be presented below; organised and discussed in order of two main themes. The associated sub themes of these will be discussed as relevant.

Theme 1

Representation

The overall consensus of the findings from the focus group identify the importance that communication has for charismatic luxury brands, as this is how consumers' will aid in shaping perceptions towards the brand.

> "It is interesting that brands use 'behind the scenes' to show the process of creating the end products...
>
> ... this is helps validate how much they charge for a basic shirt" (F-6)
>
> "Yes, the example that I think of is Chanel Chapters, it is so entertaining but very interesting to follow" (F-9)
>
> [in response to participant 9] "I don't really follow brands closely, or Chanel at all, but even I have seen those [chapters] - they are really good" (M-5)

This idea of communication is tied to representation and that the brand itself will need to translate its identity and charisma into something the average consumer can digest (Bensman and Givant 1975; Dion and Arnould 2011; Vercic and Vercic 2011), **"simplicity"**, as not everyone will be privy to those illustrious embedded brand codes or **'aesthetics'**. This was suggested by participant 6, and how Chanel has successfully communicated the many codes of their brand with entertaining, fun content that does not require any familiarity. There is evidence from Participant 10, that the identity is too linked to the story behind the brand, such as exemplified with the **"In her Choos"** article reference on their moodboard, and the use of keywords such as **"storytelling"** or **"storyteller"**.
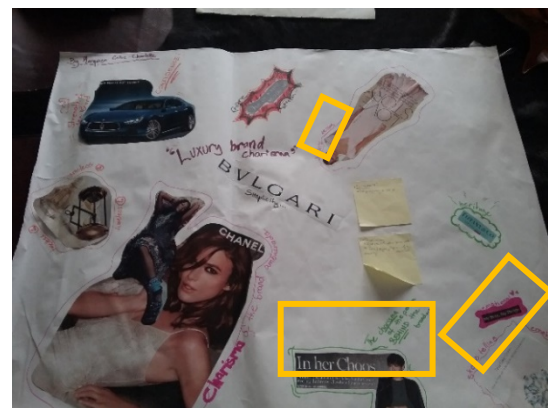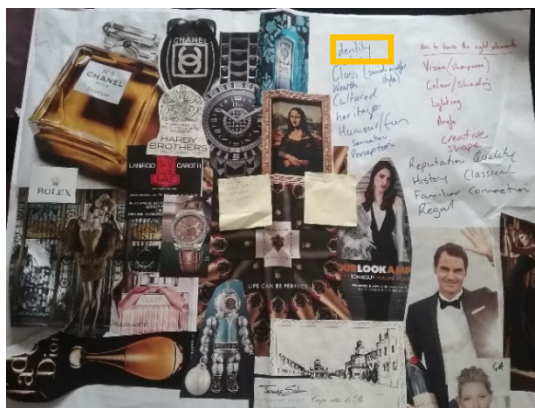
(Top: M-5; F-9; Bottom: F4)
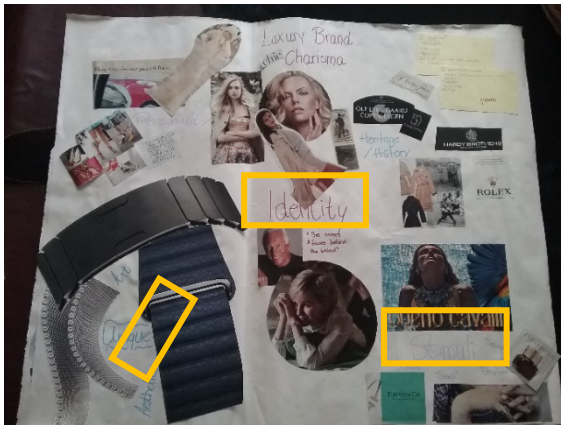
The importance of identity is not only to current followers but also general consumers. Through examination of the moodboards above, the commonly used word is **"identity"** and **"reputation"** and through this the ability to recognise the brand was a cornerstone for this importance as evidence in the data excerpt below. During the presentation of the moodboards, participants were probed further about why they included clearly evidenced brand names or logos as a form of identity, some offered the following reasoning:

> "Without the name or logo, it wouldn't be any difference from you Target" (M-3)

> "It signifies that you belong to another group or level... like you are special" (M-7)

> "Maybe that it is better quality, or to show [others] you can afford to buy it" (F- 8)

Furthering the idea of representation by Participant 8 and 5; through restricted supply or those associated with the brand. Some of the keywords presented in the moodboards use terms such as **'the high life'**, **'a life less ordinary'**, **'statement'**. The aspect of belonging or sharing some brand community but also distinguishes the individual from others is important for those who follow charismatic brands. With evidence from the literature about luxury and charisma, it is used as a means for consumers to display and exhibit their status and success (Eastman et al. 1999; Bensman and Givant 1975; Turner 2003) and affiliation (Turner 2003); whilst the literature about charisma, discusses the ability of charisma to allow individuals who follow a charismatic individual and belong to a charismatic group transcend the ordinary Weber 1915), inspire others with revolutionary ideas (Dow 1969) and have an influence on beliefs (Turner 2003; Weber 1946).

Craftmanship-

For charismatic luxury brands, most of the brand identity is tied to their individual craftsmanship, which needs to be demonstrated. The importance as noted by the participants is that while techniques and materials may be similar to other luxury brands there are ways that they charisma can be imbued to distinguish; in could be interpreted as the 'signature' products or techniques that specific charismatic luxury brands are known for.

> "Many of the artisans that create for brands have more than 20 years experience" (F-9)
> "Yeah, Bottega [Veneta] they have the special pattern that only that brand uses, so it is signature of the brand" (F-2)
> "Off-White uses the quotations [gestures] on their products as a signature to the brand" (F-1)

Some of the moodboards resonate the same message with the words such as **"unique"**, **"special"**, **"less ordinary"** and **"art"**; what is derived from the charisma literature is that in order for charisma to be operationalised it needs to be demonstrated and exhibited in some form (Smith 2000). Smothers (1993) investigated the influence of logos and interaction on perceptions whilst O'Cass (2004) assessed shopping motivations in marketing. Other disciplines have assessed oratory ability (Hatch and Schultz 2013) for example. The ownership of charismatic luxury may be a signal of distinctiveness to others, as perceived by some participants, and postulated within the literature (Dion and Arnould 2011). Participant 1 used **"stimuli"** on their moodboard, hence the postulated need for a cue to elicit charisma. When probed further about the use of these keywords and how it ties into the discussion of communicating or identifying the brand some participants noted the ways that this is done:

> "The packaging of the products is usually unique, and sets the tone as to what is inside" (M-5)

> **"I think too they types of ads they have, and people who model the brands ... they look flawless and perfect; who doesn't want to be that?" (F-9)**

The moodboard from Participant 7 used the imagery of sketches and text **"Sketches- design-bringing ideas to life..."**; to further illustrate the representation aspect and how important the notion of translation is for consumers.
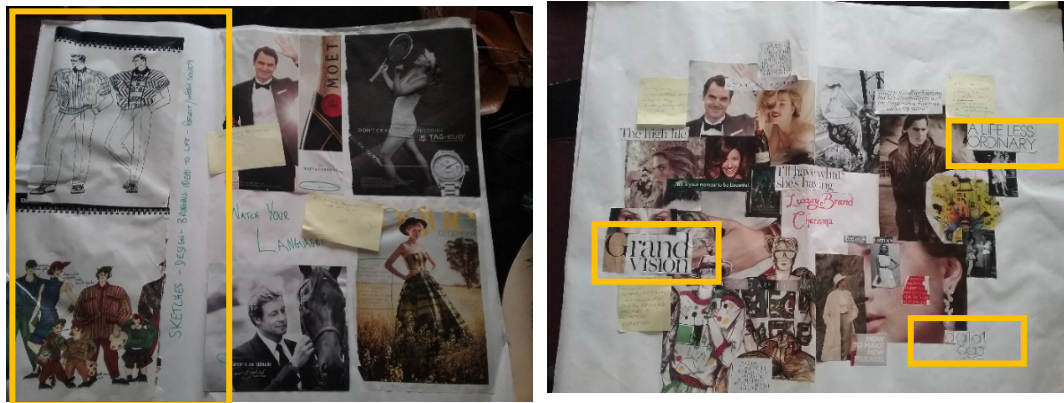
(L-R: M-7, F-8)

Relevance-

The last part of the text above to **"... reflect/inform society"** was echoed through the focus group; that luxury brands are continually challenged to remain relevant. Some of the moodboards used terms such as **"the digital age"**, **"innovation"** and **"don't follow fashion-lead it"**; whilst others used words like **"tradition"**, **"heritage,"** and **"vintage", "classic".** So we see the discourse here is split amongst participants. This is not divergent from the luxury literature about luxury brand management.
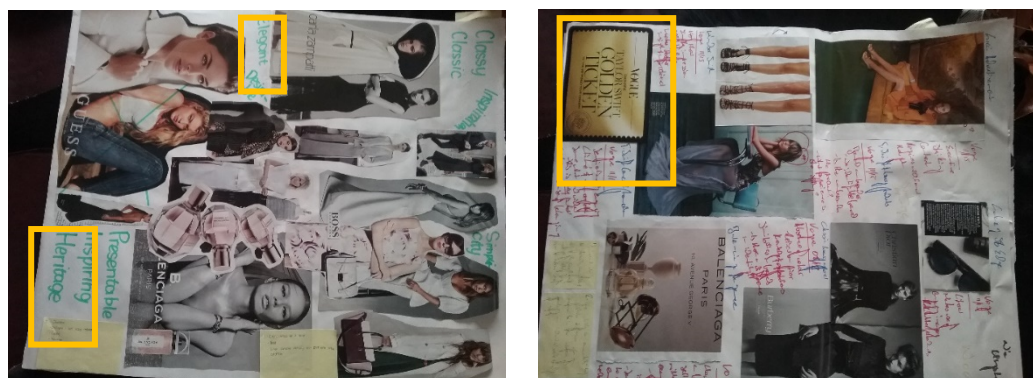
(L-R: F-2, M-3)

The idea of traditional laws of luxury and anti-laws of marketing (Phau and Teah 2009; Kapferer 2012; Vigneron and Johnson 2004) is important; such as maintaining prestige pricing and limiting distribution (Phau and Prendergast 2000) but if brands fail to adapt they may fall by the wayside. For charismatic luxury brands the need to remain relevant is

necessary to maintain balance between 'revolutionary' and 'tradition'. The notion that charismatic luxury brands still need to adhere to these perceived luxury brand codes are as important as having **"grand vision"**/ **"vision"** and being **"champions".** As a probing discussion, some of the ideas elicited through the discussion and moodboards, picked up on leadership as one key trait of charismatic luxury brands' in order to shape consumer perception by demonstrating their expertise in a given sector, or even a specific product.

> **"Apple for example is always pushing the boundaries of tech, while Rolex is known by many for their quality watches" (F-4)**

The importance of time is too exemplified by some respondents through the use of the hourglass or watch on nearly every moodboard; from a symbolic point it is one that symbolises 'the tide of time'. With the inclusion too of old artefacts such as the Mona Lisa by DaVinci we see this interplay of retaining ones **"heritage"** as a luxury brand but also ensuring that it evolves and moves, to be charismatic. The literature regarding charisma asserts that charismatic individuals are usually exemplary of a certain era, or period within history. For example you cannot discussion civil rights in the USA, without attribution to Martin Luther King Jr., or the era following the Great Depression and World History without Adolf Hitler. Even as far reaching into Biblical times when discussing religious conviction and following or community (Barnes 1978).

> **"There are such a new flow of innovators and disruptors in the fashion industry, who are moving away from moulds... Virgil [Abloh] created a brand [Off-White] for millennials... many people my age don't know Chanel or Hermes, because they are not relevant anymore" (F-1)**
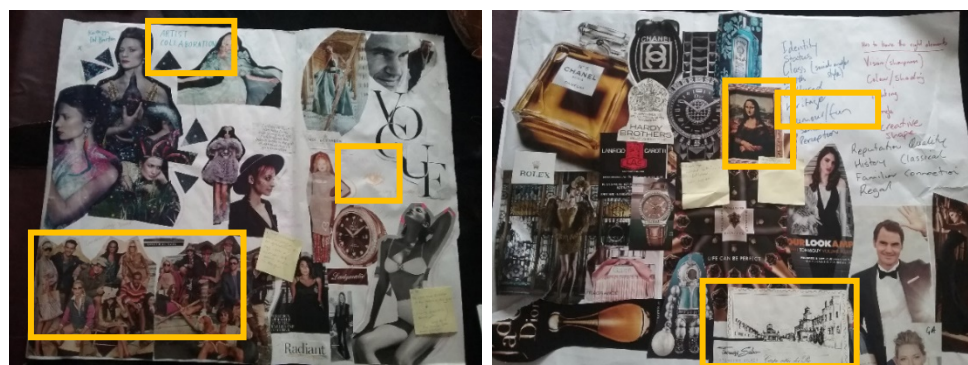
(Left: F-1; M-5)

Charismatic brands too are signifiers of their times as being relevant is very individualistic but can be grounded and shifted by broader cultural and societal changes. Participant 1 continues to discuss how societal changes are shaping this:

"Off-White uses collaborations with artists and city exclusives, so every experience or store is unique… feels very on trend for the industry" (F-1)

The natural progression of the discussion emerges to discuss the perceived effects of charisma, and in this context, how charismatic luxury brands make individuals feel and how this can be sensed; so the discussion moves from representation and demonstration to what are the impressions made by brands on consumer perceptions.

Theme 2
Impression

The notion that 'how someone makes you feel' is remembered versus what they did. This holds true for charismatic brands too. Much of the research has spoken about the influence that those who possess charisma can exert over others, through influence or **"sensation"**, by creating a sense of order (Dow 1969) and strong following amongst a population (Shils 1965). Charismatic brands can be seen to be **"memorable"**, and **"familiar"**; remain important as time passes, as these feelings are not grounded in an individual but rather the brand.

"I think some brands have an aura, or spirit… it can be picked up" (F-1)
"Hermes is Hermes… there is no attachment to a person or individual…" (F-2)
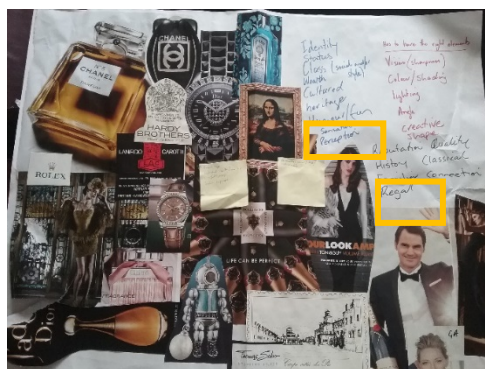
Aspiration - Charismatic luxury brands are highly aspirational, due to the distinctive ability for them to stand apart from other 'en-masse' luxury brands (Dion and Arnould 2011). It is postulated that charisma is perceived by 'feeling' versus a more cognitive function such as 'thinking'; as some of the findings suggest from the focus group discussions these brands are

"personable", "inviting", and having "amazing grace", "regal". These are sensed attributes, in the same way one would describe someone as being 'warm'.

> "They [charismatic brands] offer something inspiring… or beneficial for others, not just the brand" (M-7)

> "For some they see others and what to copy or imitate…because they want to be like their hero… or be seen in the same light" (M-5)
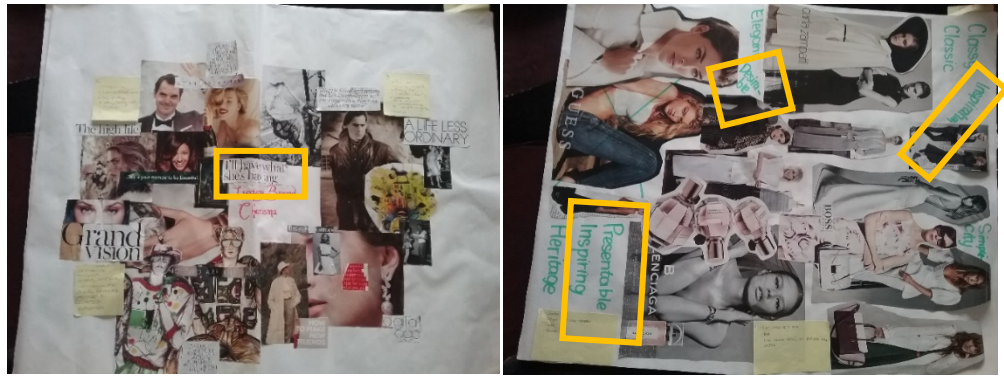
(L-R: F-8, F-2)

The discourse lends itself to the discovery that consumers want to imitate what the charismatic brands are doing to achieve something that is currently perceived to be lacking; "life can be perfect", "Status" (F-6), "Make new friends (F-8). So it could be postulated that ownership and belonging is one way to imitate, "I'll have what she's having", "A life less ordinary" (F-8), but this can be noted as the emotion and desire to imitate, which ties to the importance of emotion.

Emotion- Whilst the representation and demonstration of charisma is essential, the imbuing of emotion needs to be fulfilled to provide a strong influence over beliefs and to inspire a devout following. Participants have noted how important "language" is on their moodboards and the "connection" and "engagement" aspects between brands and consumers. Upon analysis of the moodboards, it is interesting to observe the perception of 'connection' in the images between people to exemplify the charismatic relationship (Dion and Arnould 2011).

> "With digital progression it is hard for brands to create that 'human touch'…those that do could be more charismatic" (F-4)
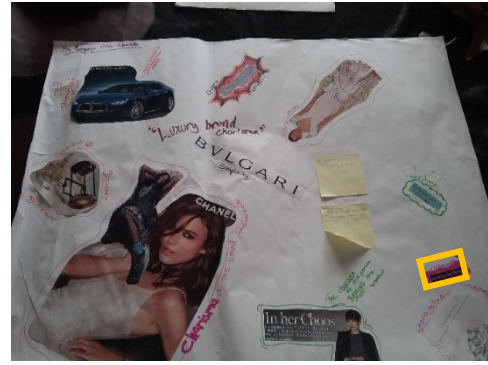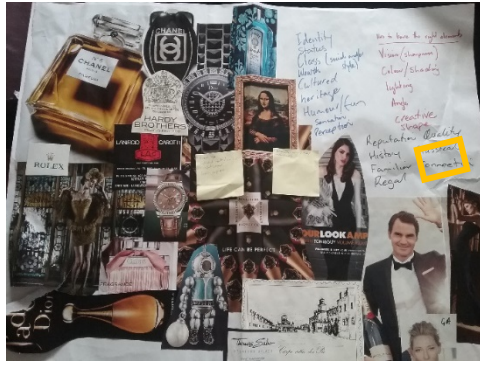
(Top L-R: M-5, F-9;Bottom L-R: F-6 , F-1)

Participant moodboards reflect the differing emotions elicited by charismatic luxury brands such as through the words **"confidence"**, **"bold"**, **"statement", "amazing"**. These are traits that attract consumers to charismatic brands, as we know that through ownership of brands consumers are transferred those inherent qualities (Nemeroff and Rozin 1994) through ownership and belonging; or at the very least the belief thereof. The notion of 'transference' is not physical but actually perceived through the Law of Contagion that explores the effects of perceived transfer of quality (Mauss 1902/1972) and traits between consumers and products (Argo et al. 2006; 2008).
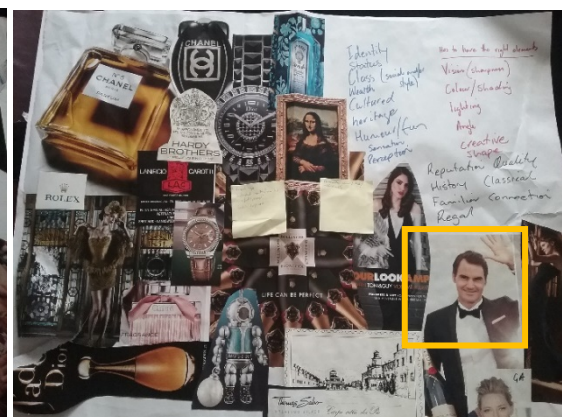
(L-R; F-6; M-5)

Additionally, the moodboards by participants identify the effects on the consumers who own or belong; such as the words **"radiant"**, but also emotions such as **"happiness"**, **"desire"**, **"envy"** and **"awe"**, **"admiration"**, **"excitement"**, **"fun".** The range of emotions are extensive when related to charisma. For the charisma to be maintained, participants note the importance of continuity in the previous theme; hence the natural emergent link to theme 1.

(Top L-R: F-1, M-7; Bottom: F-8)
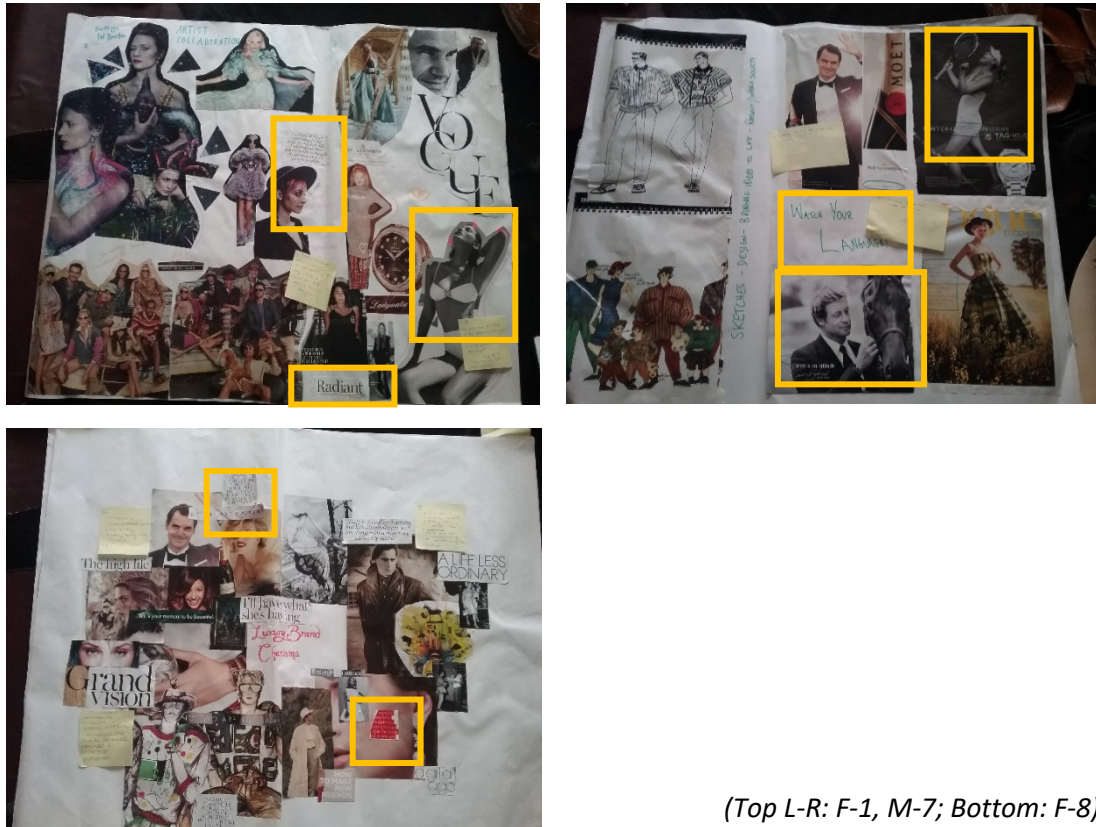
Based on the above findings from the focus groups, and as participants discussed, the working definition of luxury brand charisma as the:

"Ability of the luxury brand to articulate the brand vision, elicit a positive emotional response in its audience or following; that results in increased positive perceptions towards the brand, extremes of motivation and attachment, believing there is no substitute".

This conceptualisation accurately represents and reflects the findings from the focus group about representing and demonstrating luxury brand charisma, and the importance of transmitting the aura, impression of the brand without losing those elements that make it luxurious, such as scarcity. The perceived effects of luxury brand charisma on followers, such as attachment, enhanced motivation and influence over beliefs as these brands are viewed to be distinctive from the conventional luxury brands.

Table 5.1.2: Literature support for Conceptualisation

Emotional Influence	Weber 1945; Levitt 1975; Turner 2003
Attachment	House et al 1988; Trice and Beyer 1986; Conger 1988; Bass 1985; 1988
Aspiration	Shils 1965
Status	Bensman and Givant 1975
Identity	Bensman and Givant 1975; Dion and Arnould 2011
Connection	Yammarino et al 1992; Bensman and Givant 1975; Conger and Kanungo 1998
Interaction	Bensman and Givant 1975; Dow 1969
Elicitation/demonstration	Dow 1969; House et al 1991; Shils 1965
Aura	Jaeger 2011; Benjamin 1927
Transference of essence	Weber 1915 ; Dow 1969

DISCUSSION AND IMPLICATIONS

The key challenge for many luxury brands, as explored, is how brands remain relevant and grow but maintain their rarity and obey the laws of luxury (Phau and Prendergast 2000; Vigneron and Johnson 2004). Hence, in the industry some brands like Gucci and Louis Vuitton have verged into 'en-masse' luxury as an attempt to remain relevant seen them focus on sales and propel to the top positions within the industry (Arienti 2018). This research brings into question the previous importance placed on outcomes measures such as purchase intention (e.g. Hagtvedt and Patrick 2008; Shao et al. 2019; Phau and Teah 2009). The findings suggest the potential for other measures such as love (Batra et al. 2012), attachment (Shimul et al. 2017) and aspiration (Sreejesh 2015) may be better indicators of consumers' actual enduring perceived value of luxury brands.

Based on the findings from the focus group some emerging themes of luxury brand charisma have been generated and are summarised in the Table 5.1.3 below. Namely, the notion that luxury brand charisma should be demonstrated and represented by brands through their communication, iconic product development or unique display of values. The implication of this research is that for brands in potentially the service category it may be important to provide tangible elements to assist in the creation and maintenance of the presence of luxury brand charisma. Brands may wish to stress their distinctiveness from others through key communication and service strategies that exemplify their values. For example the Ritz-Carlton have the Gold Standards that all employees abide by in their daily work; and use the unique motto of "We are Ladies and Gentlemen serving Ladies and Gentlemen". Exceptionally each member of staff is allowed to spend up to $3000 per incident, without authorisation, to solve a customer complaint or enhance the service provided to that customer during their stay. It is an extraordinary measure in place by the Ritz-Carlton that speaks to the values of the brand.

Equally as important is the impression and spirit of the brand should be construed by those who interact with those charismatic luxury brands. These are the emotional ties and hedonic experiences should be emphasised to further enhance the consumer experience. Implications for brands are the translation of these feelings either in action or language used when interacting with consumers. The Ritz-Carlton refer to the '6Th Diamond' within the Gold standards, which state the words mystique, emotional engagement and functional. No explanation is provided about what these mean however it could be postulated that at the basis for their brand operations. Firstly, the functionality needs to be fulfilled for customers,

these are the basic requirements followed by the everyday reinforcement of brand equity through the emotional engagement; and lastly this will ultimately result in the mystique (awe, glamour and prestige) afforded to the brand.

Table 5.1.3: Summary of Themes Identified

Theme	Sub-Themes	Evidence Excerpts
Representation		
	Identity	"simplicity, aesthetics, storytelling or storyteller, the high life, a life less ordinary, statement"
	Craftsmanship	"Unique, special, less ordinary, art", bringing ideas to life…"
	Relevance	"… reflect/inform society, the digital age, innovation, don't follow fashion- lead it; *whilst others used words like* "tradition,, heritage, vintage, classic, grand vision, vision"
Impression		
	Aspiration	"Personable, inviting, amazing grace, regal, life can be perfect, Status, I'll have what she's having, a life less ordinary"
	Emotion	"radiant, happiness, desire, envy, awe, admiration, excitement, fun, connection, engagement, confidence, bold, statement, amazing"

Through the two emergent themes and discussion there is significant evidence provided that the proposed luxury brand charisma may aid brands to achieve higher enhanced positive perception of the brand and their products (Dion and Arnould 2011; Smothers 1993; O'Cass 2004; Hatch and Schultz 2013). Therefore, the implications are in the brand building exercise and the maintenance of this charismatic relationship between consumer and brand. As key words and attributes have been identified of luxury brand charisma, it could serve as a guide for brand managers and communicators to use these and imbue or enhance them across consumer touchpoints to augment the presence of luxury brand charisma. This successful augmentation would potentially result and enhance the positive effects such as increased attachment, level of aspiration and attachment (Bass 1985).

Stemming from the qualitative methods employed, this research has provided a rich data set of imagery and visualisation of meaning to describe luxury brand charisma, from a consumer perspective. This provides further implications as brands could use some of the poignant imagery that resonates with consumers. The use of certain imagery can be used and therefore further augment the presence of luxury brand charisma to increase the potential for the positive interpretation and construction of luxury brand charisma across brand communications. Increased accuracy in the construction of the brand and its communication could potentially provide more predictable consumers outcomes such as behaviour. As learned from the literature, follower behaviour of charismatic individuals is predictable and has been observed with some consistency.

The results from this study are invaluable in guiding and informing the scale development procedure in the subsequent chapter. The findings have suggested that there are two key themes that describe luxury brand charisma and provided keywords that could be used to ascribe and test the construct itself. This in conjunction with the working definition is proposed to aid in the conceptualisation of luxury brand charisma. These will be further examined in the subsequent chapter as part of the scale development procedure.

CHAPTER CONCLUSION

This study intended to address the first research question as part of the overall research and understand what constitutes luxury brand charisma; thus achieved by understanding the meanings, perceptions, keywords, associated brands and images from a consumer perspective. Resultantly, the findings from this study is used to inform the quantitative scale development process outline in the succeeding Chapter 6.

CHAPTER 6

SCALE DEVELOPMENT

CHAPTER OVERVIEW

The purpose of this chapter is to describe the scale development and validation process to measure luxury brand charisma. Items were written and based on a reflection of the qualitative study, as described in Chapter 5.

This chapter structure is as follows:

1. Commencing with a brief summation of a literature review drawing from Chapter 2, including a discussion about the theoretical proposed dimensions of luxury brand charisma and relation to other constructs;
2. A brief overview of the specific methodology drawing from Chapter 4;
3. A brief overview of the scale development process is provided and then is further structured into two parts discussing the various stages of the scale development process and their associated findings.
   a. **Part A** begins with an overview of the conceptual definition, discussed the procedure to generate an initial item pool, format and initial item review.
   b. **Part B** is structured into five main studies following the prescribed methods of Churchill (1979) and Devellis (1991; 2003):
      i. Purification of the scale
      ii. Discriminant and convergent validity
      iii. Criterion and Nomological validity
      iv. Confirmatory factor analysis
      v. Generalisability of the scale

This chapter closes with a chapter conclusion summarising the findings of this chapter and outlines the succeeding chapter.

INTRODUCTION

Whilst the luxury industry continues to show exponential growth across all categories; fashion & beauty have remained top performing with an annual growth of 4.5% for 2019 (McKinsey & Company 2019). Additionally, luxury hotels and resorts have seen some strong projected growth (Arienti 2018) following consumer's shift to experiential luxury. The growth for the industry has not come without some challenges in the past year. Chanel faced its future without Karl Lagerfeld at the helm, Dolce and Gabbana ensuing negative press towards the brand after a brand digression in China and more than ten creative designers moving between different brands (Williams 2019). The question we beg, is how do retain their steadfast position in the industry amidst the chaos?

Previous research has highlighted that luxury brand management requires a distinctive approach (Phau and Prendergast 2000; Vigneron and Johnson 2004), primarily due to the built perceived social distinction these brands afford to their lucky buyers. Thus, Kapferer and Bastien (2012) discusses the brand gap and how this perceived exclusive brands and en-masse luxury brands need to remain distinctive. Authors have purported the notion that charisma may be the characteristic that brands use along with other branding and marketing strategies in order to maintain the perceived brand gap (Neumeier 2005; Dion and Arnould 2011). The main contribution of this study is to develop a scale to measure luxury brand charisma, and as such unite the literature surrounding charisma in a luxury branding context, with a particular focus on extending charismatic leadership theory (Conger and Kanungo 1994).

The structure of the paper is as follows. To conceptualise the dimensional structure of luxury brand charisma based on previous qualitative work and existing charisma literature. Identify the relationships between luxury brand charisma and other conceptually related but discriminant constructs are outlined to develop the hypotheses and conceptual model of luxury brand charisma. Succeeding, studies are conducted to develop and validate the luxury brand charisma measures are described and results presented in turn. Finally, the paper concludes with a discussion on the theoretical and managerial contributions of this research.

(1) THEORETICAL LITERATURE REVIEW

The Charismatic Leadership scale (Conger and Kanungo 1994) was the first significant empirical advancement towards an empirical measure of charisma in the literature, pertaining to organisational management. Most of the research in other disciplines were qualitative inquiries from disciplines in psychology, political science, organisational management, and sociology literature (e.g. Conger et al. 2000; Eatwell 2006; Shils 1969; Smothers 1993). This research is of the first to extend the Charismatic Leadership Theory to conceptualise luxury brand charisma.

The extension of Charismatic Leadership Theory (Conger et al. 2000) to marketing required an extensive literature review of psychology, sociology, biology and ecology along with marketing and branding journals in addition to industry publications to understand the literature and existing scales. While the research is multi-disciplinary, particular papers served as a focus to extend the theory and develop an empirical scale to measure luxury brand charisma (Dion and Arnould 2011; Shils 1965; Conger and Kanungo 1994; Dow 1969; Lorimer 2007; Neumeier 2005; Martin 1961). Whilst charisma has always been treated as a non-institutional trait, hence only inherent to a person, (Weber 1945; Conger and Kanungo 1994; Dow 1969), it was Shils (1965) who explored the phenomenon as non-institutional (not inherent to a person) and provided strong arguments for its operationalisation with the term 'depersonalised charisma' and other authors since have further examined charisma in this way (Smothers 1993; Smith 2000).

Furthermore it has been discussed of the possibility that "there is *no single charismatic temperament or personality type but there is a charismatic phenomenon which can be theoretically and empirically isolated as an independent form of authority*" (Marcus 1961; Smith 2000). This is interesting as upon close examination of the characteristic of depersonalised charisma it provides strong exemplary qualities within luxury brands, some of which can be seen below in Figure 6.0.0.

Figure 6.0.0: Characteristics Charisma and Luxury Brands

Based on myths, legends and stories

Not inherent to everyone

Relies on use of symbols (metaphysical)

Allows control over group of people

Inspires trust and following

Attracts admiration

Provides vision, insight and faith

Aspirational
Timeless
Devotion
Inspirational
Control
Rare
Symbolism

Worship creativity, craftsmanship, quality, detail

Supply is less than demand

Total control of value chain

Consumer chase the brand

No discounts or rebates

Recognition of significance of brand origin

Strong art affiliations

Giving back to community is an obligation

Weber 1947; Shils 1965; Dow 1969;Bensman & Givant 1975; Spencer 1973)

(Kapferer,2016)

Developing depersonalised charisma for brands is important for the charismatic relationship because in order for the 'transcendent state' and affiliation to the leader (brand) to continue it requires the leader (brand) to be maintained (Marcus 1961). Therefore, brands need not rely on the individual person to maintain the 'incarnation or vision of a transcendent state' (Marcus 1961), but rather build characteristics of charisma, hence luxury brand charisma. Other papers that have examined charisma within the branding and marketing literature are fragmented; for example Neumeier (2005) addresses characteristics of 'charismatic brands' in greater discussion of the brand gap; Hatch & Schultz (2013) assess the role of charisma and WOM; and O'Cass (2004) examine shopping motivation. However, what is lacking is a cohesive framework or empirical measurement that could be used to measure and operationalise luxury brand charisma in a luxury branding context. Hence, the importance of this research to develop a scale to capture consumer's perceived luxury brand charisma. As such this research aims to conceptualise 'luxury brand charisma' and investigate how it influences other related constructs in relation to the luxury literature.

Based on the findings from the qualitative study (CH 5) and guidance from the literature, the working definition of luxury brand charisma is:

"[The] ability of the luxury brand to articulate the brand vision, elicit a positive emotional response in its audience or following; that results in increased positive perceptions towards the brand, extremes of motivation and attachment, believing there is no substitute".

Dimensions of Luxury Brand Charisma

During the qualitative research undertaken in the previous chapter (Ch 5: Part 1) the dimensions of luxury brand charisma has begun to emerge. In line with previous research about charisma the expected scale will have multiple dimensions (Conger and Kanungo 1994; 2000; Eastwell 2006; Jayakody 2008;; Vercic and Vercic 2011). The two major themes, of representation and impression, that have emerged are discussed below.

Much of the literature regarding charisma, postulates the idea about how the charismatic person made individuals feel when interaction takes place, attributed to the 'impression' of the person. As this research is concerned with brands, the similar effects and relationships are seen. Interestingly, some of the stronger phrases and associations are the 'aura' or spirit sensed, the 'mystique' to imply the perceived glamour and power association and the general 'awe' or reverence between fear and wonder towards the brand exuding the charisma; which interestingly links to the next factor of 'Representation'. When we try to identify a brand's charisma, it is inevitable that the terms we describe are usually ascribed via tangible means, such as 'iconic' or 'signature' techniques, products, colours and associations (Brady et al. 2005) that have been used by the brand; and in the minds of consumers' position the luxury brands to be unique and distinctive compared to the competitors (Vigneron and Johnson 2004). Additionally, the emerging narrative is the 'identity' of brands need to be clearly communicated, which stems from previous findings in the literature that in order for charisma to be perceived it needs to be communicated (Bensman and Givant 1975; Smith 2000; Vercic and Vercic 2011; Conger et al. 2000; Dion and Arnould 2011) and demonstrated (Dow 1969) through for example products or published brand content. Whilst, the 'appeal' lies in the escape of the ordinary that charismatic luxury brands provide as it holds a magical quality (Weber 1946; Shils 1965), providing a unique and revolutionary idea and vision (Shamir 1993).

Theoretical Relationships between Luxury Brand Charisma and other related constructs

As Dion and Arnould (2011) investigated, charisma may influence consumers' perceptions and evaluations of retail landscapes, and O'Cass (2004) examined shopping motivations. The other extant literature has postulated the possible enhancement of follower perceptions towards the individual that exhibit charisma; for example the increased motivation to belong (Levitt 1975), emotional attachment (Dow 1969) and intense influence over behaviour and beliefs (Yammarino et al 1992; Bensman and Givant 1975).

For this research, the suggested postulated effects can be examined using perception of luxury and attitude toward the brand. Perception of luxury and attitude toward the brand have been assessed in previous studies in marketing and branding (e.g. Hagdvedt and Patrick 2008; Spears and Singh 2004); with similar studies using these variables across multiple experimental designs within the marketing and branding literature (e.g. Wiedemann et al. 2007; Hennings et al. 2013). Increased perception of luxury occurs as a result of the impression of luxury brand charisma that is perceived, which is linked to postulations of connection, sense of wonder and power inference which is evident in the value of why consumer purchase luxury brands (Vigneron and Johnson 2004). Additionally, if the proposition to belong to a unique brand community or perceive the brand as being charismatic the inference would be that perception of luxury would be more positive, as charisma is only inherent to few brands and not all, symbolising a sense of uniqueness. Increased attitude toward the brand is resultant from the positive impacts that luxury brand charisma has on consumers' evaluation of the brands offering (Smothers 1993). Therefore, this research aims to address the following research questions and objectives:

RQ 1: What is luxury brand charisma? **[GAP 1, 2]**

Objective 1: To conceptualise luxury brand charisma and develop a working definition of luxury brand charisma for the purpose and context of marketing and branding.

Objective 2: To develop and test a framework to measure luxury brand charisma, through the development of an empirical scale

(2) METHODOLOGY

Research Paradigm

A positivist research paradigm is used for the scale development process as it is in line with the overall research paradigm and allows for mixed methods research, comprising both qualitative and quantitative measures (Liamputtong and Ezzy 2009). As this research is conceptualising luxury brand charisma and building theory through the development of an empirical scale it requires a mixed methods design.

Research Design

This study follows the scale development process adopted and adapted from Churchill (1979) and DeVellis (1991; 2003) prescribed methods, as shown in Figure 6.0.1 below. All data collected was administered using a classroom method as the duration and method of elicitation was to be controlled. Each group of subjects were only exposed to one brand stimulus in a single category, following a between methods design.

This research consisted of five stages with the aim of generating self-report items to measure luxury brand charisma, purify the scale, and demonstrate reliability and validity. Each stage of the scale development process will be discussed in turn with their associated findings.

Figure 6.0.1: Scale Development Process

Recommended Coefficients or Techniques

1. Specify domain of construct

Literature search

2. Generate sample of items

3. Collect data

Literature search
Experience survey
Insight stimulating examples

4. Purify measures

Critical incidents
Focus groups

5. Collect data

6. Assess reliability

7. Assess validity

Coefficient Alpha
Factor Analysis

8. Develop norms

(Adapted from Churchill 1979)

Sample

The sample for the studies within this research were selected via a convenience sampling method, comprising of students from a large university in Perth, Western Australia. The demographic profile of respondents were relatively similar across all studies, mainly an Australian sample between the ages of 18-35 with a reasonably equal split between males and females. This sample was suitable for scale development and they represented a homogenous sample and represent surrogate consumers (Yavas, 1994). New samples were collected for the various studies throughout the scale development process to improve the generalisability (Churchill 1979). The total sample size collected for the various studies throughout the scale development process was approximately 1000 responses, with 838 usable samples. A sample characteristic for the studies can be viewed below in Table 6.0.0.

Table 6.0.0: Sample Characteristic

Items	Purification of Scale; Convergent and Discriminant Validity		Criterion and Construct Validity		CFA		Generalisability	
Sample	209		200		228		201	
Gender	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
Male	113	54.1	101	50.5	111	48.7	117	58.2
Female	96	45.9	99	49.5	117	51.3	84	41.8
Age								
< 20	157	75.1	133	66.5	151	66.2	29	14.4
21-34	49	23.4	64	32	64	28.1	126	62.7
35-44	2	1	2	1	13	5.7	24	11.9
45-54	1	0.5	-	-	-	-	10	5
55-64	-	-	1	0.5	-	-	12	6
65+	-	-	-	-	-	-	-	-
Country of Residence	195	91.5	175	87.5	164	71.9	132	65.7
Australia	5	2.3	9	4.5	4	1.8	4	2
China	-	-	7	3.5	4	1.8	5	2.5
Malaysia	4	1.9	-	-	2	0.9	-	-
Mauritius	-	-	-	-	-	-	1	0.5
Thailand	-	-	-	-	6	2.6	4	2
Singapore	-	-	2	1	9	3.9	10	5
Indonesia	-	-	-	-	-	-	-	-
Japan	5	2.4	7	3.5	39	17.1	45	22.4
[other]								

PART A: Qualitative Summary

Conceptual Definition

The first step of the scale development process is to provide the conceptual definition to guide the items to conceptualise and variance in the construct. The conceptual definition which was developed for 'luxury brand charisma' in the previous chapter (CH5) as part of the qualitative inquiry. Luxury brand charisma has been conceptualised as the "*Ability of the luxury brand to articulate the brand vision, elicit a positive emotional response in its audience or following; that results in increased positive perceptions towards the brand, extremes of motivation and attachment, believing there is no substitute*".

Generate an Item Pool

In order to generate a large set of pool items, this research used literature reviews and thesaurus searches as prescribed by previous researchers (Phau and Marchegiani 2010; Conger and Kanungo 1994) and outlined by Churchill (1979) and DeVellis (1991; 2003). The initial items generated including keywords, phrases and associations totalled 300 in its infancy.

Literature Reviews

An extended literature review was undertaken to examine management, psychology and sociology literature for the purpose of (a) how charisma is operationalised, (b) understanding the phenomenon effects, and (c) derive any keywords and associations to inform the scale development process. An excerpt of these can be viewed in Table 6.0.1 which formed part of the items generated for content analysis.

Table 6.0.1: Excerpt of Literature Review

Source	Finding
House et al 1988; Trice and Beyer 1986; Conger 1988; Bass 1985; 1988	"addictive attachment"; "extremes of loyalty and motivation"
Bensman and Givant 1975;	"communicate their identification to others"
Dow 1969; House et al 1991; Shils 1965	"exercise diffuse and intense influence over the beliefs, values, behaviour and performance of others through own behaviour and example"
Yammarino et al 1992; Bensman and Givant; Conger and Kanungo 1998	"unique connection between leader and follower that can account for extraordinary performance and accomplishments of individuals, work groups, units and organisations"
Weber 1922; 1966; Levitt 1975;	"transcendent from the ordinary" ; "the process is both parallel and analogous process…both change meaning and perceived value"

Thesaurus Searches

Items related to charisma were also generated through thorough thesaurus searches which used similar terms found within the literature review as an initial starting point. Additionally, the thesaurus searches provided some valuable synonyms for some of the items which were important given the abstract nature of the construct. The most appropriate items were selected to form part of the initial item review, based upon relevance and ease of comprehension. An excerpt of these items can be viewed in Table 6.0.2 below, as they formed part of the initial item pool. The items generated within this stage were used as part of the content analysis and then purified items were for use within the final scale. The item refined and resulted in 36 items which were used in the first study.

Table 6.0.2: Excerpt of initial Thesaurus Search Items

Allure	Bewitchment	Je ne sais quoi
Allurement	Leadership	It
Appeal	Personal appeal	Drawing power
Appearance	Arrange	elegance
Attraction	Animal magnetism	Glamour
Attractiveness	Draw	Inveiglement
Captivation	Magic	Prestige
Charm	Enticement	Dazzle
Enchantment	Lure	Nimbus
Fascination	Beauty	Inducement
Glamour	Pull	Esteem
Grandeur	Opulence	Razzle-dazzle
Hold	Leverage	Mojo
Hypnotic attraction	Look	Moxie

Focus Groups- stimulus selection

The stimulus was carefully selected from existing luxury brand content, using findings from the focus group as a guide and to ensure there is no deviation of the responses to the stimulus from what the questionnaire is intended to measure. The stimulus selection was controlled to include some parameters, as discussed previously, across the different brands and categories. Thus, a focus group consisting of general consumers was used from a student body to discuss luxury brand charisma and identify particular brand content that is perceived to elicit luxury brand charisma. It was discussed and identified that as most consumers would have some awareness of luxury fashion, beauty and hotels & resorts above all other categories of luxury. Further to the discussion, specific branded video content was viewed and discussed; whereby Chanel and Gucci were discussed for the fashion category, Jumeirah and the Ritz-Carlton were discussed for hotels & resorts and SK-II for beauty. These brands were selected for discussion namely due to their global presence, yet some respondents may not have great familiarity with these brands to control for familiarity bias.

Expert Review

The initial items generated were reviewed by a group of 10 expert panel members consisting of marketing and branding academics and industry practitioners. The panel were provided the working definition of the construct and tasked to identify items that they feel most closely represented the construct, those that moderately represented and those items that were irrelevant. Additionally, the panel were asked to provide commentary about which wording would be most appropriate to measure the construct. The developed wording for

the statements included '*I feel*', '*I believe*', and '*I think*', in order to determine what phrasing would best reflect and measure the intended construct. Furthermore, open ended questions were provided to panel respondents for commentary about which brands closely represent the construct and any additional items that could be included. Feedback and recommendations were invited in regards to how to better conceptualise the constructs and improve the overall survey instrument.

Validation Items

There were a few items that have been included into the questionnaire to ensure that any flaws could be detected (DeVellis 2003). The use of validation items is to assist in measuring construct validity, but the inclusion of items are limited as the initial pool of items were between 30-40 items. Additionally, the use of validation items to examine if any other motivations such as social desirability could be an influencing factor.

PURIFICATION OF SCALE

The main aim of study one is to generate and purify a set of potential scale items to empirically test luxury brand charisma. A seven- point Likert response format was used, in line with many studies which has been used in marketing and branding scales (e.g. Eastman et al. 1999; Hagtvedt and Patrick 2008; Park et al 2010). A pre-test was conducted in order to determine any errors such as grammatical, instructions and so forth were all fixed prior to undertaking the data collection.

A total of 36 items were generated and administered to a sample of 500 respondents. The data is checked for missing values and responses that are either incomplete or inappropriately completed are removed. Hence, only 409 usable responses are retained for testing across studies one and two. Respondents were provided the opportunity to answer open-ended questions with the researcher about the exercise post data collection.

During the initial phase to develop a scale to measure luxury brand charisma, an initial pool of items revealed a seven factor multi-dimensional scale. Items with negative factor loadings, high cross factor loadings were firstly eliminated (DeVellis 1991). The remaining 20 items, loaded onto four factors. These items were analysed again using an exploratory factor analysis and those items that had high cross loadings, negative cross loadings and low factor loading below 0.5 were eliminated (DeVellis 1991). An overview of the items deleted can be viewed in Table 6.0.3 below

Table: 6.0.3: Items deleted during EFA

Items	Factor 1	Factor 2	Factor 3	Factor 4
I feel this brand is influential	.422			
I feel this brand is powerful	.395			
I feel this brand is a leader	.300			
I feel this brand is intriguing	.459			
I feel this brand has a strong vision	.487		.391	
I feel this brand is inspiring		.476		
I feel this brand is innovative		.379		
I feel this brand attracts fascination		.400		
I feel this brand has presence		.480	.399	
I feel this brand is captivating		.321		
I feel this brand is compelling		.360		
I feel this brand is alluring				
I feel this brand is exclusive		-.382	.399	
I feel this brand is memorable			.350	
I feel this brand is authentic			.470	.387
I feel this brand is desirable				
I feel this brand is unique				.402
I feel this brand is magical	-.390			.298
I feel this brand is a storyteller				.455
I feel I can derive meaning from this brand		-.420		.301

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

The remaining 10 Items that remained, loaded onto 2 factors and those that were borderline, were individually examined and those found to have little relevance to the study were removed. From the factor analysis, the inconsistent items were also removed based on the co-efficient alphas (Nunnally, 1978; Peterson, 1977) and guidance by the literature. These items were analysed to ensure that multi-collinearity was not present and that the items were suitable for factor analysis (KMO and Bartlett's Test).

The final EFA Results can be viewed in Table 6.0.4 below. From the initial 36 items analysed, 8 items remained with a coefficient alpha of 0.715, the items are deemed reliable for the study ($\alpha > .7$). Examining the dimensionality of the scale items, a factor analysis revealed a two factor structure with eigenvalues of 1.31 and 2.78. The two factors with 4 items each accounted for 16.42 and 34.7 percent of total variance (51.12% cumulative). One item was borderline with a borderline loading of .482 (<.5), but it was decided to be kept in for CFA analysis.

Table 6.0.4: Final Exploratory Factor Analysis for 'Luxury Brand Charisma' scale

Items	Impression	Representation
I feel this brand has mystique	.744	
I feel this brand has an aura	.724	
I feel this brand inspires awe	.627	
I feel this brand is emotive	.482	
I feel this brand has strong appeal		.726
I feel this brand has a strong identity		.757
I fell this brand has a signature		.743
I feel this brand is iconic		.760
% of Variance	**16.42**	**34.7**
% of Variance (Cumulative)	**51.12**	
Eigenvalue	**4.09**	
Cronbach's Alpha	**.715**	
KMO	**.767**	
Bartlett's Test of Sphericity	**.000**	

Extraction Method: Maximum Likelihood .

Rotation Method: Promax, oblique rotation.

    a.   Rotation converged in 3 iterations.

        Factor loadings 0.3 suppressed.

CONVERGENT AND DISCRIMINANT VALIDITY

Study Two was used to further purify the scale and test the convergent and discriminant validity. The results for convergent and discriminant validity are displayed in Table 6.0.5 below. DeVellis (2003) stresses the importance of distinctiveness of constructs to those currently existing. Based on the current review of the literature on charisma, the luxury brand charisma scale may share some similarities to the charismatic leadership scale (CLS) by Conger and Kanungo (1994) and Brand Personality (Aaker 1997); whilst Brand Aspiration (Sreejesh 2015) should be conceptually distinct.

Trait validity is used to confirm and accept construct validity by assessing the empirical relationships between different construct measures (Peter 1981); and can be conducted using convergent and discriminant validity tests. These tests are conducted to examine the amount of systematic variance between constructs that should be highly correlated or low correlation (i.e. not associated) (Peter 1981, 135). Therefore, convergent validity is the degree to which measures of constructs are conceptually similar while discriminant validity is the degree to which measures of constructs are conceptually different (Churchill 1979). Discriminant validity is usually established through correlations, by demonstrating that a measure does not highly correlate with another measure. It is deemed acceptable that measures with correlations below (< .7) provide evidence of measuring distinct and discriminant validity (Ping 2004), as measures with large correlations (>.8) suggest a lack of discriminant validity (Holmes-Smith 2011).

While some similarities are expected between the developed scales, it is expected to be somewhat different as the CLS (Conger and Kanungo 1994) focus on individual personality traits, for example "*exciting public speaker*" and "*engages in unconventional behaviour to achieve organisational goals*"; whilst Brand Personality (Aaker 1997) focuses on characterising brands based on exhibited traits, for example "*This brand is rugged*", "*This brand is feminine*". Whilst this has been a criticism of the proposed research it serves as a clear distinguishing factor; this scale is not measuring the individual traits of brands and categorising them into archetypes but the focus is to measure the characteristics attributed with institutional or depersonalised charisma (Shils 1965). Thus, establishing whether luxury brand charisma is perceived via the brands' communication, with the brand content stimulus used as a proxy for follower-brand relationship, which is characterised as part of charisma (Weber 1947; Dow 1969).

Table 6.0.5: Results of Convergent and Discriminant Validity Luxury Brand Charisma

	LBC	Brand Personality	CLS	BAsp
Luxury Brand Charisma	1			
Brand Personality	.590**	1		
Charismatic Leadership	.430**	.629**	1	
Brand Aspiration	-.127*	-.107	-.069	1

*Correlation significant at p<0.05   ** Correlation significant at p<0.01

CRITERION AND CONSTRUCT VALIDITY

Criterion validity is used to explore the construct and is the ability of the scale to predict something that theoretically it should have the ability to predict (Oh 2005, 301). As discussed, a focus group was used to develop the stimulus, along with the review from an expert panel. Open ended questions about luxury brand charisma were specifically included in the second survey to be used as initial criterion validity assessment for the luxury brand charisma scale. Previous material assessment has been used in previous marketing and branding research (Eastman et al. 1999). The new questionnaire was administered to 200 respondents.

Perception of Luxury and Attitude toward the Brand both recorded positive Cronbach's alpha scores (α= .866 and α=.882 respectively). The criterion (predictive) validity of the 'luxury brand charisma' scale was supported. Thus, those who perceive luxury brand charisma had significant positive perception of luxury (β= .782, p-value=.000) and attitude toward the brand (β= .694, p-value=.000). The findings are supported by postulated thoughts within the charisma literature and conceptual definition.

Nomological validity is also assessed as it is believed that when an instrument has successfully achieved nomological validity it will demonstrate a relationship to another construct/s that is theoretically related (Churchill 1995). In other words, criterion and nomological validity is the degree by which a construct is able to predict other constructs that has been demonstrated via past empirical research or theory (Droge 1997). As previous research has thought (Dion and Arnould 2011; Smothers 1993), the proposed luxury brand charisma should lead to positive perception of luxury and attitude toward the brand. It is anticipated that for nomological validity to be achieved, there should be a relationship between luxury brand charisma, perception of luxury and attitude toward the brand. Nomological validity has been demonstrated in previous research through correlations (Bagozzi and Edwards 1998) and thus provide evidence that the developed scale and constructs behave as theory and literature dictates (Cadogan et al. 1999). In assessing the results the pattern between criterion and predictors should be considered along with the significance of the results (Cronbach and Meehl, 1955; Netemeyer et al., 1991).

The results for the nomological validity it shown to have significant correlations between constructs that are theoretically related. It should be noted that while this scale has not been directly tested, it can be postulated that the developed luxury brand charisma scale has the ability to predict what past studies in charisma has postulated.

Table 6.0.6: Results for Criterion and Construct Validity (Luxury Brand Charisma

Pearson Correlations	Luxury Brand Charisma	Perception of Luxury	Attitude toward the Brand
Luxury Brand Charisma	1		
Perception of Luxury	.564**	1	
Attitude toward the Brand	.447**	.383**	1

*Correlation significant at (p< 0.05)   **Correlation significant at (p< 0.01)*

CONFIRMATORY FACTOR ANALYSIS

CFA was performed to examine the dimensions of the scale and to purify the items further. This follows Churchill (1979) method to additionally assess content validity of the scales by examining the remaining items along with the working definition of 'luxury brand charisma'. CFA is used to assess and test the dimensions to reduce the number of scale items and confirm the final scale, which is superior to EFA techniques (Netemeyer et al 2005; O'Leary-Kelly et al 1998).

New data was collected for this part of the study, with 228 usable responses with the demographic profile similar to the first stage of EFA. This analysis was conducted using SEM-AMOS 25.

Results of CFA: Congeneric Model

Prior to completing the measurement model, two congeneric models are tested to ensure model fit before testing the measurement model. As the luxury brand charisma scale is multi-dimensional, the first dimension is included in a single congeneric model, seen in Figure 6.0.2 below.

Figure 6.0.2: Dimension 1: Congeneric Model
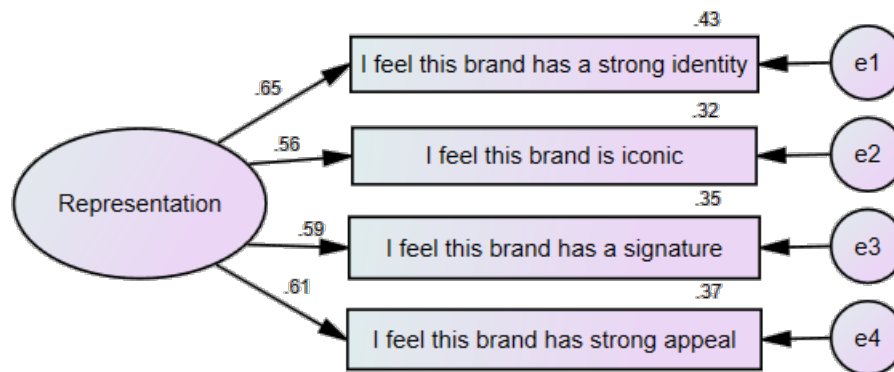
The congeneric model recorded Chi-Square = 4.8, Degrees of Freedom = 2, Probability level = .091, RMSEA = .083, RMR = .038, AGFI = .939, CFI = .987. These have achieved acceptable levels (Holmes-Smith and Rowe 1994).

The second single congeneric model tested to assess the model fit for the second dimension of the multi-dimensional luxury brand charisma scale.

Figure 6.0.3: Dimension 2: Congeneric Model
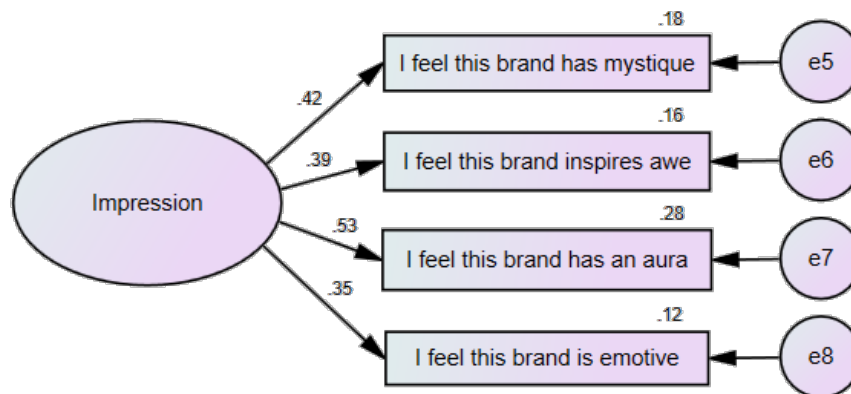
The congeneric model recorded Chi-Square = 293, Degrees of Freedom = 2, Probability level = .864, RMSEA = .000, RMR = .007, AGFI = .996, CFI = .991. These have achieved acceptable levels (Holmes-Smith and Rowe 1994). There is evidence to suggest that one low loading item may be problematic and is further assessed in succeeding stage.

Results of CFA: Measurement Model

Based on the measurement model (Figure 6.0.4 below), model identification was achieved with the 7 items and the model fit statistics are of acceptable range and can be used for further analysis (Hu and Bentler 1999). Examination of the factors revealed 1 low loading item (.423) and falls below the recommended >.5 loading (Hair et al. 2006). Additionally, the item refers to emotional response behaviour rather that characteristics of describing charisma, hence it was appropriate to remove.

Figure 6.0.4: Measurement Model
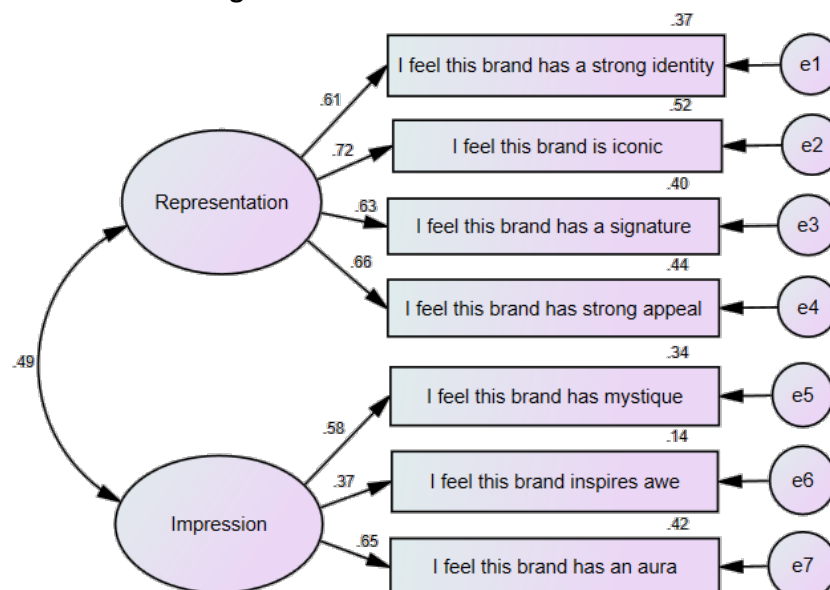
The resulting congeneric model recorded Chi-Square =19.3, Degrees of Freedom = 13, Probability level = .115, RMSEA = .036, RMR = .037, AGFI = .969, CFI = .986. These have achieved acceptable levels (Holmes-Smith and Rowe 1994).

The remaining scale items have been examined for content validity by referring back to earlier work surrounding the secondary research regarding the conceptual definition, literature review and primary insights gathered from the open ended survey questions and qualitative work. It was concluded that the residual items remain relevant for the definition of the luxury brand charisma construct, an excerpt can be viewed below in Table 6.0.7.

Table 6.0.7: Content Validity

Scale Item	Content Validity
I feel this brand has **mystique**	Character, charm, appeal, fascination
I feel this brand has **an aura**	Spirit, impression, effect
I feel this brand inspires **awe**	Inspiring, admiration, wow, amazing
I feel this brand has **strong appeal**	Attractive, intrigue, like, want, desire, interesting
I feel this brand has a **strong identity**	Unique, clear, distinct, nothing like it
I fell this brand has a **signature**	Consistent, special, significant
I feel this brand is **iconic**	Known, timeless, representation

GENERALISABILITY OF LUXURY BRAND CHARISMA SCALE

Generalisability aims to test whether the developed scale has the ability to function under varying conditions for it to be successfully adopted and applied. In order to assess the generalisability of the scale, a CFA will be conducted on the previously validated items using a new stimulus, in this case a different brand and category.

The sample was collected in line with previous conditions and demographics of respondents were similar to those previously collected and used in the main study. A total of 201 usable responses were analysed using SEM-AMOS 25.

Results

The CFA results demonstrated that under a different condition revealed acceptable results, hence suggesting generalisability of the scale. Key indicators from the analysis (Figure 6.0.5) include: Chi-square = 19.6, Degrees of freedom = 13, Probability level = .105, RMSEA = .050, RMR = .052, AGFI = .944, CFI = .977.

Figure 6.0.5: CFA Results
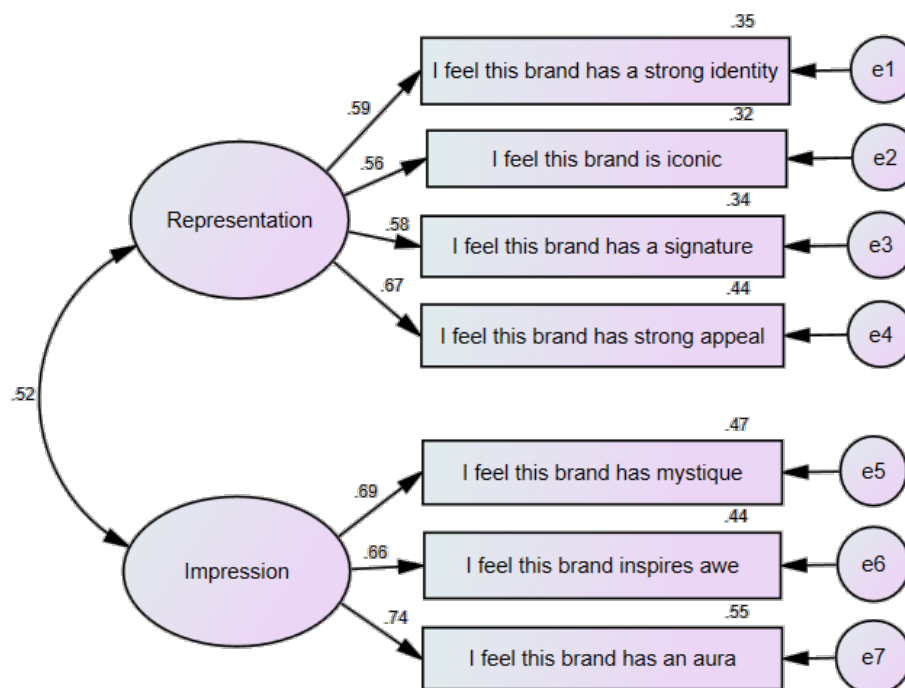
Resulting from the totality of the scale development process the final Luxury Brand Charisma Scale can be viewed in Table 6.0.8 below which will be used in the main studies in the succeeding chapters.

Table 6.0.8: Final Luxury Brand Charisma Scale

For the following statements please circle the value that most closely represents your views, based on what you have been shown.	*Strongly Disagree*						*Strongly Agree*
I feel this brand has an aura	1	2	3	4	5	6	7
I feel this brand has mystique	1	2	3	4	5	6	7
I feel this brand inspires awe	1	2	3	4	5	6	7
I feel this brand has strong appeal	1	2	3	4	5	6	7
I feel this brand has a signature	1	2	3	4	5	6	7
I feel this brand has a strong identity	1	2	3	4	5	6	7
I feel this brand is iconic	1	2	3	4	5	6	7

GENERAL DISCUSSION OF STUDY RESULTS

The purpose of this paper is to present luxury brand charisma and describe the scale development and validation of the luxury brand charisma scale as a means to operationalise the concept.

The results of the research indicate that respondents have some prior knowledge and experience with luxury brands during the open ended questions and pre-screening questions. Most of the brands mentioned were situated in the fashion category (95%), followed by makeup and skincare (2%), automobiles (1.5%) and electronics (1.5%). All of the brands captured had a global presence and were arguably not bound by any culturally specific segment or knowledge. Almost all brands mentioned were expensive and about 20% were considered 'en-masse' luxury; and this could be attributed to the sample characteristic. Whilst the perceived luxuriousness of the brands would be dependent on the specific respondents and have great variability due to age as this is often linked to economic status.

Further, the "*I feel*" framing was selected for charisma (feeling based) as the most appropriate phrase for the scale based on guidance from the literature, prior research and the expert panel. This was selected as the most appropriate due to the nature that charisma is perceived by individual consumers and is not the same as an enduring evaluation reflected by the *"I think"* or *"I believe"* as feelings are evident in time and place and can fluctuate over time. Additionally, 'feeling' is more appropriate as it is characterised by strong emotion whilst 'thinking' and 'believing' are constituted by rational, logical argument and fact, which is not in-line with the characteristics and effects of charisma.

Resultantly, the research has produced a multi-dimensional, consistent and valid self-report empirical scale that can be used to measure luxury brand charisma in a luxury context.

Summary of Scale Development Phases

The Table 6.0.9 below provides a summary of the main outcomes and findings of the various phases conducted during the scale development procedure for the development of the luxury brand charisma scale.

Table 6.0.9: Scale Development Phases Summary of Findings

Studies	Findings
Purification of Scale (Exploratory Factor Analysis)	• Data sample collected to perform EFA and Validity Testing • First EFA resulted in initial purification of the Luxury brand Charisma scale from 36 items to 20 items; removing cross factor loadings and low loading items • Second EFA resulted in the purification of scale from 20 items to 10 items; removing cross factor loadings and low loading items • Third EFA resulted in final 8 items to be used for CFA **(α= .715, VE= 51.12%)**
Convergent and Discriminant Validity	• Convergent validity was achieved by assessing the Pearson Correlation between Luxury Brand Charisma and Brand Personality **(r= .590, p= .000)**, Charismatic Leadership Theory **(r= .430, p= .000)** • Discriminant validity was achieved by assessing the Pearson Correlation between Luxury Brand Charisma and Brand Aspiration **(r=-.127, p=.005)**
Criterion and Construct Validity	• Criterion validity is achieved as Luxury Brand Charisma has a positive significant influence on Perception of Luxury **(β=.782, p=.000)** and Attitude toward the Brand **(β= .694, p= .000)** • Nomological validity is achieved through the assessment of the Pearson Correlation between Luxury Brand Charisma and Perception of Luxury **(r= .564)**, Attitude toward the Brand **(r= .447)**
Confirmatory Factor Analysis	• New data sample collected to perform CFA • Congeneric Model (Dimension 1: Representation) achieved acceptable fit with **X^2= 4.8, df= 2, p= .091, RMSEA= .083, RMR= .038, AGFI= .939, CFI= .987.** • Congeneric Model (Dimension 2: Impression) achieved acceptable fit with **X^2= .293, df = 2, p= .864, RMSEA= .000, RMR= .007, AGFI= .996, CFI= .991.** • Measurement Model achieved acceptable fit with **X^2= 19.3, df= 13, p= .115, RMSEA= .036, RMR= .037, AGFI= .969, CFI= .986** • 1 low loading item was removed after CFA resulting in final 2 factor, 7 item scale
Generalisability	• New data sample collected to perform CFA • Successful generalisability of the final Luxury Brand Charisma scale achieving acceptable fit with **X^2= 19.6, df= 13, p= .105, RMSEA= .050, RMR= .052, AGFI= .944, CFI= .977**

IMPLICATIONS

Until now consumer perceptions regarding luxury brands have not been examined through the lenses of charisma. While studies have shown that there is the belief from practitioners that the phenomenon does exist in luxury retail (Dion and Arnould 2011). The resounding consensus however is how to measure charisma in a luxury context, and define how this charisma differs from a general brand context.

Theoretically, this research has proposed a clear conceptualisation of the luxury brand charisma construct and further purports the idea that luxury brand charisma is mainly explained through two key dimensions as proposed by the emergent themes in the qualitative study (CH 5). This study concluded that luxury brand charisma is a multi-dimensional scale, which is evidenced by previous literature that has measured the phenomenon in other disciplines (e.g. Conger and Kanungo 1994; Vercic and Vercic 2011; Ashill, Semaan and Williams 2019).

Based on the findings of this research there is evidence that charisma has significant positive effects on consumers' perception of luxury and attitude toward the brand of a given brand. Thus, the research has conceptualised a framework to measure the effects of luxury brand charisma on consumer perceptions and have provided empirical evidence of these effects, which has only previously been postulated ideas within the literature (Dion and Arnould 2011).

Methodologically, this research has contributed to the literature by employing a mixed methods experimental research design by using real luxury brand content as the stimuli. Research undertaken in the past have examined employees (Conger et al. 2000), current customers and managers (Hatch and Schultz 2013; Dion and Arnould 2011) but none have examined general consumers' perceptions towards a brand during the inquiry of charisma. Overall this research aims to open the conversation about charisma and add to the current literature about the phenomenon.

Managerially, practitioners could assess the current perception of their brand and examine charismatic strength of their brand in relation to other competitors; with the conceptualisation of luxury brand charisma and the development of an empirical scale to serve as a checklist of the qualities of luxury brand charisma and ensure these are being communicated clearly. This could also be a meaningful way to assess product offerings linked to the brand and demonstrate the desire of potential consumers, for example assessing the brand aspiration and brand attachment, which are prized behavioural outcomes within the

luxury sphere (Sreejesh 2016). Thus, not just focusing on current performance through sales as this only accounts for current consumers. Lastly, as luxury is quite sensitive and can be perceived differently cross-culturally it can serve as a measure to determine how meaningful luxury brand charisma can be formulated and successfully communicated.

CHAPTER CONCLUSION

This chapter has explained the process undertaken to develop the luxury brand charisma scale. The items generated were purified through EFA and CFA, confirmed convergent, discriminant and predictive validity and generalisability for the developed scale to measure its intended purpose. The next Chapter (CH 7) will empirically test the model and luxury brand charisma scale and seek to generalise the findings across different brand product categories.

CHAPTER 7

RESULTS AND DISCUSSION

CHAPTER OVERVIEW

This chapter outlines the results obtained by applying the research methodology to the research objectives. Firstly, the response rate and demographic information of respondents will be examined. This chapter is split into four main studies, based on the models conceptualised in Chapter 3, each with their own objective (see Table 7.0.0 below). Subsequently, the chapter will commence with an overview of the sample characteristic, and the overall discussion of the analysis techniques used within the succeeding studies. Following the factor analysis, reliability testing and results of SEM are present in order to test the model fit and the relationships between the variables hypothesised in Chapter 3. This chapter concludes with a discussion of the results and summary of findings.

Table 7.0.0: Main research studies and objectives

Study	Hypotheses	Objectives
Study One (A)	**H1-H4**	1. Theory building (by extending charismatic leadership theory)
		2. Conceptual framework development
		3. Base model testing
Study One (B)	**H5-H10**	1. Testing brand aspiration as outcome variable
Study One (C)	**H11-H16**	1. Testing of brand attachment as outcome variable
Study Two	**H17**	1. Conceptual framework extension
		2. Testing relationship between outcome variables

DATA ANALYSIS & STATISTICAL TECHNIQUES

The purpose of this study is to examine the hypothesised relationships between luxury brand charisma, perception of luxury, attitude toward the brand, luxury brand aspiration and brand attachment. The collected data was recorded and analysed in SPSS 23 and AMOS 25. Two main statistical techniques are used; mainly exploratory factor analysis (EFA), Structural Equation Modelling (SEM), which includes confirmatory factor analysis (CFA) and path analysis. These are outlined in turn below.

Exploratory Factor Analysis & Reliability Analysis

Exploratory factor analysis is used to define the number of items within a scale and the structure among the variables included in the analysis, thus assisting the questionnaire development to measure the underlying variable (Hair et al. 2016; Field 2013). The scales used within this study are comprised of mainly established scales, besides luxury brand charisma which still requires validation, the dimensionality of the relevant factors needed to be tested, to test for multi-collinearity. Maximum Likelihood estimation was used to test the significance of factor loadings and goodness of fit. This estimation was also suitable for use in SPSS and AMOS. Orthogonal rotation method was used along with Kaiser Normalisation during EFA. Below outlines the acceptable levels of factor structures during EFA analysis.

Table 7.0.1: EFA Criteria

Criteria	Acceptable Level
Eigenvalues	Eigenvalue > 1
Kaiser-Meyer-Olkin	KMO > 0.5
Factor loadings	The loadings > 0.5
Reliability	Cronbach's Alpha (α) > 0.7

Structural Equation Modelling

Structural Equation Modelling (SEM) to test the relationships between key variables as hypothesised in Chapter 3. SEM is a preferred analysis technique in social sciences as it combines factor analysis and regression analysis to examine the structural relationships between measured items and latent constructs (Byrne, 2001). More than one exogenous and endogenous variable can be examines simultaneously; thus the direct, indirect and total effects can also be estimated (Nachtingall et al. 2003), such as mediation effects which normally has to be tested separately in tools such as SPSS. All congeneric, measurement and structural models were assessed to meet the acceptable model fit criteria (Holmes- Smith 1994) in Table 7.0.2 below. It should be noted that as this research is not concerned about cross category comparisons or assessment of high and low luxury brand charisma effects, multi-group analysis was not used during SEM. Multi-group analysis is frequently used to assess different samples such as male/female (e.g. Hansen and Jensen 2009), or different brands within the same category and differing product categories from a brand (e.g. Byrne 2004; Delgado-Ballester 2004).

Table 7.0.2: Model Fit & CFA Criteria

Fit Measure	Acceptable Level
Normed Chi-square (χ2/df)	1.0 < χ2/df <3.0 (Holmes-Smith & Coote, 2002)
Goodness-of-fit Index (GFI)	GFI >.90 (Byrne, 2001; Kline, 2005)
Comparative Fit Index (CFI)	>.90 (Byrne, 2001; Kline, 2005)
Tucker-Lewis Index (TLI)	>.90 (Byrne, 2001; Kline, 2005)
Root Mean-Square Error of Approximation (RMSEA)	RMSEA < .08 PCLOSE >.05 (Brown 2003)

Confirmatory Factor Analysis

Measurement models were tested using CFA, in order to determine model fit prior to testing the hypothesised relationships in the measurement models. Whilst EFA explores the data and identifies factors without prior knowledge of items loading onto various factors, CFA tests how well these measured variables fall into the pre-specified factors (Hair et al. 2016). As this research has performed both EFA and CFA, those items removed during these former stage were not included in the final measurement model testing. When comparing EFA and CFA the factor loadings, covariance and correlation are consistent and suitable for further analysis, whilst model fit indices were met.

SAMPLE CHARACTERISTICS

1104 useable samples were obtained; with approximately 180 samples for each of the three brands selected; roughly 600 per study. A summary of the respond profile can be viewed below in Table 7.0.3.

SPSS was used in the initial data cleaning process to reveal any missing data points, data points that were answered improperly that could be corrected prior to proceeding with data analysis. Outliers and straight-line data points were removed.

Table 7.0.3: Sample Characteristic Study 1

Items	Ferragamo		L'Occitane		Motto	
Sample	200		198		187	
Gender	Frequency	(%)	Frequency	(%)	Frequency	(%)
Male	99	49.5	105	53	98	52.4
Female	101	50.5	93	47	89	47.6
Age						
< 20	150	70	148	74.7	26	13.9
21-34	50	30	47	23.7	106	56.7
35-44	-	-	2	1	35	18.7
45-54	-	-	-	-	10	5.3
55-64	-	-	1	0.5	9	4.8
65+	-	-	-	-	1	0.5
Country of Residence						
Australia	187	93.5	185	93.4	5	2.7
China	4	2	5	2.5	-	-
Malaysia	5	2.5	-	-	4	5
Mauritius	2	1	3	1.5	-	-
Thailand	-	-	-	-	1	0.5
Singapore	1	0.5	-	-	88	47.1
Indonesia	1	0.5	-	-	0	9.6
Japan	-	-	-	-	-	-
[other]	-	-	5	2.5	71	38

Table 7.0.4: Sample Characteristic Study 2

Items	Ferragamo		L'Occitane		Motto	
Sample	173		171		175	
Gender	Frequency	(%)	Frequency	(%)	Frequency	(%)
Male	86	49.7	90	52.6	105	60
Female	87	50.3	81	47.4	70	40
Age						
< 20	90	52.1	76	44.4	99	56.5
21-34	75	43.3	90	52.6	73	41.7
35-44	3	1.7	5	3	2	1.1
45-54	5	2.9	-	-	1	0.7
55-64	-	-	-	-	-	-
65+	-	-	-	-	-	-
Country of Residence						
Australia	135	78	149	87.1	121	69.1
China	10	5.8	1	0.6	-	-
Malaysia	-	-	2	1.2	-	-
Mauritius	12	7	-	-	5	2.8
Thailand	-	-	-	-	-	-
Singapore	15	8.7	9	5.3	34	19.4
Indonesia	1	0.5	-	-	3	1.8
Japan	-	-	-	-	-	-
[other]	-	-	10	5.8	12	6.9

Factor Analysis: Luxury Brand Charisma

The final rotated factor matrix for luxury brand charisma is shown in Table 7.0.5. below. The Kaiser- Meyer- Olkin (KMO) measure was found to be above .50 and the p-value for Bartlett's Test of Sphericity is 0.000 (P< 0.05), fulfilling the recommended criteria (Field 2009, 635). All factor loadings are acceptable level (>.5). The result indicated that there is 2 constructs measured within the scale, with a Cronbach's Alpha (α) higher than 0.7, demonstrating the high reliability of the scales and that the scale is accurately measuring what was intended.

Table 7.0.5: Rotated Factor Loading for Luxury Brand Charisma

Items	Ferragamo		L'Occitane		MOTTO	
	Representation	Impression	Representation	Impression	Representation	Impression
I feel this brand has an aura		.814		.776		.824
I feel this brand has mystique		.836		.840		.860
I feel this brand inspires awe		.778		.723		.873
I feel this brand has a strong appeal	.636		-	-	.658	
I feel this brand has a signature	.715		.836		.769	
I feel this brand has a strong identity	.792		.812		.767	
I feel this brand is iconic	.768		.645		.342	
% of Variance	47.324	16.265	45.293	18.516	41.487	17.670
% of Variance (Cumulative)	63.589		63.809		59.158	
Eigenvalue	6.359		6.381		5.916	
Cronbach's Alpha (α)	.811		.749		.760	
KMO	.825		.741		.764	
Bartlett's Test of Sphericity	.000		.000		.000	

Factor Analysis: Perception of Luxury

The final rotated factor matrix for perception of luxury is shown in Table 7.0.6. below. The Kaiser- Meyer- Olkin (KMO) measure was found to be above .50 and the p-value for Bartlett's Test of Sphericity is 0.000 (P< 0.05), fulfilling the recommended criteria (Field 2009, 635). All factor loadings are acceptable level (>.5). The result indicated that there is a single construct measured within the scale, with a Cronbach's Alpha (α) higher than 0.7, demonstrating the high reliability of the scales and that the scale is accurately measuring what was intended.

Table 7.0.6. Rotated Factor Loading for Perception of Luxury

Item	Ferragamo	L'Occitane	MOTTO
The brand shown is luxurious	.836	.863	.800
The brand shown is prestigious	.888	.796	.882
The brand shown is attractive	.761	.649	.747
The brand shown is high class	.840	.842	.899
The brand shown is expensive	.757	.702	.746
% of Variance	**66.884**	**60.045**	**66.854**
Eigenvalue	**6.688**	**6.005**	**6.685**
Cronbach's Alpha (α)	**.868**	**.829**	**.875**
KMO	**.823**	**.781**	**.840**
Bartlett's Test of Sphericity	**.000**	**.000**	**.000**

Factor Analysis: Attitude toward the brand

The final rotated factor matrix for attitude toward the brand is shown in Table 7.0.7. below. The Kaiser- Meyer- Olkin (KMO) measure was found to be above .50 and the p-value for Bartlett's Test of Sphericity is 0.000 (P< 0.05), fulfilling the recommended criteria (Field 2009, 635). All factor loadings are acceptable level (>.5). The result indicated that there is a single construct measured within the scale, with a Cronbach's Alpha (α) higher than 0.7, demonstrating the high reliability of the scales and that the scale is accurately measuring what was intended.

Table 7.0.7 Rotated Factor Loading for attitude toward the brand

Item	Ferragamo	L'Occitane	MOTTO
The brand shown is… unfavourable- favourable	.873	.880	.933
The brand shown is… negative- positive	.891	.884	.944
The brand shown is… bad-good	.883	.897	.942
The brand shown is… dislike very much- like very much	.811	.830	.895
% of Variance	**74.866**	**76.272**	**86.261**
Eigenvalue	**7.489**	**7.627**	**8.626**
Cronbach's Alpha (α)	**.884**	**.895**	**.946**
KMO	**.823**	**.791**	**.865**
Bartlett's Test of Sphericity	**.000**	**.000**	**.000**

Factor Analysis: Brand Attachment

The final rotated factor matrix for brand attachment is shown in Table 7.0.8. below. The Kaiser- Meyer- Olkin (KMO) measure was found to be above .50 and the p-value for Bartlett's Test of Sphericity is 0.000 (P< 0.05), fulfilling the recommended criteria (Field 2009, 635). All factor loadings are acceptable level (>.5). The result indicated that there is a single construct measured within the scale, with a Cronbach's Alpha (α) higher than 0.7, demonstrating the high reliability of the scales and that the scale is accurately measuring what was intended. During the reliability analysis, 1 item has been removed from the scale, used for Ferragamo, due to an increase in Alpha score significantly from .898 to .942.

Table 7.0.8: Rotated Factor Loading for Brand Attachment

Item	Ferragamo	L'Occitane	MOTTO
This brand is a part of me and who I am	.909	.867	.905
I feel personally connected to this brand	.947	.912	.957
I feel emotionally bonded to this brand	.933	.907	.924
My thoughts and feelings toward this brand are often automatic, coming to mind seemingly on their own	-	.739	.852
% of Variance	**89.617**	**73.753**	**82.871**
Eigenvalue	**8.962**	**7.375**	**8.287**
Cronbach's Alpha (α)	**.942**	**.865**	**.930**
KMO	**.740**	**.779**	**.828**
Bartlett's Test of Sphericity	**.000**	**.000**	**.000**

Factor Analysis: Luxury Brand Aspiration

The final rotated factor matrix for luxury brand aspiration is shown in Table 7.0.9. below, for L'Occitane and MOTTO. The Kaiser- Meyer- Olkin (KMO) measure was found to be above .50 and the p-value for Bartlett's Test of Sphericity is 0.000 (P< 0.05), fulfilling the recommended criteria (Field 2009, 635). All factor loadings are acceptable level (>.5). The result indicated that there is a single construct measured within the scale, with a Cronbach's Alpha (α) higher than 0.7, demonstrating the high reliability of the scales and that the scale is accurately measuring what was intended.

Table 7.0.9: Rotated factor analysis luxury brand aspiration

Item	L'Occitane	MOTTO
I believe that this brand will surely make me stand out of the crowd.	.758	.709
I believe that this brand will surely showcase my identity	.808	.862
I believe this brand provides me a social status.	.782	.815
I believe that this brand portrays my personality.	.834	.839
I believe that this brand makes me feel royal.	.809	.828
I believe that this brand helps me to be recognized wherever I go.	.838	.863
I believe that this brand helps me to introduce myself to others.	.821	.873
I believe that this brand helps me to be appreciated by many people.	.839	.877
I believe that this brand helps me to get noticed amongst the elite.	.852	.753
I believe this brand will add an elevated sense of self - respect.	.820	.853
I believe this brand will add an elevated sense of pride.	.757	.812
I believe this brand will brings fulfilment of my goals.	.788	.821
I believe that this brand portrays me as a role model.	.788	.893
I believe that this brand will helps me to portray my ambitiousness.	.838	.863
% of Variance	**65.593**	**63.638**
Eigenvalue	**6.559**	**6.364**
Cronbach's Alpha (α)	**.959**	**.966**
KMO	**.939**	**.952**
Bartlett's Test of Sphericity	**.000**	**.000**

The final rotated factor matrix for brand aspiration is shown in Table 7.1.0. below, for Ferragamo. The Kaiser- Meyer- Olkin (KMO) measure was found to be above .50 and the p-value for Bartlett's Test of Sphericity is 0.000 (P< 0.05), fulfilling the recommended criteria (Field 2009, 635). All factor loadings are acceptable level (>.5). The result indicated that there is three dimensions measured within the scale, with a Cronbach's Alpha (α) higher than 0.7, demonstrating the high reliability of the scales and that the scale is accurately measuring what was intended. Four items have been removed during EFA due to low loading (<.5) or high cross loading items.

Table 7.1.0: Rotated Factor Loading for Luxury Brand Aspiration

Item	Ferragamo		
	Identity Signalling	Social Recognition	Self-Esteem
I believe that this brand will surely showcase my identity	.862		
I believe that this brand portrays my personality.	.777		
I believe that this brand helps me to be recognized wherever I go.		.757	
I believe that this brand helps me to introduce myself to others.		.831	
I believe that this brand helps me to be appreciated by many people.		.803	
I believe that this brand helps me to get noticed amongst the elite.		.817	
I believe this brand provides me a social status.			.663
I believe that this brand makes me feel royal.			.648
I believe this brand will add an elevated sense of self -respect.			.797
I believe this brand will add an elevated sense of pride.			.730
% of Variance	**10.695**	**30.986**	**22.272**
% of Cumulative Variance		**63.953**	
Eigenvalue		**6.395**	
Cronbach's Alpha (α)		**.603**	
KMO		**.759**	
Bartlett's Test of Sphericity		**.000**	

REVIEW OF CONCEPTUAL FRAMEWORK

As proposed and outlined in Chapter 3, the following research framework is proposed for this study, and will subsequently be tested in stages across the three different brand-categories.

Figure 7.0.0: Research Framework
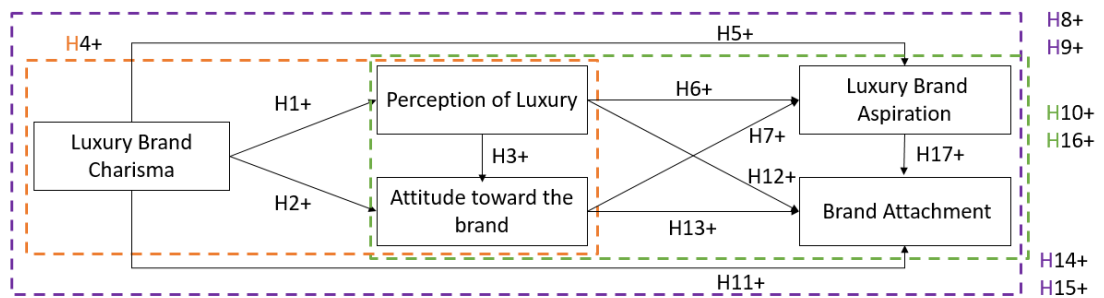
REVIEW OF HYPOTHESES

The hypotheses developed in Chapter 3 are summarised below:

H$_1$: There is a significant positive relationship between luxury brand charisma and perception of luxury

H$_2$: There is a significant positive relationship between luxury brand charisma and attitude toward the brand

H$_3$: There is a significant positive relationship between perception of luxury and attitude toward the brand

H$_4$: Perception of luxury mediates the relationship between luxury brand charisma and attitude toward the brand

H$_5$: There is a significant positive relationship between luxury brand charisma and luxury brand aspiration

H$_6$: There is a significant positive relationship between perception of luxury and luxury brand aspiration

H$_7$: There is a significant positive relationship between attitude toward the brand and luxury brand aspiration

H$_8$: Perception of luxury mediates the relationship between luxury brand charisma and luxury brand aspiration

H$_9$: Attitude toward the brand mediates the relationship between luxury brand charisma and luxury brand aspiration

H$_{10:}$ Attitude toward the brand mediates the relationship between perception of luxury and luxury brand aspiration

H$_{11}$: There is a significant positive relationship between luxury brand charisma and brand attachment

H$_{12}$: There is a significant positive relationship between perception of luxury and brand attachment

H$_{13}$: There is a significant positive relationship between attitude toward the brand and brand attachment

H$_{14}$: Perception of luxury mediates the relationship between luxury brand charisma and brand attachment

H$_{15}$: Attitude toward the brand mediates the relationship between luxury brand charisma and brand attachment

H$_{16}$: Attitude toward the brand mediates the relationship between perception of luxury and brand attachment

H$_{17}$: There is a significant positive relationship between luxury brand aspiration and brand attachment

STUDY ONE (A): ATTITUDE TOWARD THE BRAND

Figure 7.0.1: Model Summary Study One (A)
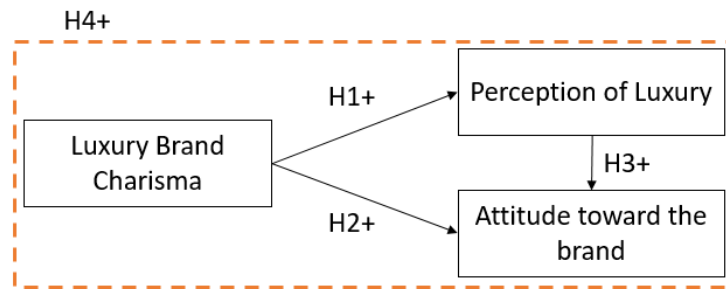
Hypotheses Summary

H$_1$: There is a significant positive relationship between luxury brand charisma and perception of luxury

H$_2$: There is a significant positive relationship between luxury brand charisma and attitude toward the brand

H$_3$: There is a significant positive relationship between **p**erception of luxury and attitude toward the brand

H$_4$: Perception of luxury mediates the relationship between luxury brand charisma and attitude toward the brand

RESULTS STUDY ONE (A)

Ferragamo

The analysis was conducted between luxury brand charisma, perception of luxury and attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma (β=.703, p-value= .000**) does positively influence perception of luxury; and attitude toward the brand (β=.542, p-value= .007**). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =.090, p-value= .572), thus **H3** is rejected. **H4** is rejected as there is no indirect effect of luxury brand charisma and attitude toward the brand, through perception of luxury (β=.113, p-value= .551).

The model fit indicators recorded **Chi-Square = 128.483, Degrees of Freedom = 83, Probability level = .001, RMSEA = .052, SRMR = .050, AGFI = .887, CFI = .960**.

BEAUTY: L'Occitane

The analysis was conducted between luxury brand charisma, perception of luxury attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma (β=.538, p-value= .000) does positively influence perception of luxury; and attitude toward the brand (β=.703, p-value= .000). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =.053, p-value= .565); thus **H3** is rejected. **H4** is rejected as there is no indirect effect of luxury brand charisma and attitude toward the brand, through perception of luxury (β =.048, p=.497).

The model fit indicators recorded **Chi-Square = 145.888, Degrees of Freedom = 83, Probability level = .000, RMSEA = .062, SRMR = .052, AGFI = .876, TLI= .935, CFI = .949.**

HOTELS: MOTTO

The analysis was conducted between luxury brand charisma, perception of luxury and attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma (β=.613, p-value= .000) does positively influence perception of luxury; and attitude toward the brand (β=.444, p-value= .000). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =.010, p-value= .939); thus **H3** is rejected. **H4** is rejected as there is no indirect effect of luxury brand charisma and attitude toward the brand, through perception of luxury (β =.008; p-value=.928).

The model fit indicators recorded **Chi-Square = 95.776, Degrees of Freedom = 83, Probability level = .160, RMSEA = .029, SRMR = .056, AGFI = .909, TLI= .987, CFI = .990.**

Study One (A) Discussion

H1-H2 revealed consistent results across all studies and brands that demonstrates an increase in luxury brand charisma which will lead to a moderate to strong positive significant (β= 0.40-0.79, p <.050) increase in perception of luxury and attitude toward the brand. External enhancement of luxury brand charisma spills over onto perception of luxury and attitude toward the brand. This shapes consumer perceptions about particular brands and their products to further influence the evaluative measures (Dubois and Paternault 2000). Thus, attitudes are internal evaluations directed toward an object and in this case the brand (Mitchell and Olson 1981, p.318).

H3-H4 are rejected across all studies and brands. These are interesting results with some plausible explanations. While the relationship between perception of luxury and attitude toward the brand has previously been established as being positive and significant (Hagvedt and Patrick 2008; Hatton-Jones 2015); these previous studies focused on product level evaluations and perceptions rather than brand level. Therefore it could demonstrate that perception of luxury is a greater influence on evaluative measures for products rather than general perceptions of the brand itself. Secondly, other moderating variables such as brand familiarity could be tested as an influencing variable on the relationship between perception of luxury and attitudes toward the brand which was not tested within the scope of this study.

It should be noted that for the hotel category the beta coefficient is negative but not significant. Hence, perception of luxury is not a predictor of attitude toward the brand and the tested mediation of perception of luxury between luxury brand charisma and attitude toward the brand also produced a negative insignificant result.

Table 7.1.1: Summary of Results Study One (A)

Hypotheses	Ferragamo	L'Occitane	MOTTO
H₁: There is a significant positive relationship between luxury brand charisma and perception	β = .703 p=.000**	β =.538 p=.000**	β =.613 p=.000**
H₂: There is a significant positive relationship between luxury brand charisma and attitude	β =.542 p=.007*	β =.727 p=.000**	β =.444 p=.005*
H₃: There is a significant positive relationship between perception of luxury and attitude	β =.090 p=.572	β =.065 p=.565	β =.010 p=.939
H₄: Perception of luxury mediates the relationship between luxury brand charisma and	β =.113 p= .551	β =.048 p=.497	β =.008 p=.928
Model Fit Indices	X^2= 128.483 df= 83 p-value = .001 RMSEA = .052 RMR = .046 SRMR=.050 AGFI = .887 TLI=.949 CFI = .960	X^2 = 145.888 df = 83 p-value = .000 RMSEA = .062 RMR = .054 SRMR=.052 AGFI = .876 TLI= .935 CFI = .949	X^2= 95.776 df = 83 p-value = .160 RMSEA = .029 RMR = .066 SRMR=.056 AGFI = .909 TLI=.987 CFI = .990

**significant at p<.001

*significant at p<.050

STUDY ONE (B): LUXURY BRAND ASPIRATION

Figure 7.0.2: Model Summary Study One (B)

Hypotheses Summary

H₁: There is a significant positive relationship between luxury brand charisma and perception of luxury

H₂: There is a significant positive relationship between luxury brand charisma and attitude toward the brand

H₃: There is a significant positive relationship between perception of luxury and attitude toward the brand

H₄: Perception of luxury mediates the relationship between luxury brand charisma and attitude toward the brand

H₅: There is a significant positive relationship between luxury brand charisma and luxury brand aspiration

H₆: There is a significant positive relationship between perception of luxury and luxury brand aspiration

H₇: There is a significant positive relationship between attitude toward the brand and luxury brand aspiration

H₈: Perception of luxury mediates the relationship between luxury brand charisma and luxury brand aspiration

H₉: Attitude toward the brand mediates the relationship between luxury brand charisma and luxury brand aspiration

H₁₀: Attitude toward the brand mediates the relationship between perception of luxury and luxury brand aspiration

RESULTS STUDY ONE (B)

FASHION: Ferragamo

The analysis was conducted between luxury brand charisma, perception of luxury and attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma does positively influence perception of luxury (β=.711, p-value= .000) and attitude toward the brand (β=.544, p-value= .008). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =.086, p-value= .600); thus **H3** is rejected. **H4** is rejected as there is no indirect effect of perception of luxury between luxury brand charisma and attitude toward the brand (β= .124, p-value= .541).

H5 is rejected, as there is no significant relationship between luxury brand charisma and luxury brand aspiration (β=.145, p-value= .490). The results indicated there is no significant relationship between perception of luxury (β=.027, p-value= .858) and attitude toward the brand (β=.127, p-value=.323) toward luxury brand aspiration hence **H6** and **H7** are rejected.

There is no indirect effect of perception of luxury (β=.024, p-value= .896) and attitude toward the brand (β=.087, p-value= .223) between luxury brand charisma and luxury brand aspiration; hence **H8** and **H9** and are rejected. This is no indirect effect of attitude toward the brand between perception of luxury and brand aspiration (β=.009, p-value=.447); hence **H10** is also rejected.

The model fit indicators recorded **Chi-Square =365.351, Degrees of Freedom = 261, Probability level = .000, RMSEA = .045, RMR= .084, SRMR = .074, AGFI = .847, TLI= .928, CFI = .937**.

BEAUTY: L'Occitane

The analysis was conducted between luxury brand charisma, perception of luxury and attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma does positively influence perception of luxury (β=.537, p-value= .000) and attitude toward the brand (β=.720, p-value= .000). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =.071, p-value= .477); thus **H3** is rejected. **H4** is rejected as there is no indirect effect of perception of luxury between luxury brand charisma and attitude toward the brand (β= .061, p-value= .508).

H5 is supported, as there is a significant relationship between luxury brand charisma and luxury brand aspiration (β=.639, p-value= .006). The results indicated there is no significant relationship between perception of luxury (β=.076, p-value= .460) and attitude toward the brand (β=-.135, p-value=.428) toward luxury brand aspiration hence **H6** and **H7** are rejected.

There is no indirect effect of perception of luxury (β=.097, p-value= .567) and attitude toward the brand (β= -.233, p-value= .430) between luxury brand charisma and luxury brand aspiration; hence **H8** and **H9** and are rejected. This is no indirect effect of attitude toward the brand between perception of luxury and brand aspiration (β= -.011, p-value=.342); hence **H10** is also rejected.

The model fit indicators recorded **Chi-Square = 396.443, Degrees of Freedom = 255, Probability level =.000, RMSEA = .053, RMR=.090, SRMR = .060, AGFI = .823, TLI= .945, CFI = .953**.

The analysis was conducted between luxury brand charisma, perception of luxury and attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma does positively influence perception of luxury (β=.591, p-value= .000) and attitude toward the brand (β=.393, p-value= .012). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =.051, p-value= .672); thus **H3** is rejected. **H4** is rejected as there is no indirect effect of perception of luxury between luxury brand charisma and attitude toward the brand (β= .043, p-value= .638).

H5 is supported, as there is a significant relationship between luxury brand charisma and luxury brand aspiration (β=.790, p-value= .000). The results indicated there is no significant relationship between perception of luxury (β= -.098, p-value= .464) and attitude toward the brand (β= -.005, p-value=.960) toward luxury brand aspiration hence **H6** and **H7** are rejected.

There is no indirect effect of perception of luxury (β= -.111, p-value= .466) and attitude toward the brand (β= -.004, p-value= .902) between luxury brand charisma and luxury brand aspiration; hence **H8** and **H9** and are rejected. This is no indirect effect of attitude toward the brand between perception of luxury and brand aspiration (β=.000, p-value=.637); hence **H10** is also rejected.

The model fit indicators recorded **Chi-Square = 450.3, Degrees of Freedom = 258, Probability level =.000, RMSEA = .063, RMR=.112, SRMR = .068, AGFI = .797, TLI= .930, CFI = .940**.

Study One (B) Discussion

H5 was only tested in Study One (B) and accepted across the beauty and hotel brand categories, whilst being rejected for the fashion brand. This demonstrated that an increase in luxury brand charisma would lead to a moderate to strong positive significant increase in luxury brand aspiration (β= 0.40-0.79, p <.050). Unlike fashion, which is largely available to anyone within the luxury space, beauty and hotels demonstrate a certain exclusivity, privilege and knowledge that cannot be afforded to all individuals. Hence, it is plausible that due to the perceived ease of attainment of fashion brands it is less likely to be seen as aspirational. The categories of hotels are associated with a lifestyle of jet setting and travel aspiration through the amplification of social media (Liu et al 2019). In addition the influence of brand familiarity could be further explored as previous.

H6-H10 was only tested in Study One (B) and examined the hypotheses established in Study One (A) toward luxury brand aspiration. Results were consistent across the categories with a few interesting results. *H6-H7* for the hotel category demonstrated a negative insignificant relationship (p >.050) of perception of luxury and attitude toward the brand on luxury brand aspiration. Thus, perception of luxury and attitude toward the brand are not significant predictors of luxury brand aspiration and thus, luxury brand aspiration is not statistically dependent on perception of luxury and attitude toward the brand. Further purporting the value of luxury brand charisma which has a direct positive significant influence on luxury brand aspiration hence superseding all other measures. On the other hand an alternate explanation could be the potential that the research design does not have sufficient power to detect the dependence as results are very dependent on sample size, design and number of variables contained within the model (Yu & Muthén 2002). Interestingly a consideration could be the idea that as hotels are linked closely to travel and destinations, the experience itself will be luxury and thus the brand perceptions and evaluations are not necessarily of importance.

H9-10 demonstrated negative insignificant mediation (p> 0.50). This is potentially due to mediation by the same variable on two different relationships being attitude toward the brand mediating the relationship between luxury brand charisma and luxury brand aspiration; and between perception of luxury and luxury brand aspiration. In consequence these mediating effects cancel each other out. This was only evident for the beauty category.

Table 7.1.2: Summary of Results Study One (B)

Hypotheses	Ferragamo	L'Occitane	MOTTO
H$_1$: There is a significant positive relationship between luxury brand charisma and perception of luxury	β=.711 p-value= .000**	β=.537 p-value= .000**	β=.591 p-value= .000**
H$_2$: There is a significant positive relationship between luxury brand charisma and attitude toward the brand	β=.544 p-value= .008*	β=.720 p-value= .000**	β=.393 p-value= .012*
H$_3$: There is a significant positive relationship between perception of luxury and attitude toward the brand	β =.086 p-value= .600	β =.071 p-value= .477	β =.051 p-value= .672
H$_4$: Perception of luxury mediates the relationship between luxury brand charisma and luxury brand aspiration	β= .124 p-value= .541	β= .061 p-value= .508	β= .043 p-value= .638
H$_5$: There is a significant positive relationship between luxury brand charisma and luxury brand aspiration	β=.145 p-value= .490	β=.639 p-value= .006*	β=.790 p-value= .000**
H$_6$: There is a significant positive relationship between perception of luxury and luxury brand aspiration	β=.027 p-value= .858	β=.076 p-value= .460	β= -.098 p-value= .464
H$_7$: There is a significant positive relationship between attitude toward the brand and luxury brand aspiration	β=.127 p-value=.323	β=-.135 p-value=.428	β= -.005 p-value=.960
H$_8$: Perception of luxury mediates the relationship between luxury brand charisma and luxury brand aspiration	β=.024 p-value= .896	β=.097 p-value= .567	β= -.111 p-value= .466
H$_9$: Attitude toward the brand mediates the relationship between luxury brand charisma and luxury brand aspiration	β=.087 p-value= .223	β= -.233 p-value= .430	β= -.004 p-value= .902
H$_{10}$: Attitude toward the brand mediates the relationship between perception of luxury and luxury brand aspiration	β=.009 p-value=.447	β= -.011 p-value=.342	β=.000 p-value=.637
Model Fit	X^2 = 365.351 df =261 p-value = .000 RMSEA = .045 RMR= .084 SRMR = .074 AGFI = .847 TLI= .928 CFI = .937	X^2 = 396.443 df = 255 p-value = .000 RMSEA = .053 RMR= .090 SRMR = .060 AGFI = .823 TLI= .945 CFI = .953	X^2 = 450.3 df =258 p-value = .000 RMSEA = .063 RMR== .112 SRMR = .068 AGFI = .797 TLI= .930 CFI = .940

STUDY ONE (C): BRAND ATTACHMENT

Figure 7.0.3: Model Summary Study One (C)
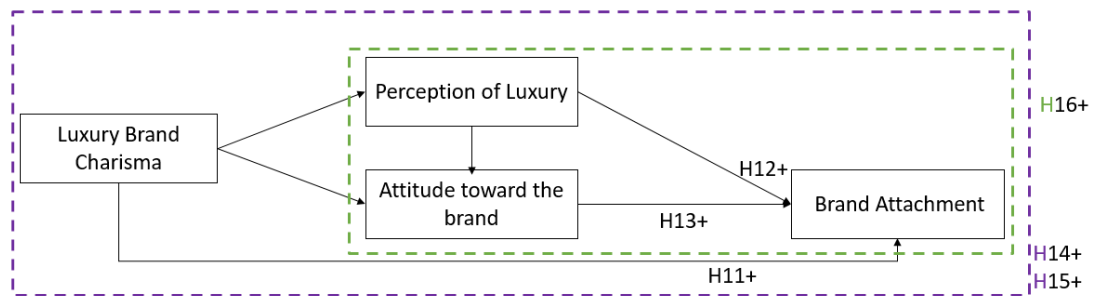
Hypotheses Summary

H₁: There is a significant positive relationship between luxury brand charisma and perception of luxury

H₂: There is a significant positive relationship between luxury brand charisma and attitude toward the brand

H₃: There is a significant positive relationship between perception of luxury and attitude toward the brand

H₄: Perception of luxury mediates the relationship between luxury brand charisma and attitude toward the brand

H₁₁: There is a significant positive relationship between luxury brand charisma and brand attachment

H₁₂: There is a significant positive relationship between perception of luxury and brand attachment

H₁₃: There is a significant positive relationship between attitude toward the brand and brand attachment

H₁₄: Perception of luxury mediates the relationship between luxury brand charisma and brand attachment

H₁₅: Attitude toward the brand mediates the relationship between luxury brand charisma and brand attachment

H₁₆: Attitude toward the brand mediates the relationship between perception of luxury and brand attachment

RESULTS STUDY ONE (C)

FASHION: Ferragamo

The analysis was conducted between luxury brand charisma, perception of luxury and attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma does positively influence perception of luxury (β= .702, p-value= .000) and attitude toward the brand (β=.542, p-value= .006). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =.092, p-value= .559); thus **H3** is rejected. **H4** is rejected as there is no indirect effect of perception of luxury between luxury brand charisma and attitude toward the brand (β= .115, p-value= .516).

H11 is rejected, as there is no significant relationship between luxury brand charisma and brand attachment (β=.413, p-value= .061). The results indicated there is no significant relationship between perception of luxury (β= -.277, p-value= .072) and attitude toward the brand (β=.059, p-value=.624) toward brand attachment hence **H12** and **H13** are rejected.

There is an indirect effect of perception of luxury (β=-.484, p-value= .050) and no indirect effect of attitude toward the brand (β=.079, p-value= .527) between luxury brand charisma and brand attachment; hence **H14** is accepted and **H15** is rejected. This is no indirect effect of attitude toward the brand between perception of luxury and brand attachment (β=.009, p-value=.693); hence **H16** is also rejected.

The model fit indicators recorded **Chi-Square = 214.542, Degrees of Freedom = 142, Probability level = .000, RMSEA = .051, RMR= .063, SRMR = .054, AGFI = .868, TLI= .952, CFI = .960**.

BEAUTY: L'Occitane

The analysis was conducted between luxury brand charisma, perception of luxury and attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma does positively influence perception of luxury (β= .533, p-value= .000) and attitude toward the brand (β=.725, p-value= .000). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =.071, p-value= .478); thus **H3** is rejected. **H4** is rejected as there is no indirect effect of perception of luxury between luxury brand charisma and attitude toward the brand (β= .050, p-value= .391).

H11 is rejected, as there is no significant relationship between luxury brand charisma and brand attachment (β=.332, p-value= .091). The results indicated there is no significant relationship between perception of luxury (β= -.076, p-value= .433) and attitude toward the brand (β=.207, p-value=.182) toward brand attachment hence **H12** and **H13** are rejected.

There is no indirect effect of perception of luxury (β= -.065, p-value= .276) and attitude toward the brand (β=.241, p-value= .220) between luxury brand charisma and brand attachment; hence **H14** and **H15** is rejected. This is no indirect effect of attitude toward the brand between perception of luxury and brand attachment (β=.014, p-value=.485); hence **H16** is also rejected.

The model fit indicators recorded **Chi-Square = 231.608, Degrees of Freedom = 142, Probability level = .000, RMSEA = .057, RMR= . 066, SRMR = .053, AGFI = .863, TLI= .939, CFI = .949**.

The analysis was conducted between luxury brand charisma, perception of luxury and attitude toward the brand to test **H1-H4**. The results indicated that luxury brand charisma does positively influence perception of luxury (β= .626, p-value= .000) and attitude toward the brand (β=.467, p-value= .005). Hence **H1** and **H2** are supported. A positive significant relationship is not found between perception of luxury and attitude toward the brand (β =-.010, p-value= .941); thus **H3** is rejected. **H4** is rejected as there is no indirect effect of perception of luxury between luxury brand charisma and attitude toward the brand (β= -.008, p-value= .985).

H11 is supported, as there is a significant relationship between luxury brand charisma and brand attachment (β=.756, p-value= .000). The results indicated there is no significant relationship between perception of luxury (β= -.198, p-value= .174) and attitude toward the brand (β=.046, p-value=.656) toward brand attachment hence **H12** and **H13** are rejected.

There is an indirect effect of perception of luxury (β= -.238, p-value= .157) and attitude toward the brand (β=.042, p-value= .625) between luxury brand charisma and brand attachment; hence **H14** and **H15** is rejected. This is no indirect effect of attitude toward the brand between perception of luxury and brand aspiration (β= -.001, p-value=.611); hence **H16** is also rejected.

The model fit indicators recorded **Chi-Square = 223.074, Degrees of Freedom = 142, Probability level = .000, RMSEA = .055, RMR= .090, SRMR = .059, AGFI = .857, TLI= .953, CFI = .961**.

Study One (C) Discussion

This study tested the previous established relationship but toward brand attachment as the outcome variable.

H11 was to test the relationship between luxury brand charisma and brand attachment. The results demonstrate that luxury brand charisma has a positive significant ($p < 0.050$) influence on brand attachment within the hotel category only. This is interesting as for experiential brands there could be the potential to infer a stronger attachment. This in terms of emotions, connectivity and recall can be higher than categories which are more product focused (beauty and fashion respectively in this case).

H12- H16 are all rejected and consistent across the categories as perception of luxury and attitude toward the brand are not significant predictors of brand attachment. Neither mediation by the aforementioned variables is found between luxury brand charisma and brand attachment. However, *H14*, had a negative significant effect, providing evidence that mediation has occurred and this was perception of luxury between luxury brand charisma and brand attachment. This occurred for the fashion brand only and further drives the idea that categories more product driven are perhaps more reliant on perceptions of luxury than others when accounting for attachment or enduring evaluative measures.

Table 7.1.3: Summary of results Study One C

Hypotheses	Ferragamo	L'Occitane	MOTTO
H₁: There is a significant positive relationship between luxury brand charisma and perception of luxury	β= .702 p-value= .000**	β= .533 p-value= .000**	β= .626 p-value= .000**
H₂: There is a significant positive relationship between luxury brand charisma and attitude toward the brand	β=.542 p-value= .006*	β=.725 p-value= .000**	β=.467 p-value= .005*
H₃: There is a significant positive relationship between perception of luxury and attitude toward the brand	β =.092 p-value= .559	β =.071 p-value= .478	β =-.010 p-value= .941
H₄: Perception of luxury mediates the relationship between luxury brand charisma and attitude toward the brand	β= .115 p-value= .516	β= .050 p-value= .391	β= -.008 p-value= .985
H₁₁: There is a significant positive relationship between luxury brand charisma and brand attachment	β=.413 p-value= .061	β=.332 p-value= .091	β=.756 p-value= .000**
H₁₂: There is a significant positive relationship between perception of luxury and brand attachment	β= -.277 p-value= .072	β= -.076 p-value= .433	β= -.198 p-value= .174
H₁₃: There is a significant positive relationship between attitude toward the brand and brand attachment	β=.059 p-value=.624	β=.207 p-value=.182	β=.046 p-value=.656
H₁₄: Perception of luxury mediates the relationship between luxury brand charisma and brand attachment	β=-.484 p-value= .048*	β= -.065 p-value= .276	β= -.238 p-value= .157
H₁₅: Attitude toward the brand mediates the relationship between luxury brand charisma and brand attachment	β=.079 p-value= .527	β=.241 p-value= .220	β=.042 p-value= .625
H₁₆: Attitude toward the brand mediates the relationship between perception of luxury and brand attachment	β=.009 p-value=.693	β=.014 p-value=.485	β= -.001 p-value=.611
Model Fit	X^2 = 214.542 df = 142 p-value = .000 RMSEA = .051 RMR= .063 SRMR = .054 AGFI = .868 TLI= .952 CFI = .960	X^2 = 231.608 df = 142 p-value = .000 RMSEA = .057 RMR= .066 SRMR = .053 AGFI = .863 TLI= .939 CFI = .949	X^2 = 223.074 df =142 p-value = .000 RMSEA = .055 RMR= .090 SRMR = .059 AGFI = .857 TLI= .953 CFI = .961

STUDY TWO: BRAND ASPIRATION AND BRAND ATTACHMENT

Figure 7.0.4: Model Summary Study Two
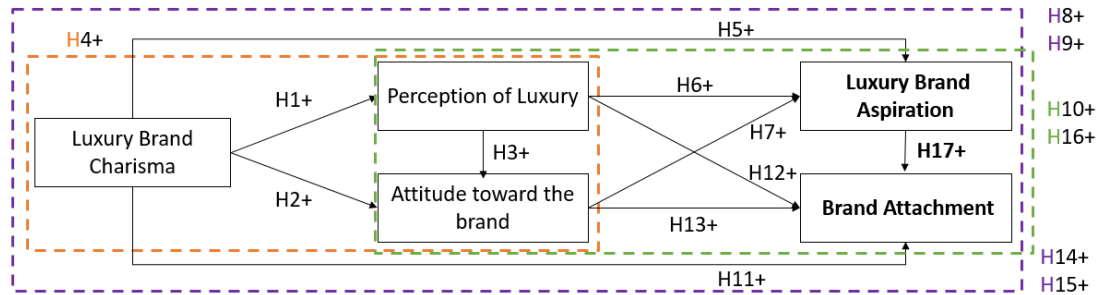
*relationship in bold

Hypothesis Summary

H₁₇: There is a significant positive relationship between luxury brand aspiration and brand attachment

RESULTS STUDY TWO

FASHION: Ferragamo

The analysis was conducted between luxury brand aspiration and brand attachment to test **H17**. The results indicated that luxury brand aspiration does significantly influence brand attachment (β=.656, p-value= .000). Hence **H17** is supported.

The model fit indicators recorded **Chi-Square = 501.131, Degrees of Freedom = 362, Probability level = .000, RMSEA = .044, RMR= .086, SRMR = .072, AGFI = .831, TLI= .935, CFI = .942**.

BEAUTY: L'Occitane

The analysis was conducted between luxury brand aspiration and brand attachment to test **H17**. The results indicated that luxury brand aspiration does significantly influence brand attachment (β=.639, p-value= .000). Hence **H17** is supported.

The model fit indicators recorded **Chi-Square = 544.764, Degrees of Freedom = 355, Probability level = .000, RMSEA = .052, RMR= .099, SRMR = .064, AGFI = .810, TLI= .940, CFI = .948**.

HOTELS: MOTTO

The analysis was conducted between luxury brand aspiration and brand attachment to test **H17**. The results indicated that luxury brand aspiration does significantly influence brand attachment (β=.877, p-value= .000). Hence **H17** is supported.

The model fit indicators recorded **Chi-Square = 654.047, Degrees of Freedom =361, Probability level = .000, RMSEA = .066, RMR= ..114, SRMR = .066, AGFI = .804, TLI= .921, CFI = .930**.

Study Two Discussion

H17 was used to test the relationship between luxury brand aspiration and brand attachment. The relationships moderate to very strong significant effect (β= 0.60- 0.90, p < 0.050) demonstrating that an increase in luxury brand aspiration will result in an increase in brand attachment. This is expected and in-line with previous findings from Sreejesh (2016).

Table 7.1.4: Summary of results Study Two

Hypothesis	Ferragamo	L'Occitane	MOTTO
H$_{17}$: There is a significant positive relationship between luxury brand aspiration and brand attachment	β=.656 p-value= .000**	β=.639 p-value= .000**	β=.877 p-value= .000**
Model Fit Indices	X^2 = 501.131 df = 362 p-value = .000 RMSEA= .044 RMR= .086 SRMR = .072 AGFI = .831 TLI= .935 CFI = .942	X^2 = 544.764 df = 355 p-value = .000 RMSEA= .052 RMR= .099 SRMR = .064 AGFI = .810 TLI= .940 CFI = .948	X^2 = 654.047 df = 361 p-value = .000 RMSEA = .066 RMR= .114 SRMR = .066 AGFI = .804 TLI= .921 CFI = .930

SUMMATION OF RESULTS

H	STUDY ONE (A)			STUDY ONE (B)			STUDY ONE (C)			STUDY TWO		
	FERRAGAMO	L'OCCITANE	MOTTO	FERRAGAMO	L'OCCITANE	MOTTO	FERRAGAMO	L'OCCITANE	MOTTO	FERRAGAMO	L'OCCITANE	MOTTO
1	β = .703 p-value =.000**	β =.538 p-value =.000**	β =.613 p-value =.000**	β=.711 p-value= .000**	β=.537 p-value= .000**	β=.591 p-value= .000**	β= .702 p-value =.000**	β=.533 p-value= .000**	β=.626 p-value= .000**	-	-	-
2	β =.542 p-value =.007	β =.727 p-value =.000**	β =.444 p-value =.005*	β=.544 p-value= .008*	β=.720 p-value= .000**	β=.393 p-value= .012*	β=.542 p-value= .006**	β=.725 p-value= .000**	β=.467 p-value= .005*	-	-	-
3	β =.090 p-value .572	β =.065 p-value =.565	β =.010 p-value =.939	β =.086 p-value= .600	β =.071 p-value= .477	β =.051 p-value= .672	β =.092 p-value= .559	β =.071 p-value= .478	β =-.010 p-value= .941	-	-	-
4	β =.113 p-value .551	β =.048 p-value =.497	β =.008 p-value=.928	β= .124 p-value= .541	β=.061 p-value= .508	β= .043 p-value= .638	β= .115 p-value= .516	β= .050 p-value= .391	β= -.008 p-value= .985	-	-	-
5	-	-	-	β=.145 p-value= .490	β=.639 p-value= .006*	β=.790 p-value = .000**	-	-	-	-	-	-
6	-	-	-	β=.027 p-value= .858	β=.076 p-value= .460	β= -.098 p-value= .464	-	-	-	-	-	-
7	-	-	-	β=.127 p-value=.323	β=-.135 p-value=.428	β= -.005 p-value=.960	-	-	-	-	-	-
8	-	-	-	β=.024 p-value= .896	β=.097 p-value= .567	β= -.111 p-value= .466	-	-	-	-	-	-
9	-	-	-	β=.087 p-value= .223	β= -.233 p-value= .430	β= -.004 p-value= .902	-	-	-	-	-	-
10	-	-	-	β=.009 p-value=.447	β= -.011 p-value=.342	β=.000 p-value= .637	-	-	-	-	-	-
11	-	-	-	-	-	-	β=.413 p-value= .061	β=.332 p-value= .091	β=.756 p-value= .000**	-	-	-
12	-	-	-	-	-	-	β= -.277 p-value= .072	β= -.076 p-value= .433	β= -.198 p-value= .174	-	-	-
13	-	-	-	-	-	-	β=.059 p-value=.624	β=.207 p-value=.182	β=.046 p-value=.656	-	-	-
14	-	-	-	-	-	-	β=-.484 p-value= .050*	β= -.065 p-value= .276	β= -.238 p-value= .157	-	-	-
15	-	-	-	-	-	-	β=.079 p-value= .527	β=.241 p-value= .220	β=.042 p-value= .625	-	-	-
16	-	-	-	-	-	-	β=.009 p-value=.693	β=.014 p-value=.485	β= -.001 p-value=.611	-	-	-
17	-	-	-	-	-	-	-	-	-	β=.656 p-value= .000**	β=.639 p-value= .000**	β=.877 p-value= .000**
	X^2= 128.483 df = 83 p-value = .001 RMSEA = .052 RMR = .046 SRMR=.050 AGFI = .887 TLI=.949 CFI = .960	X^2 = 145.888 df = 83 p-value = .000 RMSEA = .062 RMR = .054 SRMR=.052 AGFI = .876 TLI=.935 CFI = .949	X^2=95.776 df = 83 p-value = .160 RMSEA = .029 RMR = .066 SRMR=.056 AGFI = .909 TLI=.987 CFI = .990	X^2 = 365.351 df =261 p-value = .000 RMSEA = .045 RMR= .084 SRMR = .074 AGFI = .847 TLI=.928 CFI = .937	X^2 = 396.443 df = 255 p-value = .000 RMSEA = .053 RMR= .090 SRMR = .060 AGFI = .823 TLI=.945 CFI = .953	X^2 = 450.3 df =258 p-value = .000 RMSEA = .063 RMR== .112 SRMR = .068 AGFI = .797 TLI=.930 CFI = .940	X^2 = 214.542 df = 142 p-value = .000 RMSEA = .051 RMR= .063 SRMR = .054 AGFI = .868 TLI=.952 CFI = .960	X^2 = 231.608 df = 142 p-value = .000 RMSEA = .057 RMR= .066 SRMR = .053 AGFI = .863 TLI=.939 CFI = .949	X^2 = 223.074 df =142 p-value = .000 RMSEA = .055 RMR= .090 SRMR = .059 AGFI = .857 TLI=.953 CFI = .961	X^2 = 501.131 df = 362 p-value = .000 RMSEA= .044 RMR=.086 SRMR = .072 AGFI = .831 TLI=.935 CFI = .942	X^2 = 544.764 df = 355 p-value = .000 RMSEA= .052 RMR=.099 SRMR = .064 AGFI = .810 TLI=.940 CFI = .948	X^2 = 654.047 df = 361 p-value = .000 RMSEA = .066 RMR=.114 SRMR = .066 AGFI = .804 TLI=.921 CFI = .930

SUMMATION OF HYPOTHESES RESULTS

	STUDY ONE (A)			STUDY ONE (B)			STUDY ONE (C)			STUDY TWO		
	FERRAGAMO	**L'OCCITANE**	**MOTTO**	**FERRAGAMO**	**L'OCCITANE**	**MOTTO**	**FERRAGAMO**	**L'OCCITANE**	**MOTTO**	**FERRAGAMO**	**L'OCCITANE**	**MOTTO**
H1	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	-	-	-
H2	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted	-	-	-
H3	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected	-	-	-
H4	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected	-	-	-
H5	-	-	-	Rejected	Accepted	Accepted	-	-	-	-	-	-
H6	-	-	-	Rejected	Rejected	Rejected	-	-	-	-	-	-
H7	-	-	-	Rejected	Rejected	Rejected	-	-	-	-	-	-
H8	-	-	-	Rejected	Rejected	Rejected	-	-	-	-	-	-
H9	-	-	-	Rejected	Rejected	Rejected	-	-	-	-	-	-
H10	-	-	-	Rejected	Rejected	Rejected	-	-	-	-	-	-
H11	-	-	-	-	-	-	Rejected	Rejected	Accepted	-	-	-
H12	-	-	-	-	-	-	Rejected	Rejected	Rejected	-	-	-
H13	-	-	-	-	-	-	Rejected	Rejected	Rejected	-	-	-
H14	-	-	-	-	-	-	Accepted	Rejected	Rejected	-	-	-
H15	-	-	-	-	-	-	Rejected	Rejected	Rejected	-	-	-
H16	-	-	-	-	-	-	Rejected	Rejected	Rejected	-	-	-
H17	-	-	-	-	-	-	-	-	-	Accepted	Accepted	Accepted

DISCUSSION AND IMPLICATIONS

Overall, study one and two has opened new avenues for investigation about the charisma phenomenon within luxury branding, by testing the hypothesised relationships through structural equation modelling.

There is evidence to suggest that there is a superseding influence that luxury brand charisma has on consumer behaviour, through the results of the conducted studies. This is whereby luxury brand charisma had an effect on the response behaviours of consumers, particularly concerned with attitudes, attachment and aspiration. This provides support to the current literature about what is known and postulated about the effects of charisma on consumer behaviour (e.g. House et al 1991; Trice and Beyer 1986; Benjamin 1927; Jaeger 2011; Howell and Shamir 2005; Yukl 1999). The shaping of consumer's luxury perceptions are also influenced by luxury brand charisma, which support the findings within the literature of its impact on consumer processing (Shamir et al. 1993). As charisma purported to be unique and not inherent to all; further implying that brands which are perceived to have a presence of luxury brand charisma are deemed more luxurious. Therefore, it potentially does substantiate the proposition that charisma is a powerful tool in maintain the perceived brand gap within luxury (Kapferer and Bastien 2012).

A strong effect of luxury brand charisma, which is not explained by other mediating variables, could imply that they are not important in the lens of charismatic relationships. Factors like perception of luxury, which are momentary interpretations of stimuli, does not impede on consumers overall attitudes and evaluations toward the brand itself and does not share any significant effect. It could be inferred that once a brand has been characterised as exhibiting strong luxury brand charisma, other influences such as perceptions and attitude toward the brand are not as important to higher order factors of attachment and aspiration. Consequently, brands that wish to build strong brand attachment and aspiration should focus on emphasising the charisma of the brand as the luxuriousness and positive-negative evaluations of the brand become inconsequential.

The distinction between experiential luxury categories such as hotels and beauty have shown some differences through the results when examined alongside the more product focused category of fashion. The most pertinent of all was the direct effect of luxury brand charisma on luxury brand aspiration and brand attachment; which were positive direct effects for the hotel brand and beauty brand only. This provides support that consumers are more inclined to be influenced by the brand content for these categories as they are largely intangible and

experience based whereby fashion has actual tangible products associated. In addition, fashion is a category more closely linked to social signalling, as beauty and hotels can be deemed a more 'silent' category of consumption. Evidence indicates that consumers may be more predisposed to experiences versus product ownership (Sylt 2018; Seeler and Schanzel 2019) hence the results might be indicative of such. This could indicate that fashion may be perceived as 'mainstream' or too accessible to most consumers which has diminished its perceived aspiration. Whilst, beauty and hotels are still highly coveted and very distinctive to fashion.

Perception of luxury does not account for any indirect effect which is quite an interesting contribution to the field of luxury branding and consumer behaviour. It has been prominently purported in the literature about the importance of consumer perceptions of luxury on decision making (e.g. Duboi and Czellar 2002; Hennigs et al. 2013; Parguel et al. 2016). This study shows that for luxury brand charisma to predict luxury brand aspiration and brand attachment perception of luxury will have little predictive power when assessing brand level attributes. As perception of luxury did not mediate any relationships through the given studies and was also statistically proven not to be a predictor or mediator variable. There could be conclusions drawn that for product level evaluations this may be more important based on prior research (Hagvedt and Patrick 2008). However, further testing is required to validate this assertion.

Attitude toward the brand has been shown to be a reliable outcome variable, rather than having the predictive power toward luxury brand aspiration and brand attachment. This is an interesting finding but is coherent with the literature that purports attitude toward the brand, as an enduring evaluative measure (e.g. Sallam 2011; Spears and Singh 2004; Zanna and Rempel 1988) which can be potentially as important as luxury brand aspiration and brand attachment. It is also found that attitudes are not necessarily indicative of attachment (Najmi et al. 2012), presuming that because a consumer may evaluative a brand on how positive-negative they feel about the brand does not necessarily indicate an emotional connection or bond with that brand.

Implications

Based on the findings discussed above, the more specific implications of this research are outlined.

Firstly, the charisma phenomenon has been explored within the context of luxury branding and marketing. This has therefore successfully extended the Charismatic Leadership Theory (Conger and Kanungo 1994) to demonstrate that it holds implications for marketing and branding practitioners. The scale developed to measure luxury brand charisma has been successfully generalised and validated across all three categories of luxury brands, with fairly consistent results across all studies.

Secondly, charisma has been found to be an important factor in the prediction of consumer evaluations and attitudes toward luxury brands across three categories of luxury. Charisma has the potential to be augmented by practitioners in order to influence and convince consumers of higher order functions of aspiration and attachment. Furthermore, research could postulate that consumers who do perceived luxury brand charisma through brand communications could build these strong evaluations toward the brand. There is evidence to suggest that brands who demonstrate more 'experiential' characteristics may afford higher luxury brand aspiration. The implication thereof for branding and marketing managers would be I the communication and design of consumer touchpoints to ensure that the charismatic relationship is not merely maintained but al not routinised.

Thirdly, this research has identified the potential that luxury brand charisma may be operationalised differently between product and brand level attributes. Particular when we consider factors like perceptions. This could hold potential interesting implications for brands which are either purely online or retail based in terms of how the construct, communicate and build their charisma. As known within the literature, retail atmospherics and cues within the retail store does significantly impact of consumer decision making. Therefore, it would be interesting to assert whether in the presence or absence of luxury brand charisma does the retail cues still impact as strongly, or at all, on consumer decision making. This will further explore the notion of whether luxury brand charisma does in fact present a somewhat halo.

Fourthly, this research has mainly examined the effects of luxury brand charisma on consumer's perception, evaluations and attachment or aspiration. Therefore, this research has demonstrated that there is the potential for consumers who do not belong to the brand to demonstrate strong enduring measures, or at the least a sense of belonging and affiliation.

Consequentially, using the literature as a guide, it would be interesting to inquire into specific behaviours consumers would potentially like to undertake now they are seen as being part of the brand. We could imply that consumers who believe a brand is charismatic, and have fulfilled a sense of affiliation, would be more likely to have a higher willingness to pay, seek closer proximity to the brand and even the potential to engage in brand advocacy. Further investigation is require but is interesting to postulate what activities consumers would engage in to 'achieve' aspiration per se, or communicate this to others. The implication for brand managers is that this would align with the marketing strategy to use followers as advocates for the brand, and in a modern world operationalise this through social media, influencers and word of mouth as a legitimate brand building activity. Other activities could be undertaken in the realm of brand building to further use charisma to augment attachment and aspiration.

Lastly, as there is no evidence to suggest that perceptions of luxury holds any impact on consumer evaluations, attachment or aspirations and it could therefore imply that for consumers this may not hold much importance in the scope of the charismatic relationship. Charisma in itself is enough to stipulate a marked distinction between others, which in the luxury literature is usually characterised by perceptions of luxury (e.g. Wiedemann and Hennigs 2007; Kaufmann et al. 2012; Vigeron and Johnson 2004). The impact therefore from a holistic brand management sense could potentially focus their efforts on augmenting the charisma of the brand and other brand building activities that will aid in the longevity of the relationship with consumers.

CHAPTER CONCLUSION

Following the analysis of the various studies to generalise the luxury brand charisma scale. The results were discussed, drawing on the theoretical development and literature review outlined in previous chapters to develop the theoretical, methodological and managerial contributions of this research as discussed in the subsequent chapter. The succeeding chapter will serve as a concluding chapter and summarise the key outcomes of this body of research.

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APPENDICES

APPENDIX 4

A. Stimulus

Videos are hyperlinked.

Curtin University

HRE2018-0049

PRELIMINARY.

These are general questions that refer to your average consumption of luxury brands.

Have you purchased any luxury brand/s previously?	Yes	No
What luxury brand/s (if any) have you purchased previously? *(n/a if answered No in previous question)*		
Do you intend to purchase any luxury brand/s within the next 5 years?	Yes	No

	After watching the video, please write down the **TOP FIVE** words you would use describe luxury brand charisma

STOP HERE

SECTION A

For the following statements please circle the value that most closely represents your views, based on what you have been shown.	Strongly Disagree						Strongly Agree
I feel this brand has an aura	1	2	3	4	5	6	7
I feel this brand has mystique	1	2	3	4	5	6	7
I feel this brand inspires awe	1	2	3	4	5	6	7
I feel this brand has strong appeal	1	2	3	4	5	6	7
I feel this brand has a signature	1	2	3	4	5	6	7
I feel this brand has a strong identity	1	2	3	4	5	6	7
I feel this brand is iconic	1	2	3	4	5	6	7

SECTION B

A	For each statement please circle the value that most closely represents your views, __based on what you have been shown.__	Strongly Disagree						Strongly Agree
	The brand shown is luxurious	1	2	3	4	5	6	7
	The brand shown is prestigious	1	2	3	4	5	6	7
	The brand shown is attractive	1	2	3	4	5	6	7
	The brand shown is high class	1	2	3	4	5	6	7
	The brand shown is expensive	1	2	3	4	5	6	7

B	For each statement please circle the value that most closely represents your views, __based on what you have been shown.__								
	The brand shown is unfavourable	1	2	3	4	5	6	7	Favourable
	The brand shown is unappealing	1	2	3	4	5	6	7	Appealing
	The brand shown is unlikable	1	2	3	4	5	6	7	Likeable
	The brand shown is bad	1	2	3	4	5	6	7	Good

STOP HERE

SECTION C

A	For each statement please circle the value that most closely represents your views, <u>based on the brand shown.</u>	Strongly Disagree					Strongly Agree	
	This brand is a part of me and who I am	1	2	3	4	5	6	7
	I feel personally connected to this brand	1	2	3	4	5	6	7
	I feel emotionally bonded to this brand	1	2	3	4	5	6	7
	My thoughts and feelings toward this brand are often automatic, coming to mind seemingly on their own	1	2	3	4	5	6	7

B	For each statement please circle the value that most closely represents your views, <u>based on the brand shown.</u>	Strongly Disagree					Strongly Agree	
	I believe that this brand will surely make me stand out of the crowd.	1	2	3	4	5	6	7
	I believe that this brand will surely showcase my identity.	1	2	3	4	5	6	7
	I believe this brand provides me a social status.	1	2	3	4	5	6	7
	I believe that this brand portrays my personality.	1	2	3	4	5	6	7
	I believe that this brand makes me feel royal.	1	2	3	4	5	6	7
	I believe that this brand helps me to be recognized wherever I go.	1	2	3	4	5	6	7
	I believe that this brand helps me to introduce myself to others.	1	2	3	4	5	6	7
	I believe that this brand helps me to be appreciated by many people.	1	2	3	4	5	6	7
	I believe that this brand helps me to get noticed amongst the elite.	1	2	3	4	5	6	7
	I believe this brand will add an elevated sense of self -respect.	1	2	3	4	5	6	7
	I believe this brand will add an elevated sense of pride.	1	2	3	4	5	6	7
	I believe this brand will brings fulfilment of my goals.	1	2	3	4	5	6	7
	I believe that this brand portrays me as a role model.	1	2	3	4	5	6	7
	I believe that this brand will helps me to portray my ambitiousness.	1	2	3	4	5	6	7

SECTION D

Demographic Information

What is your gender?	[1] Male [2] Female

What is your age group?		
[1] Under 20	[2] 21-34	[3] 35- 44
[4] 45- 54	[5] 55-64	[6] 65+

What is your country of residence?		
[1] Australia	[2] China	[3] Malaysia
[4] Mauritius	[5]Thailand	[6] Singapore
[7] Indonesia [8] Japan	[9] Other (Please specify)	

Thank You! ☺

Luxury Brand Charisma

To be developed (see CH 6).

Perception of Luxury

1. The brand shown is luxurious

2. The brand shown is prestigious

3. The brand shown is attractive

4. The brand shown is high class

5. The brand shown is expensive

Attitude toward the Brand

1. The brand shown is unfavourable -favourable

2. The brand shown is unappealing –appealing

3. The brand shown is unlikable – likable

4. The brand shown is bad- good

Brand Attachment

1. This brand is a part of me and who I am

2. I feel personally connected to this brand

3. I feel emotionally bonded to this brand

4. My thoughts and feelings toward this brand are often automatic, coming to mind seemingly on their own

Luxury Brand Aspiration

1. I believe that this brand will surely make me stand out of the crowd.

2. I believe that this brand will surely showcase my identity.

3. I believe this brand provides me a social status.

4. I believe that this brand portrays my personality.

5. I believe that this brand makes me feel royal.

6. I believe that this brand helps me to be recognized wherever I go.

7. I believe that this brand helps me to introduce myself to others.

8. I believe that this brand helps me to be appreciated by many people.

9. I believe that this brand helps me to get noticed amongst the elite.

10. I believe this brand will add an elevated sense of self -respect.

11. I believe this brand will add an elevated sense of pride.

12. I believe this brand will brings fulfilment of my goals.

13. I believe that this brand portrays me as a role model.

14. I believe that this brand will helps me to portray my ambitiousness.

C. Ethics Approval

09-Feb-2018

Name: Min Teah
Department/School: School of Marketing
Email: Min.Teah@cbs.curtin.edu.au

Dear Min Teah

RE: Ethics Office approval
Approval number: HRE2018-0049

Thank you for submitting your application to the Human Research Ethics Office for the project **Conceptualising Perceived Luxury Brand Charisma**.

Your application was reviewed through the Curtin University Negligible risk review process.

The review outcome is: **Approved**.

Your proposal meets the requirements described in the National Health and Medical Research Council's (NHMRC) *National Statement on Ethical Conduct in Human Research (2007)*.

Approval is granted for a period of one year from **09-Feb-2018** to **08-Feb-2019**. Continuation of approval will be granted on an annual basis following submission of an annual report.

Personnel authorised to work on this project:

Name	Role
Hatton-Jones, Siobhan	Student
Teah, Min	CI
Phau, Ian	Supervisor
Cheah, Isaac	Supervisor

Approved documents:

Document

Standard conditions of approval

A. Keyword pool

Charisma Keywords			
Authority	Fashionable	Moxie	Presence
Influence	Opulence	Razzle-dazzle	Has style
A leader	Consequence	Drive	Effectiveness
Allure	Bewitchment	Je ne se quoi	Animal magnetism
Allurement	Leadership	It	Glamourous
Amperage	Dominance	Coordinated	Pull
Appeal	Personal appeal	Drawing power	Aire of mystery
Appearance	Halo	Elegance	Dignity
Attraction	Animal magnetism	Glamour	Secretive
Attractiveness	Draw	Inveiglement	Draw
Awe	Magnetism	Power	Spirit
Bewitching	Beguiling	Duende	Dint
Brilliant	Effect	Ordinary	Charming
Captivation	Magic	Prestige	Inveiglement
Charm	Enticement	Dazzle	Trendy
Compelling	Complex	Popular	Convincing
Compulsion	Personal appeal	Elegant	Dazzle
Effectuality	Fascination	Beauty	Inducement
Enchantment	Lure	Nimbus	Domination
Esteem	Agacerie	Delightfulness	Feelings
Fascination	Beauty	Inducement	Confident
Feelings	Drawing power	Flair	Strength
Forward thinking	Vigour	Flourish	Conjuration
Genuine	Elite	Exclusive	Charming
Glamour	Pull	Esteem	Captivating
Grace	Agreeable	Illustrious	Luster
Grandeur	Aspirational	Razzle-dazzle	Prestige
Hold	Leverage	Mojo	Clout
Hypnotic attraction	Look	Moxie	Eminence
Identity	Emotional	Hold	Leverage
It	Desirable	Attractive	Enchantment
Lure	Nimbus	Blandishment	Duress
Mojo	Pleasant appearance	glitter	Character
Mystery	Radiance	Sway	Incantation
Seduction	Star quality	Mastery	Spell
Something	Appealing	Arrange	Enticement
Supremacy	Individuality	Signature	Poise
Unique	Controlling	Sophisticated	Honest

B. Full Focus Group Schedule

Task	Time Allocated	Data Outcome/ Collected
Introductions	10 minutes	Sample profile
Post-It Note tasks	10 minutes	Definitions, keyword associations
Discussion	60 minutes	Audio
Moodboards	60 minutes	Visual
Presentations	20 minutes	Audio
Keyword Task	5 minutes	Written
Debrief	10 minutes	-

C. Keyword Tally

Keyword	Tally	Keyword	Tally
Aspiration	1	Style	1
Personality	3	Emotion	2
History	2	Memorable	1
Identity	3	Interesting	1
Brand Vision	1	Leader	1
Classical	2	Unique	4
Regal	1	Timeless	2
Captivating	1	Glamour	1
Inspiring	1	Aura	1
Heritage	3	Distinctive	1
Exclusive	2	Storyteller	2
Craftsmanship	1	Aesthetic	1
Authenticity	1	Mystique	1

D. Moodboards