

Does standardization of corporate branding across countries work?

INTRODUCTION

Corporate branding strategies are gaining more and more importance. Recently, a growing number of firms in the fast moving consumer goods sector communicate their corporate brand actively towards stakeholders (Laforet and Saunders 2005). While this is an established practice in the services and durable goods industry, the FMCG sector is historically dominated by product brands. Former research helps to identify what is associated with a firm (Walsh and Beatty 2007) and how single associations with a firm, e.g. its customer orientation, impact consumer behavior. However, companies lack knowledge on how to evaluate cross-nationally if their corporate branding strategy works.

With standardizing corporate branding internationally, a firm aims to streamline the perceptions of stakeholders worldwide by signaling credibility, power, and value (Alden et al. 1999). FMCG companies increasingly focus on the consumer by using their corporate brand to sharpen their products' positioning cross-nationally. When focusing on consumers' perception, two different effects must be distinguished. Besides consumers' overall evaluation of the company, i.e. corporate image, specific corporate associations play an important role in determining consumer behavior. Rarely do studies analyze both effects (Gürhan-Canli and Batra 2004).

The purpose of the present study is to analyze cross-nationally whether or not consumers' perception of an internationally standardized corporate brand has an impact on consumer behavior, i.e. how the impact varies between specific corporate associations and corporate image as an overall evaluation of the company. Thereby we assume that standardization of the companies' external portrayal works, i.e. specific corporate associations have an impact on corporate image in a similar way across countries. However, country-specific effects may occur with regards to the relev-

ance of specific corporate associations and corporate image to consumer behavior.

In detail, the following research questions are examined: (1) Do specific corporate associations impact corporate image in the same way across countries? (2) How does corporate image impact consumer product response across countries? (3) How do specific corporate associations impact consumer product response directly across countries? (4) Do differences in those relationships occur across countries? (5) Do further contextual factors influence those relationships?

The remainder of this article is framed in the following manner. First, we introduce our conceptual framework by systematizing former findings on specific corporate associations, their relationship to corporate image and consumer behavior. Considering these findings and referring to schema theory, we derive hypotheses as basis for a subsequent empirical study. We conclude with implications and limitations of our study as well as directions for future research.

CONCEPTUALIZATION AND HYPOTHESES DEVELOPMENT

Conceptual Framework

The conceptual framework underlying this analysis is threefold (see Figure 1). Building upon Brown and Dacin (1997), we consider specific corporate associations as antecedents of an overall evaluation of the company, i.e. corporate image. Thereby, we refer to the work of Walsh and Beatty (2007), who analyzed in depth which associations a consumer links to a firm. Based on schema theory and former research, we not only hypothesize an indirect effect of those specific corporate associations through corporate image on product loyalty, but also that they might directly influence product loyalty. This addresses companies' intentions to have an immediate impact on consumer behavior by using corporate branding. Following Lehman, Keller, and Farley (2008), we derive country-specific effects of consumers evaluation of company's corporate branding and analyze the impact of further contextual factors.

Figure 1 goes about here.

Brown and Dacin (1997) introduced the term corporate associations as a label for all the information that a person mentally links to a company. According to those authors, we distinguish specific corporate associations and an overall evaluation of the company. Considering the work of Walsh and Beatty (2007), we include customer orientation, good employer, product range quality, reliable and financially strong company and social and environmental responsibility as specific associations a consumer might relate to the corporate brand. Regarding the overall evaluation of the company, we further include corporate image in the proposed model to highlight the emotional as well as rational assessment of the corporate brand.

Schema-theoretic Perspective on Corporate Branding

Various types of memory representation, such as the schema construct, were first examined by Bartlett (1932). In the present context, schemata are defined as a cognitive structure of an object, situation, event, a sequence of events, action, or a sequence of actions formed on the basis of past experiences (Mandler 1979). Thereby, schemata represent stereotypes of certain concepts.

Minsky (1975) was the first to find an organizational structure within the schema construct. A schema with vertical structure will have more subordinate levels, whereby their number varies from schema to schema. Horizontal structure refers to the number of schemata, which are included at any given level of subordination.

The relationship between specific corporate associations and corporate image can be explained by referring to the organizational structure of schemata. A rather abstract superordinate schema interacts with several different, more specialized subschemata. Specific corporate associations as subschemata lead to certain expectations regarding the superordinate schema, i.e. the corporate

image. Changes or additions to the information incorporated into a new subschema, will lead to a change of attributes associated to that superordinate schema (Sujan and Bettman 1989). We conclude that the set of specific corporate associations a person holds about a company influence the corporate image of that company. Evaluating specific corporate associations differently would therefore result in a different corporate image.

Schema theory also offers an explanation for the relation of both corporate image and specific corporate associations to consumer behavior. Schemata are formed of past experiences and consist of expectations about the order in which things occur (Mandler 1979). Consumers use schemata to organize their expectations about the value and importance of brand attributes (Sujan and Bettman 1989). Thus, consumers compare new product or company related associations and information with previous experiences, i.e. evaluate the object, and thus the activation of the corresponding schema leads to a certain behavioral intention (Cohen 1982). We conclude that both specific corporate associations and corporate image could influence consumer behavior.

Lastly, it is important to note that schemata are dependent on one's cultural socialization. McVee, Dunsmore and Gavelek (2005) conclude that if "we think of schema as embodied and not just in the head, then it becomes clear that patterns of enactment, ways of engaging the world, both shape our interpretation of cultural activity and are shaped by cultural activity" (p. 550). Consumers' perception, information processing, and decision making might be influenced by cultural aspects, e.g. some subschemata might influence the superordinate schema to a larger extent in specific countries. We conclude that the relationships stated may vary across different countries depending on their cultural background and further country-specific characteristics.

Literature Review and Hypothesis Development

Customer orientation is an integral part of a firm's market orientation (Kohli and Jaworski 1990).

Increasing competitive rivalry forces FMCG firms to elaborate on customer orientation enhancing consumers' evaluation of the company and ensuring their loyalty towards company's brands. Concerning country-specific differences in customer orientation, Deshpandé, Farley, and Webster (1993) state that "relatively good customer orientation appears to be achievable under a variety of cultures and, conversely, a particular type of culture may not necessarily facilitate customer orientation" (p. 32). Two meta-studies (Kirca et al. 2005; Rodriguez Cano et al. 2004) analyzing country-specific characteristics as moderators of the relationship between market orientation and business performance support this finding from an organizational perspective.

With regards to *being a good employer*, customers' perception of how a company treats its employees is emphasized (Walsh and Beatty 2007). Customers may be sensitive to the fact that a company has competent employees and as a result holds them to a higher standard (Fombrun et al. 2000). Lee (2004) confirms the positive relationship of employee treatment with corporate image from the consumers' perspective. Cross-national studies have not yet addressed the question if consumers' perception of whether the company is a good employer or not has a varying impact on corporate image or consumer product responses.

Regarding *product range quality*, a firm's capability to produce quality products, which is commonly referred to as "corporate ability", is emphasized. Brown and Dacin (1997) found in a pioneering study that corporate ability associations influence product evaluation through consumers' evaluation of the company as well as the evaluation of specific product attributes. Berens, van Riel, and van Bruggen (2005) confirm a direct influence of corporate ability on purchase intention in the context of service firms. Similarly, Biehal and Sheinin (2007) highlight that corporate ability messages impact consumer product responses positively. However it remains open, if product range quality has a direct impact on consumer behavior and if its impact on corporate image and consumer behavior varies across countries.

With regards to being a *reliable and financially strong company*, customers' perception of company's competence, solidity, and profitability and of its investment potential is emphasized (Walsh and Beatty 2007). Vergin and Qoronfleh (1998) conclude for both business people and consumers that if a firm is associated with financial success, its overall evaluation increases. It remains open, if being a reliable and financially strong company has a direct impact on consumer behavior and if its impact on corporate image and consumer behavior varies across countries.

Regarding *social and environmental responsibility*, not only the entrepreneurial duty to act socially (i.e. support for good purposes, creating new jobs), but economically and environmentally sustainable on a more or less voluntary basis, is emphasized (Matten and Moon 2008). Corporate social responsibility (CSR) has become increasingly significant in recent years. Already, Brown and Dacin (1997) find a positive effect of CSR initiatives on consumers' company evaluations. As well Lichtenstein et al. (2004) as Luo and Bhattacharya (2006) provide evidence that CSR has a positive impact on consumer product response. Further, CSR is valued differently by consumers from different countries. Although several authors (e.g. Langlois and Schlegelmilch 1990) argue that CSR is more actively demanded from companies in Anglo-Saxon countries, a study by Maignan (2001) reveals that U.S. consumers value highly corporate economic responsibilities, while consumers in France and Germany value legal and ethical conformity with standards.

Summarizing, former findings support the positive relationship of specific corporate associations to corporate image and consumer behavior. However, research on consumers' perception is relatively scarce, as is research in a cross-national context. In the context of international standardization of corporate branding and corresponding activities, i.e. communicating the same characteristics of the corporate identity across countries, we assume that the pattern of effects between specific corporate associations and corporate image will be similar across countries. If this is not the case, the external portrayal would differ. Thus, we hypothesize:

H1: The specific corporate associations (a) customer orientation, (b) good employer, (c) product range quality, (d) social and environmental responsibility and (e) reliable and financially strong company impact corporate image positively and in the same way across countries.

However, the direct impact of specific corporate associations on consumer behavior might vary even if the pattern of effects between specific corporate associations and corporate image is similar. Whereas we assume product range quality, as the central cue customers focus on, to be of equal importance to customer behavior across countries, we hypothesize the impact of the remaining specific corporate associations to vary between countries. Hofstede (2001) stresses that individualism/collectivism is a key criterion in distinguishing and comparing cultures. In individualistic cultures, such as the USA or France, people are independent from their in-groups, value their personal goals over the goals of their in-groups, and their behaviors are based on their own attitudes rather than on social norms. In collectivistic cultures, such as Romania or Russia, people are interdependent within their in-groups, value the goals of their in-groups and behave according to norms of their in-groups. Thereby we assume that customers in collectivistic countries value (1) business relationships based on mutual trust and manifestly felt obligations, (2) employer-employee relationships based on harmony, morals, as well as familiarity, and (3) corporate initiatives which contribute to the society and its general welfare as they are less suspicious and skeptical (Rodriguez Cano et al. 2004). Conversely, performance orientation is more salient in individualistic cultures. Summarizing, we hypothesize:

H2: The specific corporate association product range quality has a direct positive impact on product loyalty in all countries.

H2b: The specific corporate associations customer orientation, good employer, and social and environmental responsibility have a direct positive impact on product loyalty in collectivistic cultures.

H2c: The specific corporate association reliable and financially strong company has a direct positive impact on product loyalty in individualistic cultures.

As Brown and Dacin (1997) report, several studies show that *corporate image* has a positive impact on consumer product judgments and responses. Further, research on consumer-company identification calls attention to the fact that people, who evaluate a company more positively and hence are more likely to identify with it, are more loyal to that company (Bhattacharya and Sen 2003). Han and Schmitt (1997) analyze the impact of individualistic versus collectivistic culture on the impact of corporate image and conclude that the latter value a communication strategy that includes a strong corporate identity, whereas e.g. U.S. consumers, for example, prefer a product brand centered marketing. Having a collectivistic value orientation means paying attention to and being affected by the concerns of groups and societal entities at large, focusing on interdependence rather than independence. Since companies are interdependent, collective societal entities, corporate image as the overall evaluation of the company should be of greater importance in collectivistic cultures. Thus, we hypothesize:

H3: Corporate image has a positive impact on product loyalty, which is higher in collectivistic cultures.

EMPIRICAL STUDY

Sample Design

A FMCG manufacturer, which standardized its international corporate branding in 2001 and thereby introduced its corporate brand as an endorsement to all of its product brands, was chosen as stimuli. All respondents rated the corporate image and the specific corporate association dimensions of this corporate brand. The company's brand portfolio includes differently positioned brands in three product categories: detergents, cosmetics, and adhesives. Each product category is character-

rized by a wide variety of competitive brands, which enhance consumer confusion and evokes a need for guidance. A respondent named three product brands associated most with this corporate brand during the interview. One of these product brands was selected at random according to a previously defined procedure and then evaluated by the respondent in terms of product loyalty intentions.

Enhancing the generalizability of our study (Alden et al. 1999), we choose countries as unit of analysis, which is appropriate if comparing national patterns of behavior (Douglas and Craig 1997). The choice of countries surveyed, i.e. Germany, France, Romania, Russia, and the USA, is based on three criteria, namely cultural background, economic conditions, as well as company history and presence within the country markets. Consumer data was collected in three metropolitan areas in each country through face-to-face interviews. Native speakers conducted the interviews from August to October 2008. Applying quota sampling, based on the country-specific distribution of the populations in terms of age and gender, 1200 consumers above 15 years old were interviewed in each country.

Measurements

All scales used in the survey were based on established scales (see Table 1). Whereby specific corporate associations were measured according to Walsh and Beatty (2007), we refer to Keller (1993) with regards to corporate image and to Oliver (1999) with regards to product loyalty. We applied the back-translation method to ensure calibration and semantic equivalence (Davis et al. 1981). Qualitative pretests in every country, i.e. consumer focus groups and expert interviews, led to a country-specific adaptation of the scales. A quantitative pretest in every country, i.e. an online survey, showed strong support for reliability and validity of the adapted scales.

Besides the moderating influence of country-specific characteristics, we consider further contex-

tual factors, i.e. the product category and the interviewee's knowledge about the corporate brand's country of origin. We also control for the main sociodemographic variables upon which national groups might vary, i.e. interviewee's highest educational attainment, age, and gender.

Table 1 goes about here.

Method

Our methodological approach is threefold. Firstly, sample weights are computed based on the latest census data from those countries to adjust the sample to product category, highest educational attainment, gender, and age. In a second step, we checked for reliability and validity of the measurements. Individual item reliability, construct reliability, composite reliability, as well as the average variance extracted (AVE) could be confirmed (Churchill 1979; Fornell and Larcker 1981). With regards to validity, face validity was firstly assessed by means of expert interviews and consumer focus groups (Hardesty and Bearden 2004). Secondly, the afore mentioned AVE values provide support for convergent validity (Fornell and Larcker 1981), as do the results of a confirmatory factor analysis including all measurement instruments. The model fits well and the factor loadings were all above .7 (Anderson and Gerbing 1988). Referring to Fornell and Larcker (1981), all latent variables fully satisfy the requirement of discriminant validity. Finally, assessment of the content-related equivalence, i.e. measurement invariance is conducted. Testing measurement invariance is a necessary condition if comparing consumer perceptions between multiple countries (Steenkamp and Baumgartner 1998). The results indicate firstly a good fit of all models (Hu and Bentler 1999) and secondly, provide strong support that partial scalar invariance holds for all constructs for all groupings.

Results

Looking at the goodness of fit indices of the multiple group model across the five countries, results show that the cut of criteria proposed by Hu and Bentler (1999) are met (see Table 2).

Before discussing the estimates of the hypothesized model, it is necessary to ensure that this model fits better than plausible rival models (Steenkamp et al. 2003). It might be plausible to assume that if the corporate image schema is frequently used with the same values assigned to some of its variables then the generation of a more specialized schema with those values fixed, incorporating a specific corporate association, may occur. In this case corporate image and specific corporate associations would still have a direct impact on consumer behavior, but the causal-relationship between those would be reversed, i.e. corporate image would cause the specific corporate associations. However, the fit of this model (χ^2 (260)=2118.342 (p=.000), CFI=.935, TLI=.983, RMSEA=.077) is significantly worse than our hypothesized model. Thereby, we have evidence supporting the hypothesized causal sequence.

Consistent with H1, all five specific corporate associations have a significant positive impact on corporate image (see Table 2). Corrected chi-square difference tests reveal no significant differences for good employer, reliable and financially strong company, as well as customer orientation. However, with regards to product range quality, one out of ten comparisons is significant, i.e. the impact on corporate image is significantly lower in Romania compared to Germany (p=.0474). With regards to social and environmental responsibility, two out of ten comparisons are significant, i.e. the impact on corporate image is significant lower in Romania compared to Germany (p=.0139) and France (p=.0262), respectively. Findings provide support for H1a, H1b and H1e, whereas H1c and H1d are rejected.

Table 2 goes about here.

With regards to H2, product range quality is found to have a positive direct impact on product loyalty in all countries. The impact of good employer is not significant in any of the five countries. Furthermore, the impact of customer orientation is only significant in the USA ($b=.163$, $p<.05$), that scores the highest on the individualism dimension. In Germany ($b=.098$, $p<.05$) and France ($b=.126$, $p<.01$), the impact of social and environmental responsibility is significant, but not in the USA, Romania, and Russia, whereby the latter two are both characterized as being high on collectivism. The specific corporate association reliable and financially strong company, again, has only a positive direct impact on product loyalty in the USA ($b=.154$, $p<.01$). Summarizing, H2a and H2c can be supported, whereas H2b is rejected.

With regards to H3, corporate image has a significant positive impact on product loyalty in each country. Corrected chi-square difference tests reveal that the impact is significantly lower in the USA as compared to Germany, Romania, and Russia. Corresponding findings on France, scoring the second highest on individualism, are consistent with this pattern. Thus, H3 can be accepted. Regarding contextual factors, analyzing the impact of specific corporate associations on corporate image, considering the moderating influence of product category as well as respondents' country-of-origin knowledge and gender, the effects hardly vary between groups. However, regarding education and age of the interviewees', significant differences across groups could be observed, e.g. consumers above 50 years old, place a higher value on being a reliable and financially strong company than the two other age groups. Analyzing the direct impact of specific corporate associations on product loyalty, product range quality has a positive direct effect on corporate image in each grouping, except for consumer group aged between 15 and 25 years. Being a good employer does not have a direct significant impact in any group. The direct impact of customer orientation, being a reliable and financially strong company, and social and environmental responsibility on corporate image varies depending on the contextual factors, e.g. the latter is

significant within the product categories cosmetics and detergents, whereas it has no effect within the product category adhesives. Analyzing the impact of corporate image on product loyalty, it could be determined that the effect is significantly positive for all groups across the five contextual factors. Regarding product category, country of origin knowledge, and gender, no significant differences among the group-specific structural estimates could be found. However, significant differences depending on respondents' education and age could be revealed, e.g. corporate image influences product loyalty higher for interviewees, who graduated either high school or community college, compared to the other two groups.

DISCUSSION

Does standardization of corporate branding across countries work? Yes, it does. With regards to consumers' perception of the corporate brand, the results illustrate that specific corporate associations impact corporate image largely in the same way across countries (only 3 out of 50 pair wise country comparisons reveal a significant difference). With regards to the effect of an internationally standardized corporate brand, results provide support that the impact of corporate image on consumer product response is positive across all countries. In other words, from a consumer's perspective, using corporate branding adds value.

Does an internationally standardized corporate brand influence consumer behavior across countries in the same way? No, it does not. With regards to corporate image, its impact on consumer product response is found to be higher in collectivistic cultures. However, the analysis also reveals that consumers in the corporate brand's home market also value the company's favorable external portrayal. With regards to the direct impact of specific corporate associations and consumer product response, we state that corresponding relationships exist depending on the country concerned. However, these relationships are either equally important to customer behavior across

countries, are dependent on national culture, or rely on further context specific factors.

Considering contextual factors enhances the generalizability of the presented findings. Thus, for example, the impact of corporate image on consumer product response does not vary across product categories or depending on consumers' knowledge of the company's country of origin. However, consumers' sociodemographics have to be taken into account in any case.

Theoretical and Managerial Implications

Steenkamp (2005) as well as Keller and Lehmann (2006) highlight the importance of studies focusing on cross-national research questions. Following those requests, our study focuses on the question whether standardization across countries works and includes in a cross-sectional consumer study amongst Germany, France and the USA, Romania and Russia as emerging countries. Our result indicate, that in more collectivistic countries the impact of corporate image on product loyalty is significantly higher than in the other countries observed.

Extending the findings of Brown and Dacin (1997) as well as Berens, van Riel, and van Bruggen (2005), the present study advances knowledge on corporate branding in an international context. Findings illustrate the importance of corporate image across the various groupings, while specific corporate associations impact customer product response only under certain conditions. Moreover, to date most studies dealing with corporate branding focus on the services sector or on durable goods, i.e. automobile manufacturers (Berens et al. 2005; Biehal and Sheinin 2007). Analyzing corporate branding of a FMCG firm also answers Walsh and Beatty's (2007) call to examine their customer-based reputation measure in other context than the services sector. Our results provide support that it could be used in the context of the FMCG industry.

From an international point of view, adopting a global marketing strategy is necessary "for firms to achieve global economies of scale, deal with market interdependency, or seek cross-country

synergies” (Zou and Cavusgil 2002). Combining the best of both worlds, i.e. the branded house and the house of brands strategy (Rao et al. 2004), firms aim to establish the corporate brand as an integrating backdrop for their product brands. However, they have to contend both with varying economic, competitive and cultural conditions in different countries and with the need to ensure a consistent external portrayal. These factors tend to slip into the background as corporate branding strategies are often developed on basis of the organizational structures by product brand marketers in the home market, or assigned decentrally to the individual foreign subsidiaries. The proposed model could be used as diagnostic tool to gather benchmark data in FMCG firms. Such an approach would offer corporate brand management the possibility to evaluate the positioning of the corporate brand and the effectiveness of their corporate branding activities cross-nationally (Dawar and Parker 1994). Agreeing with Biehal and Sheinin (2007), e.g. it could be argued in the case of Germany or France that social and environmental responsibility might provide an effective “boost” to brands and contribute to their positioning in the consumers’ minds.

Limitations and Directions for Future Research

Seeking to understand the value of corporate branding, particularly within an international context, further testing is required to extend the findings of the present study in several ways. Clearly, researchers should enhance the data basis to further increase the generalizability of the results. The present study used data collected only for one corporate brand. Future studies may replicate our study analyzing corporate brands from the FMCG, durable goods, and services sector. Further, it would be valuable to consider multiple levels of analysis applying more advanced methodological approaches, e.g. multilevel structural equation modeling (Hitt et al. 2007). Additional research should also explore whether the model implied holds true for further stakeholder groups, e.g. employees, or investors. On a managerial level, it becomes interesting, how specific corpo-

rate associations can be influenced across countries and in addition how this affects consumers' perception of corporate image and their product response (Brown and Dacin 1997). Additional research should also investigate how specific corporate associations interact with each other.

Table 1: Definition, source and measurement of constructs

Construct	Definition and source	Measurement
Product loyalty (PLO)	Customers' conative loyalty toward the product brand, i.e. their behavioral intention to continue buying the product brand in the future (Oliver 1999).	I like to buy [product brand] anytime. I will buy [product brand] on my next shopping trip. I will purchase [product brand] frequently in the next couple of months. I will buy [product brand] more than I will buy competitors' products in the future.
Corporate Image (CIM)	Customers' perceptions of a product brand as reflected by the brand associations held in consumer memory (Keller 1993).	[Corporate brand] is a strong brand. [Corporate brand] is a unique brand. [Corporate brand] is a favorable brand.
Customer orientation (COR)	Customers' perception to which degree a company and its employees' go to satisfy customer needs, and put customers at center of focus (Walsh and Beatty 2007).	[Corporate brand] cares about all of its customers regardless of how much money they spend. [Corporate brand] employs people who try to meet their customers' needs. [Corporate brand] employs people who are polite towards their customers. [Corporate brand] takes customer rights seriously. [Corporate brand] treats its customers fairly. [Corporate brand] tries to meet its customers' needs.
Good employer (GEM)	Customers' perception how a company treats its employees and if that company is well-managed and has competent employees (Walsh and Beatty 2007).	[Corporate brand] appears to take the needs of its employees seriously. [Corporate brand] appears to be a good employer. [Corporate brand] appears to have an excellent leadership style. [Corporate brand] appears to have high standards for its personnel management. [Corporate brand] appears to have competent staff. [Corporate brand] appears to be well organized. [Corporate brand] appears to treat its employees well.
Product range quality (PRQ)	Customers' perception to which degree a company offers innovative, high-quality products and services, which they stand behind (Walsh and Beatty 2007).	[Corporate brand] stands behind the product range that it offers. [Corporate brand] is a strong, reliable company. [Corporate brand] offers high-quality products. [Corporate brand] develops innovative products.
Reliable and financially strong company (RFC)	Customers' perception of company's competence, solidity, and profitability and of firm's vision and investment potential (Walsh and Beatty 2007).	[Corporate brand] appears to have strong prospects for future growth. [Corporate brand] seems to be able to identify and make use of market opportunities. [Corporate brand] seems to have a clear vision of its future. [Corporate brand] appears to outperform competitors continuously. [Corporate brand] looks like a good investment. [Corporate brand] appears to be doing well financially. [Corporate brand] appears to make financially sound decisions.
Social and environmental responsibility (SER)	Customers' perception to which degree a company sees and acts on environmental and social responsibilities (Walsh and Beatty 2007).	[Corporate brand] would reduce its profits to ensure a clean environment. [Corporate brand] seems to make an effort to create new jobs. [Corporate brand] to be environmentally responsible. [Corporate brand] appears to support good causes.

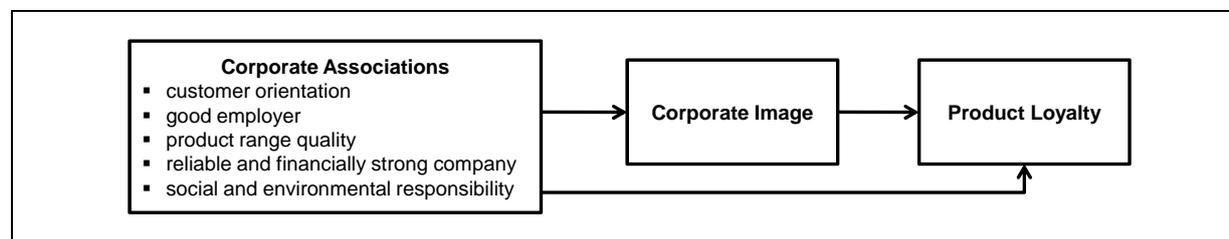
Table 2: Country-specific structural parameter estimates

	Germany	France	Romania	Russia	USA
CIM → PLO	.386 *** (.578 ***)	.136 *** (.221 ***)	.404 *** (.568 ***)	.247 *** (.361 ***)	.077 ** (.151 **)
COR → CIM	.303 *** (.189 ***)	.180 ** (.130 **)	.138 ** (.105 **)	.194 * (.136 *)	.232 ** (.152 **)
GEM → CIM	.142 * (.118 *)	.278 ** (.209 **)	.166 *** (.161 ***)	.287 *** (.235 ***)	.124 * (.097 *)
PRQ → CIM	.433 *** (.318 ***)	.250 ** (.164 **)	.271 *** (.231 ***)	.331 *** (.245 ***)	.431 *** (.315 ***)
RFC → CIM	.200 * (.107 *)	.255 * (.139 *)	.254 *** (.173 ***)	.122 * (.095 *)	.222 *** (.120 ***)
SER → CIM	.156 ** (.127 **)	.150 * (.126 *)	.339 *** (.308 ***)	.259 *** (.216 ***)	.282 *** (.211 ***)
COR → PLO	.039 ns (.036 ns)	.084 ns (.098 ns)	.032 ns (.034 ns)	-.004 ns (-.004 ns)	.163 * (.211 *)
GEM → PLO	-.043 ns (-.053 ns)	.063 ns (.077 ns)	.069 ns (.093 ns)	.118 ns (.141 ns)	-.048 ns (-.074 ns)
PRQ → PLO	.165 *** (.181 ***)	.200 ** (.213 **)	.141 *** (.170 ***)	.300 *** (.325 ***)	.177 *** (.256 ***)
RFC → PLO	-.088 ns (-.070 ns)	-.084 ns (-.074 ns)	-.028 ns (-.026 ns)	.011 ns (.036 ns)	.154 ** (.165 **)
SER → PLO	.098 * (.120 *)	.126 ** (.172 **)	.006 ns (.008 ns)	.091 ns (.111 ns)	-.043 ns (-.063 ns)

$\chi^2(267)=1404.275$ ($p=.000$), CFI=.960, TLI=.990, RMSEA=.060.

* $p < .05$, ** $p < .01$, *** $p < .001$, ns=not significant; standardized coefficients in brackets.

PLO: product loyalty; CIM: corporate image; COR: customer orientation; GEM: good employer; PRQ: product range quality; RFC: reliable and financially strong company; SER: social and environmental responsibility.

Figure 1: Conceptual framework

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