



Deposited via The University of Leeds.

White Rose Research Online URL for this paper:

<https://eprints.whiterose.ac.uk/id/eprint/159992/>

Version: Accepted Version

Article:

Zarantonello, L, Grappi, S, Formisano, M et al. (2020) How consumer-based brand equity relates to market share of global and local brands in developed and emerging countries. *International Marketing Review*, 37 (2). pp. 345-375. ISSN: 0265-1335

<https://doi.org/10.1108/IMR-05-2018-0176>

© 2020, Emerald Publishing Limited. This is an author produced version of an article accepted for publication in *International Marketing Review*. Uploaded in accordance with the publisher's self-archiving policy. This is an author produced version of an article accepted for publication in *International Marketing Review*. Uploaded in accordance with the publisher's self-archiving policy.

Reuse

Items deposited in White Rose Research Online are protected by copyright, with all rights reserved unless indicated otherwise. They may be downloaded and/or printed for private study, or other acts as permitted by national copyright laws. The publisher or other rights holders may allow further reproduction and re-use of the full text version. This is indicated by the licence information on the White Rose Research Online record for the item.

Takedown

If you consider content in White Rose Research Online to be in breach of UK law, please notify us by emailing eprints@whiterose.ac.uk including the URL of the record and the reason for the withdrawal request.



How consumer-based brand equity relates to market share of global and local brands in developed and emerging countries

Journal:	<i>International Marketing Review</i>
Manuscript ID	IMR-05-2018-0176.R3
Manuscript Type:	Original Article
Keywords:	Consumer-based brand equity, Market share, International marketing, Developed countries, Emerging countries, Global / local brands

SCHOLARONE™
Manuscripts

1
2
3 **How consumer-based brand equity relates to market share of global and local brands in**
4
5 **developed and emerging countries**
6
7

8
9
10 **Abstract**
11

12 **Purpose:** This paper investigates the relationship between consumer-based brand equity
13 (CBBE)—conceptualized as consisting of brand awareness, perceived quality, brand associations,
14 perceived value, and brand loyalty—and market share for different brand types (global versus
15 local) in different country groups (developed versus emerging).
16
17
18
19

20
21 **Design/methodology/approach:** The paper combines consumer-survey-based data, experts'
22 coding, and retail panel data of fast-moving consumer goods (FMCG) brands in 29 countries.
23
24
25

26 **Findings:** In developed countries, the relationship between each CBBE component (except for
27 brand associations) with market share is stronger for local than global brands. In emerging
28 countries, the relationship between each CBBE component with market share is stronger for
29 global than local brands.
30
31
32
33

34
35 **Research limitations/implications:** The paper contributes to better understanding the
36 relationships between CBBE and market share by showing how CBBE components relate to
37 market share for different brand types (global and local) in different country groups (developed
38 and emerging). Limitations arise from constraints related to existing datasets (e.g. limited number
39 of variables and type of product categories considered).
40
41
42
43
44
45

46
47 **Practical implications:** The paper offers insights to managers working in multinational FMCG
48 companies, as it suggests which CBBE components relate more strongly to the global or local
49 brands' market shares in different countries.
50
51
52

53
54 **Originality/value:** The paper analyzes the relationship between CBBE and market share by
55 focusing on different brand types (global versus local) in different country groups (developed
56
57
58
59
60

1
2
3 versus emerging). It does so by using a company dataset and showing correspondence with
4
5 conceptualizations and measures of brand equity from the academic literature. It also considers a
6
7 large set of 29 countries, extending research beyond national boundaries.
8
9

10
11
12 **Keywords:** Consumer-based brand equity, Market share, International marketing, Developed
13
14 countries, Emerging countries, Global brands, Local brands.
15
16

17
18
19 **Paper type:** Research paper.
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1. Introduction

Brand equity is one of the most established and popular concepts in marketing. Every year, companies spend large amounts of money to build, measure, manage, and defend the equity of their brands. In academic literature, brand equity was first discussed in the 1980s (Farquhar, 1989) and, since then, it has been investigated from consumer, company, and financial perspectives (Keller and Lehmann, 2006). Consumer-based brand equity (CBBE) encompasses extensive information about the value that consumers attribute to brands and is positively related to a variety of outcomes, including consumer (e.g. preference and purchase intention; Cobb-Walgren *et al.*, 1995), product–market (e.g. market share; Agarwal and Rao, 1996), and financial outcomes (e.g. stock returns; Mizik and Jacobson, 2008).

Scholars have previously called for more research on several aspects of brand equity, including its measurement and management in national and international contexts (Christodoulides and de Chernatony, 2010; Christodoulides *et al.*, 2015; Keller and Lehman, 2006). For example, Christodoulides and de Chernatony (2010, p. 57) stated that “further research may look further into the conceptual and metric equivalence of brand equity such as in ‘individualist vs collectivist’ cultures, and also in ‘developed vs developing’ markets.” Similarly, Keller and Lehman (2006) discussed the importance of further clarifying the link between “customer–market” and “product–market” measures of brand equity.

Much has been achieved in recent years, as relevant studies have been conducted (e.g. Chatzipanagiotou *et al.*, 2016, 2019). However, more studies are still needed on brand equity, especially in an international context. Few countries and limited sets of brands are usually included, and non-representative samples of consumers are often investigated (see Figure 1 later in this paper). Moreover, the global/local nature of brands has been neglected so far, although this represents an important aspect widely discussed by global brand management scholars (Gürhan-

1
2
3 Canli *et al.*, 2018; Özsoymer and Altaras, 2008). In fact, companies working in international
4 contexts face the challenge of how to measure brand equity cross-nationally in a comparable
5 manner while managing global and local brands. The question often faced is, “How can brand
6 equity of different brand types (global and local) be grown cross-nationally in a way that builds
7 the performance of these brands?”
8
9

10
11
12
13
14
15 The current paper focuses on CBBE in an international perspective, often referred to as
16 “international CBBE” (Christodoulides *et al.*, 2015), and its relationship with market share, a key
17 product-related outcome (Katsikeas *et al.*, 2016). Product-market performance measures are
18 particularly relevant from a managerial perspective, as they reflect more closely managers’ work
19 than financial measures and offer useful insights into the effectiveness of managerial activities
20 (Katsikeas *et al.*, 2016). The positive relationship between CBBE and market share has already
21 been demonstrated in the literature in both national (Agarwal and Rao, 1996) and international
22 (Oliveira-Castro *et al.*, 2008) contexts. The current paper expands the literature by focusing on
23 the role that brand types (global and local) and country groups (developed and emerging) have in
24 this relationship. By examining how CBBE components relate to market share for different brand
25 types and in different country groups, the paper aims to better understand the nature of the
26 relationship between CBBE and market share.
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41

42 To that end, the current paper uses consumer-survey-based data from one of the biggest
43 multinational, fast-moving consumer goods (FMCG) companies. This data is aligned with an
44 expanded conceptualization of Aaker’s (1991) brand equity model and is combined with
45 measures of market share derived from a retail panel. The paper is based on a wide set of
46 countries (29 in total), both developed and emerging. It also considers more than 100 FMCG
47 brands and accounts for their type (global versus local). In doing so, the paper contributes to the
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 literature by clarifying how CBBE components relate to market share for different brand types
4
5 (global and local) in different country groups (developed and emerging).
6

7
8 This paper starts with a review of CBBE conceptualization, operationalization, and
9
10 outcomes, and of global and local brands across countries. The paper then describes the
11
12 methodology adopted, specifically illustrating the consumer-survey-based data, the retail panel
13
14 data, and the classification of the type of brand; it also offers a description of the set of emerging
15
16 and developed countries that are being investigated. In the data analysis and results section, the
17
18 paper first assesses the structure of the CBBE model, then tests the hypotheses previously
19
20 formulated. It concludes with a reflection both on the theoretical and managerial implications that
21
22 can be derived from the findings, as well as on the limitations of this study and related future
23
24 research avenues.
25
26
27
28
29

30 **2. Theory and hypotheses**

31 *2.1. CBBE conceptualization, operationalization, and outcomes*

32
33 CBBE refers to the value of brands for consumers and is one of the existing perspectives on
34
35 brand equity (Christodoulides and de Chernatony, 2010). The dominant stream of research on
36
37 CBBE is grounded in cognitive psychology and focuses on consumers' memory structures
38
39 (Aaker, 1991; Keller, 1993). One of the first conceptualizations of CBBE to be developed was
40
41 that of Aaker (1991), who defined brand equity as "a set of assets and liabilities linked to a brand,
42
43 its name and symbol that add to or subtract from the value provided by a product or service to a
44
45 firm and/or that firm's customers" (p. 15), identifying four CBBE components: brand awareness;
46
47 brand associations; perceived quality; and brand loyalty. Brand awareness refers to the ability of
48
49 consumers to recognize or recall a brand and the product category it belongs to. Brand
50
51 associations refer to "anything linked in memory to a brand" (Aaker, 1991, p. 109) and are
52
53
54
55
56
57
58
59
60

1
2
3 specific to a product class or brand. Perceived quality refers to consumer judgments about a
4
5 brand's overall excellence. Brand loyalty refers to the attachment that a consumer has to a brand
6
7 and is, therefore, attitudinal. Aaker's (1991) conceptualization of CBBE has become predominant
8
9 in brand management and has been widely used by brand equity scholars over the years
10
11 (Christodoulides and de Chernatony, 2010). Scholars have operationalized the four-component
12
13 model of brand equity (e.g. Yoo and Donthu, 2001) and have replicated it in different contexts
14
15 (e.g. Pappu *et al.*, 2005; Washburn and Plank, 2002).
16
17
18

19 Subsequent research has also extended Aaker's (1991) model and developed new
20
21 frameworks to interpret and assess CBBE, with the result that numerous additional brand equity
22
23 components have been identified (Zarantonello and Pauwels-Delassus, 2015). These are
24
25 summarized in Table I. Despite the heterogeneity of the components identified, given the
26
27 complexity of the CBBE phenomenon (Chatzipanagiotou *et al.*, 2016), the component of
28
29 perceived value recurs across different contributions (Boo *et al.*, 2009; Buil *et al.*, 2008; Gil-
30
31 Saura *et al.*, 2017; Koçak *et al.*, 2007; Lassar *et al.*, 1995; Netemeyer *et al.*, 2004; Rajasekar and
32
33 Nalina, 2008; Vázquez *et al.*, 2002). Although this component has been referred to in different
34
35 ways—namely as “perceived value for the cost” (Netemeyer *et al.*, 2004); “perceived value” or
36
37 simply “value” (Boo *et al.*, 2009; Buil *et al.*, 2008; Gil-Saura *et al.*, 2017; Lassar *et al.*, 1995;
38
39 Rajasekar and Nalina, 2008); and “functional product/brand utility” (Koçak *et al.*, 2007; Vázquez
40
41 *et al.*, 2002)—the meaning behind these labels is the same. To illustrate, perceived value of the
42
43 cost has been defined as consumers' overall assessment of the utility of the brand, based on
44
45 perceptions of what is received (functional benefits) and what is given (time, money, and effort)
46
47 (Netemeyer *et al.*, 2004). Similarly, perceived value has been defined as “the perceived brand
48
49 utility relative to its costs, assessed by the consumer and based on simultaneous considerations of
50
51 what is received and what is given up to receive it” (Lassar *et al.*, 1995, p. 13) and functional
52
53
54
55
56
57
58
59
60

1
2
3 product/brand utility as a type of utility directly linked to the attributes of the brand that satisfy
4
5 the practical needs of consumers (Koçak *et al.*, 2007; Vázquez *et al.*, 2002). From these
6
7 definitions, it is clear that perceived value is the result of a consumer's internal evaluation
8
9 process centered on the brand and, in this sense, perceived value is different from brand
10
11 associations, which are descriptive of the different meanings that the brand has for consumers
12
13 (Keller, 2019).
14
15

16
17 <Table I>
18

19 CBBE has also been studied in an international context (see Table II). Some of the
20
21 contributions focusing on international brand equity have adopted a cross-cultural approach,
22
23 meaning that they used cultural traits (typically individualism/collectivism; see, for example,
24
25 Krautz, 2017) to assess differences in CBBE aspects. Others have adopted a cross-national
26
27 approach without using culture as an explaining factor for these differences (e.g. Christodoulides
28
29 *et al.*, 2015). In international CBBE contributions, Aaker's (1991) model of brand equity has
30
31 been adopted (e.g. Buil *et al.*, 2008; Christodoulides *et al.*, 2015; Jung and Sung, 2008; Staudt *et*
32
33 *al.*, 2014; Vukasović, 2016; Yoo and Donthu, 2001), but only partially. Most of those not using
34
35 Aaker's (1991) model have adopted alternative, usually multi-dimensional, views of brand equity
36
37 (e.g. Broyles *et al.*, 2010; Chatzipanagiotou *et al.*, 2019; Ioannou and Rusu, 2012; Krautz, 2017;
38
39 Lehman *et al.*, 2008, Oliveira-Castro *et al.*, 2008). Unidimensional conceptualizations are also
40
41 present, usually when brand equity is considered as a dependent variable, i.e. when the effects of
42
43 other constructs such as corporate image and reputation (Heinberg *et al.*, 2018), corporate social
44
45 responsibility (CSR) (Staudt *et al.*, 2014), and brand gender (Lieven and Hildebrand, 2016) on
46
47 brand equity are examined.
48
49
50
51
52

53
54 <Table II>
55
56
57
58
59
60

1
2
3 The effects of CBBE have been largely acknowledged in the literature in both national
4 and international contexts (Christodoulides and de Chernatony, 2010). With reference to the
5 former, previous research has established a positive relationship between brand equity and
6 various outcomes, including consumer preference and purchase intention (Cobb-Walgren *et al.*,
7 1995), market share (Agarwal and Rao, 1996), consumer perceptions of product quality (Dodds
8 *et al.*, 1991), sales (Datta *et al.*, 2017; Silverman *et al.*, 1999; Tolba and Hassan, 2009),
9 shareholder value (Kerin and Sethuraman, 1998), consumer evaluations of brand extensions
10 (Aaker and Keller, 1990; Bottomley and Doyle, 1996; Rangaswamy *et al.*, 1993), consumer price
11 insensitivity (Erdem *et al.*, 2002), and resilience to product-harm crisis (Dawar and Pillutla,
12 2000). In an international context, brand equity scholars have examined the effect of CBBE
13 mainly, but not only, on consumer-related outcomes (see Table II). These include: brand choice
14 (Krautz, 2017); purchase intention (Jung and Sung, 2008) and purchase decision (Ioannou and
15 Rusu, 2012); anticipated risk of the (re)purchase decision, anticipated confidence in the
16 (re)purchase decision, anticipated satisfaction with the product, and anticipated difficulty of the
17 (re)purchase decision process (Broyles *et al.*, 2010); loyalty intentions (Zhang *et al.*, 2014); and
18 intention to pay more for the brand, recommend the brand, and re-purchase the brand
19 (Chatzipanagiotou *et al.*, 2019). Non-consumer-related outcomes (i.e. market share and revenue)
20 have been examined in one contribution only (Oliveira-Castro *et al.*, 2008).

21
22 Taken together, these contributions on CBBE and international CBBE indicate that: (1)
23 Aaker's (1991) model is relevant in both national and cross-national contexts with Western or
24 "Westernized" countries being typically considered (i.e. mainly the US but also Croatia,
25 Germany, Greece, Slovenia, South Korea, Spain, and the UK); (2) Aaker's (1991) model
26 consisting of brand awareness, perceived quality, brand associations, and brand loyalty should be
27 extended by incorporating the recurrent CBBE component of perceived value; (3) Aaker's (1991)
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 and other CBBE models generally hold cross-nationally, although the distinction between some
4
5 of Aaker's components was not always clear, possibly because of convenience samples and
6
7 limited sets of brands used (e.g. Yoo and Donthu, 2001) and the relative importance of CBBE
8
9 components may also vary because of cultural or other differences (e.g. Ioannou and Rusu, 2012;
10
11 Jung and Sung, 2008); and (4) CBBE is positively related to several outcomes, including market
12
13 share, although only one study (Oliveira-Castro *et al.*, 2008) has examined this relationship in a
14
15 cross-national context.
16
17
18
19
20

21 2.2. Global and local brands across countries

22
23 Global brands have been defined in multiple ways in the literature (Özsomer and Altaras, 2008;
24
25 Whitelock and Fastoso, 2007). One definition summarizing the different points of view states that
26
27 global brands “have global awareness, availability, acceptance, and desirability and are often
28
29 found under the same name with consistent positioning, image, personality, look, and feel in
30
31 major markets enabled by standardized and centrally coordinated marketing strategies and
32
33 programs” (Özsomer *et al.*, 2012, p. 2). Global brands, hence, serve different geographical
34
35 regions with the same brand name and similar marketing strategies (Gürhan-Canli *et al.*, 2018)
36
37 and generally use a brand positioning based on global consumer culture to appeal to consumers
38
39 (Alden *et al.*, 1999). In contrast, local brands are marketed in a specific country or geographic
40
41 area (Gürhan-Canli *et al.*, 2018), are recognized as local players and symbols or icons of local
42
43 culture (Ger, 1999; Steenkamp *et al.*, 2003), and, for this reason, have a superior ability to make
44
45 local consumers feel proud of their local traditions and establish closer relationships with them
46
47 (Özsomer, 2012; Steenkamp *et al.*, 2003).
48
49
50
51
52

53
54 Global and local brands have been studied in the literature in relation both to developed
55
56 and emerging countries, with scholars trying to understand the significance that these brand types
57
58
59
60

1
2
3 have for consumers in the two country groups. Alden *et al.* (1999) were the first to show that
4 globally positioned brands are more attractive than local brands, especially in emerging countries
5 where consumers “may admire the ‘economic center’ and believe that production technologies in
6 their own countries are less advanced” (p. 84). Subsequent contributions have generally
7 supported these findings. Scholars have highlighted the benefits of global brands over local ones,
8 including being positively related to higher esteem (Johansson and Ronkainen, 2004), perceived
9 quality (Holt *et al.*, 2004; Steenkamp *et al.*, 2003), prestige (Steenkamp *et al.*, 2003), social
10 responsibility (Holt *et al.*, 2004; Torres *et al.*, 2012), and being considered as a “passport for
11 global citizenship,” i.e. a vehicle for participation in the global world (Holt *et al.*, 2004;
12 Strizhakova *et al.*, 2008). However, scholars have also shown that, while the positive effects of
13 global brands hold true in emerging countries, they are weaker or even absent in developed
14 countries.

15
16 To illustrate, there is substantial evidence that consumers from emerging countries admire
17 these brands (Alden *et al.*, 1999) and have a “generalized preference for nonlocal brands” (Batra
18 *et al.*, 2000, p. 84). They favor global brands (relative to local) for reasons of perceived quality
19 and social status (Batra *et al.*, 2000; Kim and Heere, 2012; Randrianasolo, 2017). Through global
20 brands, these consumers can buy more expensive, scarcer, and more desirable products from a
21 reference-group standpoint; they can access Western consumption practices and lifestyles and can
22 display competence through ownership of Western brands (Batra *et al.*, 2000; Randrianasolo,
23 2017).

24
25 With respect to developed countries, Holt *et al.* (2004) showed that the relationship
26 between the drivers of preference for global brands have the smallest impact with US consumers.
27 Other scholars have found no associations between perceived brand globalness and perceived
28 quality for US consumers (Dimofte *et al.*, 2008; Randrianasolo, 2017). Focusing on Europe,
29
30

1
2
3 Schuiling and Kapferer (2004) found that local brands are rated higher in terms of affinity and
4 quality than global brands, and they also display higher awareness, stronger image, and better
5 value and trust perceptions, whereas the aspirational characteristics of global brands are less
6 salient. These weaker (or lack of) effects of global brands in developed countries can be
7 understood by considering the different normative institutional environment that impacts the
8 consumer value system, which, in turn, impacts how consumers value brands: as developed
9 countries have the most desired lifestyles, and global brands are widely available here, consumers
10 do not view global brands as a signal of higher quality or prestige (Randrianasolo, 2017).
11
12
13
14
15
16
17
18
19
20

21 The preference for global over local brands in developed and emerging countries has also
22 been studied by taking into account various factors that could affect it, including product
23 category. In this regard, it has been shown that consumers tend to perceive global brands as
24 superior in categories that are higher in purchase risk and the need for functionality (Davvetas
25 and Diamantolopus, 2016), as well as in categories that are publicly consumed (Davvetas and
26 Diamantolopus, 2016; Özsomer *et al.*, 2012) and that are high in social-signaling value (Batra *et*
27 *al.*, 2000). In contrast, consumers tend to prefer local brands in culturally grounded categories,
28 with iconic brands enjoying high quality associations in food categories (Özsomer *et al.*, 2012). If
29 this is generally accepted for developed countries, in the case of emerging countries, there is
30 evidence that consumers from these countries continue to prefer global brands in the context of
31 ordinary food items because of the symbolic meaning they offer (Zhou and Hui, 2003).
32
33
34
35
36
37
38
39
40
41
42
43
44
45

46 In summary, these contributions indicate that: (1) global brands tend to be favored in
47 emerging countries because of perceptions of higher quality, social status, prestige, and access to
48 the global community; (2) local brands tend to be preferred in developed countries where they
49 have higher awareness, stronger affinity and image, better quality, value and trust perceptions;
50
51
52
53
54
55
56
57
58
59
60

1
2
3 and (3) local brands tend to be preferred in culturally grounded product categories, although
4
5 scholars agree about this effect only in developed countries.
6
7

8 9 10 *2.3. CBBE and global/local branding across countries*

11
12 To develop its hypotheses in the context of brand management, the current paper brings together
13
14 studies on (international) brand equity and those on global and local branding. The former studies
15
16 underline the importance of including the additional component of perceived value in Aaker's
17
18 (1991) brand equity model, acknowledging the positive relationship between brand equity and
19
20 market share (Agarwal and Rao, 1996; Oliveira-Castro *et al.*, 2008). The latter studies provide
21
22 insights into how this relationship may change for different types of brands (global versus local)
23
24 in different country groups (developed versus emerging countries). Therefore, a specific call
25
26 arises from the existing literature regarding the need to test the interaction between the three
27
28 specific elements to better explain their effects on market share. This work answers this call by
29
30 testing the interaction between (1) CBBE components, (2) brand types (global versus local), and
31
32 (3) country groups (developed versus emerging countries) in relation to market share.
33
34
35
36

37
38 With respect to developed countries, the benefits of local over global brands are
39
40 emphasized in terms of awareness, affinity, image, quality, value, and trust perceptions (Dimofte
41
42 *et al.*, 2008; Randrianasolo, 2017; Schuiling and Kapferer, 2004). Branding literature has shown
43
44 that both brand affinity, or self-brand connection (Eelen *et al.*, 2017; van der Westhuizen, 2018)
45
46 and brand trust (Chaudhuri and Holbrook, 2001; Delgado-Ballester and Munuera-Alemán, 2001),
47
48 are strongly related to brand loyalty. In addition, local brands have been described as capable of
49
50 establishing close relationships with local consumers because of their connections with local
51
52 culture, heritage, and national identity (Ger, 1999; Özsomer, 2012; Steenkamp *et al.*, 2003); the
53
54 preference for local brands in ordinary product categories is generally accepted for developed
55
56
57
58
59
60

1
2
3 countries (Özsomer *et al.*, 2012). In contrast, consumers from emerging countries typically
4
5 admire and prefer global brands over local counterparts as they offer higher value and allow them
6
7 to achieve higher social status and prestige, to participate in the global community, and to access
8
9 better quality (Batra *et al.*, 2000). In addition to benefits in terms of value, image, and quality,
10
11 other benefits can be attributed to global brands in emerging countries if the concept of
12
13 admiration is examined further. In fact, branding literature has shown that brand admiration is
14
15 positively related to brand awareness (Park *et al.*, 2017) and consumer willingness to purchase
16
17 (Aaker *et al.*, 2012), or “purchase loyalty” (Chaudhuri and Holbrook, 2001), and that it
18
19 contributes to stronger consumer–brand relationships (Ortiz *et al.*, 2013; Pichler and
20
21 Hemetsberger, 2008). The preference for global brands by consumers from emerging countries
22
23 has been confirmed in the case of ordinary products too (Zhou and Hui, 2003), which represents
24
25 the object of study of the current paper.
26
27
28
29

30
31 On this basis, the current paper speculates that the relationship between CBBE
32
33 components and market share varies for different brand types (global versus local) in different
34
35 country groups (developed versus emerging). The expectation is that, in developed countries, the
36
37 relationship between CBBE components and market share is stronger for local over global
38
39 brands, whereas, in emerging countries, the relationship between CBBE components and market
40
41 share is stronger for global over local brands. Therefore, the current paper hypothesizes the
42
43 following:
44
45
46
47
48

49 *H1*: In developed countries, the relationship between brand awareness (*H1a*), perceived
50
51 quality (*H1b*), brand associations (*H1c*), perceived value (*H1d*), brand loyalty (*H1e*) and
52
53 market share is stronger for local over global brands.
54
55
56
57
58
59
60

1
2
3 *H2*: In emerging countries, the relationship between brand awareness (*H2a*), perceived
4 quality (*H2b*), brand associations (*H2c*), perceived value (*H2d*), and brand loyalty (*H2e*)
5
6 with market share is stronger for global over local brands.
7
8

9
10
11
12 Figure 1 summarizes the proposed conceptual model in which CBBE components are
13 related to market share and these relationships are moderated by brand type (global versus local)
14 and country group (developed versus emerging). The average price index is included in the model
15 as a control, given the possible effects of this variable (Winit *et al.*, 2014).
16
17
18

19
20
21 <Figure 1>
22
23
24
25

26 **3. Methodology**

27
28 This research used data from 29 countries, combining three different sources of information:
29 consumer-survey-based data; experts' coding; and retail panel data. Consumer-survey-based data
30 and retail panel data were provided by a large FMCG multinational company and the coding was
31 developed together with experts working for the company.
32
33
34
35
36
37
38
39

40 *3.1. Consumer-survey-based data*

41
42 Consumer-survey-based data were collected by a leading international research institute as part of
43 the brand-tracking studies for a large FMCG multinational company. A total of 2,755
44 observations were available in the dataset. Each observation corresponded to a country by
45 category and by brand combination (e.g. UK – cleaning agents – brand A) and represented the
46 aggregated score of all respondents for that given country and category across all measures
47 related to that specific brand. Overall, the dataset accounted for more than 180,000 consumers,
48 representative of the country in which the survey was conducted in terms of gender, age, and
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 socio-economic profile. The dataset contained over 100 brands from different FMCG product
4 categories, including food, non-alcoholic beverages, cleaning agents, and personal-care products.
5
6 These categories are present in each of the 29 countries and have the same concentration in
7
8 developed versus emerging country groups.
9
10

11
12 In the survey, respondents were asked several questions about, for example, their brand
13 awareness, quality perception, brand attribute perception, value-for-money perception, and
14
15 loyalty intentions. These questions have been developed within the industry as result of years of
16
17 practice in the field and have been used repeatedly worldwide by the leading international
18
19 research institute. Based on the theoretical framework of CBBE proposed here, these questions
20
21 were considered as measures of brand equity components: brand awareness as a measure of brand
22
23 awareness; quality perception as a measure of perceived quality; brand attribute perception as a
24
25 measure of brand associations; value-for-money perception as a measure of perceived value; and
26
27 loyalty intentions as a measure of brand loyalty.
28
29
30
31
32

33 Following recent contributions in which a similar methodology was adopted (e.g.
34
35 Zarantonello *et al.*, 2016), to strengthen the current study, a pretest was conducted to establish a
36
37 connection between the industry-based measures used in the survey by the leading international
38
39 research institute and others derived from the literature. Specifically, the pretest verified the
40
41 correlation between the industry-based measures and the following scales taken from academic
42
43 literature: brand awareness (Yoo and Donthu, 2001); perceived quality (Yoo and Donthu, 2001);
44
45 brand-specific associations (derived from Broniarczyk and Alba, 1994; Low and Lamb, 2000);
46
47 perceived value for the cost (Netemeyer *et al.*, 2004); and brand loyalty (Yoo and Donthu, 2001).
48
49
50
51 All the items, measured on seven-point scales, are detailed in Table III.
52

53
54 <Table III>
55
56
57
58
59
60

1
2
3 The pretest was conducted in the UK ($n=62$) and India ($n=63$) with samples of adult
4 consumers who were selected in terms of gender, age, and geographic area consistent with the
5 characteristics of the country population. Two of the FMCG company's brands were randomly
6 selected for the pretest.
7
8
9

10
11
12 Data analysis showed a high correlation between industry-based and literature-derived
13 measures. The correlation coefficients obtained from the analysis were: $r=0.893$ (UK) and 0.920
14 (India) (both $p<0.001$) between the industry's and the literature's measures of brand awareness;
15 $r=0.926$ (UK) and 0.950 (India) (both $p<0.001$) between quality perception and perceived
16 quality; $r=0.873$ (UK) and 0.867 (India) (both $ps<0.001$) between brand attribute perception and
17 brand-specific association; $r=0.704$ (UK) and 0.817 (India) (both $ps<0.001$) between value-for-
18 money perception and perceived value; and $r=0.861$ (UK) and 0.865 (India) (both $ps<0.001$)
19 between loyalty intentions and brand loyalty. These high correlation coefficients were
20 instrumental in establishing a connection between industry-based and literature-derived
21 measures, and thus allowed the research to proceed using industry-based measures.
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37

38 *3.2. Country groups*

39
40 To categorize the 29 countries as developed or emerging, two indexes were used: the modern
41 index strategy (MSCI); and the human development index (HDI). The MSCI considers economic
42 parameters such as economic development and market accessibility criteria
43 (www.msci.com/market-classification), whereas the HDI considers life expectancy, education,
44 and per capita income indicators, to rank markets into progressive levels of human development
45 (<http://hdr.undp.org/en/content/human-development-index-hdi>). A country scores a higher HDI
46 value when the lifespan is longer, the education level is higher, and GDP per capita is higher.
47
48
49
50
51
52
53
54
55
56 Only countries classified as developed in the MSCI and scoring highly on the HDI index (>0.8)
57
58
59
60

1
2
3 were considered part of the developed countries group (e.g. the UK, the US, and Germany). The
4
5 remaining countries were classified as emerging, which included countries scoring very low in
6
7 the HDI and classified in the MSCI as “emerging” or “frontier” (e.g. Pakistan and Bangladesh)
8
9 and countries with a mid to high HDI value but classified as “emerging” or “frontier” by the
10
11 MSCI (e.g. Poland and the United Arab Emirates). Table IV shows the two groups of countries,
12
13 detailing the number of entries in the database, the MSCI classification, and the HDI value for
14
15 each country.
16
17

18
19 <Table IV>
20
21
22
23

24 3.3. Brand types

25
26 One co-author and one senior manager from the multinational company judged whether each of
27
28 the brands included in the dataset was global or local. Consistent with the literature above, global
29
30 brands were defined as brands that are present in different geographical regions and use a similar
31
32 marketing strategy and mix in all target markets, whereas local brands were defined as brands
33
34 existing in one country or a limited geographical area (Gürhan-Canli *et al.*, 2018). The judges
35
36 coded the brands independently, then compared their coding. Rust and Cooil’s (1994) procedure
37
38 was used to assess the inter-judge reliability of the data. The portion (inter-judge agreement) was
39
40 0.82, corresponding to a proportional reduction in loss (PRL) of 0.80. The PRL is comparable to
41
42 Cronbach’s alpha and indicated a satisfactory inter-judge reliability (Nunnally, 1978). All
43
44 conflicts were resolved by the judges, who agreed on a common coding for global/local brands
45
46 (560 local/2,265 global brands; 51.6% [53.3%] of local [global] brands were in the emerging
47
48 countries group, the remaining 48.4% [46.7%] were in the developed countries group; $\chi^2(1)=0.31$,
49
50 $p=0.58$). This information was included in the dataset as a new “dummy” variable having values
51
52 1 for a “global brand” and 2 for a “local brand.”
53
54
55
56
57
58
59
60

3.4. Retail panel data

Retail panel data were included from Nielsen's retail-tracking data (www.nielsen.com) for the same period: market share value of the defined brand ("market share"); and average price of the brand indexed against the average market price ("average price index"). Market share was used as a dependent variable and average price index as the control, given the possible effects of this variable (Winit *et al.*, 2014). By considering in the analyses the control variable "average price index," the hypothesized effects were verified together with the possible effects of price, thus strengthening results. These measures were merged with consumer-survey-based data and experts' coding and the merged dataset was used in the analysis. The descriptive statistics for market share¹, considering the two main dimensions of country groups (developed versus emerging) and brand (global versus local), were as follows: the market share in developed countries for global brands was 1.76 (SD=1.23); and for local brands was 1.61 (SD=1.92); the market share in emerging countries for global brands was 1.92 (SD=1.39) and for local brands was 2.42 (SD=1.66).

4. Results

4.1. Structure of the CBBE model assessment and invariance across countries

In order to verify if the five single-item components (brand awareness, perceived quality, brand associations, perceived value, and brand loyalty) contributed to the CBBE structure as supposed, a confirmatory factor analysis (CFA) was run using structural equation modeling (Lisrel 8.80). A

¹ This variable, as well as all the others, were normalized in order to have them into the same range and to minimize the possible problem of asymmetry in distributions. In this way, the analyses can be correctly run.

1
2
3 reflective measurement model was developed in which the causality flows from the CBBE
4
5 construct to the five specific elements modeled as indicators. The fit of the model was good
6
7 (Bagozzi and Yi, 2012): χ^2 (df)=33.34 (5); CFI=0.99; NNFI=0.99; RMSEA=0.06; SRMR=0.015.
8
9 All factor loadings were high and significant (>0.67) and the construct reliability value was
10
11 satisfactory (0.96). The results of this preliminary analysis show the adequate psychometric
12
13 characteristics of the measures used, confirming the five single-item components contribute to the
14
15 CBBE structure
16
17

18
19 Invariance across countries was also measured, using a series of tests imposing
20
21 progressive levels of invariance (Steenkamp and Baumgartner, 1998). The same model
22
23 (composed of five indicators measuring the CBBE construct, with each indicator corresponding
24
25 to one specific component of the five here considered) was used to compare developed and
26
27 emerging countries. Analyses confirmed that the two different country groups shared the same
28
29 brand equity structure. Configural invariance was established, and an excellent group model fit
30
31 was obtained [χ^2 (df)=49.57 (10); CFI=0.99; NNFI=0.99; RMSEA=0.06; SRMR=0.04]. Full
32
33 metric invariance was not supported; the χ^2 difference test between this model and the one for
34
35 configural invariance was significant [$\Delta\chi^2$ (4)=220.40, $p<0.01$]. A partial metric invariance model
36
37 was then run and showed an adequate fit [χ^2 (df)=46.68 (12); CFI=0.99; NNFI=0.99;
38
39 RMSEA=0.07; SRMR=0.05], and the χ^2 difference test between this model and the baseline one
40
41 was non-significant [$\Delta\chi^2$ (2)=2.89, $p>0.05$], supporting partial metric invariance of the measures
42
43 across developed and emerging countries.
44
45
46
47
48

49 This preliminary analysis aimed to test for the same CBBE structure between the two
50
51 groups of countries and led to the development of a model in which each of the five main
52
53 components (brand awareness, perceived quality, brand associations, perceived value, and brand
54
55 loyalty) were single-item, industry-based indicators of CBBE. In the preliminary analyses, each
56
57
58
59
60

1
2
3 component was modeled as a single-item measured variable forming the CBBE, then this
4
5 structure was compared between countries. This analysis is adequate for testing the invariance of
6
7 the CBBE structure between country groups but, in order to better detail the effect of each of the
8
9 five single-item components on market share, thus strengthening the reliability of results by the
10
11 use of tougher tests of the hypothesized effects, the authors conducted specific three-way
12
13 interaction analyses for each CBBE element for hypotheses testing, as detailed below.
14
15
16
17
18

19 *4.2. Relationships between CBBE and global/local branding across countries*

20
21 To examine the relations of each CBBE component and market share, considering the moderating
22
23 effects of country group (developed versus emerging) and brand type (global versus local), the
24
25 authors tested *H1* and *H2* using Model 3 of the PROCESS macro (Hayes, 2013), which
26
27 specifically allows for the testing of the supposed three-way interactions. The moderating roles of
28
29 country group and brand type on the relationship between each of the CBBE components and
30
31 market share were examined². To strengthen results, the authors also controlled for the average
32
33 price index in the analyses. By adding this control variable, it was possible to ascertain the
34
35 hypothesized effects, taking into consideration the possible effect of the price, as suggested by
36
37 the literature (e.g. Winit *et al.*, 2014), thus providing a more demanding test of the hypotheses.
38
39
40
41
42
43
44
45
46

47 ² An aggregate model was also estimated, in which the three-way interaction was tested considering the effect of the
48
49 average of the CBBE components on market share. Results were consistent with those found for the individual
50
51 CBBE components, thus strengthening the findings. In order to focus on the specific relations of each CBBE
52
53 component with market share, it was decided not to present the results of this aggregate model (which are, however,
54
55 available upon request from the authors).
56
57
58
59
60

1
2
3 Table V details results for each of the five CBBE components considered. To better
4 understand the pattern of the interaction effects identified, they were plotted graphically in Figure
5
6
7
8 2.

9
10 <Table V and Figure 2>

11
12 Concerning the brand awareness effects on market share, results showed that the three-
13 way interaction between brand awareness, groups of countries, and brand type was significant
14 (b=-0.30, $p<0.001$). The test of conditional interaction effects between brand awareness and
15 brand type showed differences in both groups of countries (developed versus emerging): in
16 developed countries, the relationship of brand awareness with market share was stronger for local
17 than global brands (supporting *H1a*), whereas in emerging countries, it was stronger for global
18 than local brands (supporting *H2a*). The bootstrap confidence intervals showed that each of these
19 effects was statistically significant (see Table V).
20
21
22
23
24
25
26
27
28
29

30
31 The three-way interaction between perceived quality, country group, and brand type was
32 also significant (b=-0.29, $p<0.001$). The test of conditional interaction effects between perceived
33 quality and brand type showed differences in both groups of countries (developed versus
34 emerging): in developed countries, the relationship of perceived quality with market share was
35 stronger for local than global brands (supporting *H1b*), whereas in emerging countries, it was
36 stronger for global than local brands (supporting *H2b*). Again, the bootstrap confidence intervals
37 showed that each effect was statistically significant (see Table V).
38
39
40
41
42
43
44
45
46

47 The three-way interaction between brand associations, country group, and brand type was
48 statistically significant (b=0.21, $p<0.001$). The test of conditional interaction effects between
49 brand associations and brand type showed that, in developed countries, the relationship of brand
50 associations with market share was stronger for global than local brands, contrary to what was
51 hypothesized (thus, *H1c* is not supported), whereas in emerging countries, the relationship was
52
53
54
55
56
57
58
59
60

1
2
3 stronger for global than local brands (supporting *H2c*). All the bootstrap confidence intervals
4
5 were statistically significant (see Table V).
6

7
8 Considering the perceived value effects on market share, the three-way interaction
9
10 between perceived value, country group, and brand type was also significant ($b=-0.42, p<0.001$).
11
12 The test of conditional interaction effects between perceived value and brand type showed
13
14 differences in both groups of countries (developed versus emerging): in developed countries, the
15
16 relationship of perceived value with market share was stronger for local than global brands
17
18 (supporting *H1d*), whereas in emerging countries, it was stronger for global than local brands
19
20 (supporting *H2d*). The bootstrap confidence intervals were statistically significant (see Table V).
21
22

23
24 Considering the brand loyalty effects on market share, the three-way interaction between
25
26 brand loyalty, country group, and brand type was also significant ($b=-0.24, p<0.001$). The test of
27
28 conditional interaction effects between brand loyalty and brand type showed differences in both
29
30 groups of countries (developed versus emerging): in developed countries, the relationship of
31
32 brand loyalty with market share was stronger for local than global brands (supporting *H1e*),
33
34 whereas in emerging countries, it was stronger for global than local brands (supporting *H2e*). The
35
36 bootstrap confidence intervals showed that each of these effects was statistically significant (see
37
38 Table V).
39
40

41
42 Table VI summarizes the results. In developed countries, the relationship of each CBBE
43
44 component with market share was stronger for local than global brands, except for brand
45
46 associations (in this case, the relationship of brand associations with market share was stronger
47
48 for global than local brands). In emerging countries, the relationship of each CBBE component
49
50 with market share was stronger for global than local brands.
51
52

53
54 <Table VI>
55
56
57
58
59
60

5. Discussion

Data analysis showed that the structure of the CBBE held in both groups of countries, and thus could be used to test the hypotheses advanced by the current paper. The following analysis supported the general idea that the relationship between CBBE components and market share changes based on brand type (global versus local) and country group (developed versus emerging). Most, but not all, hypotheses were supported.

With reference to developed countries, the analysis confirmed that the relationship that brand awareness (*H1a*), perceived quality (*H1b*), perceived value (*H1d*), and brand loyalty (*H1e*) had with market share was stronger for local over global brands. In the case of brand associations, the analysis found that the relationship with market share was stronger for global over local brands, contradicting *H1c*. The relationship between brand associations and market share was still significant for local brands, but the strength of this relationship was statistically inferior to that of global brands. An explanation for this finding could be that, as global brands develop a unique brand image across countries that supports communication and advertising with large budgets (Schuiling and Kapferer, 2004), the key brands associations characterizing these brands may be present in the mind of consumers more clearly, given that there is some evidence in the literature that the uniqueness and strength of brand associations are positively related to brand performance outcomes (Silverman *et al.*, 1999).

With respect to emerging countries, the analysis confirmed that the relationship that brand awareness (*H2a*), perceived quality (*H2b*), brand associations (*H2c*), perceived value (*H2d*), and brand loyalty (*H2e*) had with market share was stronger for global brands over local ones. These findings further support the notion that global brands have a prominent role and an overall advantage over local counterparts in emerging countries (Batra *et al.*, 2000).

1
2
3 The control used in the model (average price index) was significantly associated with
4 market share, confirming the expected negative relationship between price and market share. This
5 finding further supports the central role played by CBBE components in affecting market share
6 (together with the influence exerted by the average price index).
7
8
9
10
11
12
13

14 **6. Conclusion**

15 *6.1. Implications for research*

16
17 By bringing together consumer-survey-based and retail panel data on FMCG brands in 29
18 countries, this paper investigated the relationship between CBBE and market share by accounting
19 for different types of brand and groups of countries. In so doing, the present paper makes one key
20 contribution to the existing literature.
21
22
23
24
25
26
27

28 Specifically, the paper examined the relationship between CBBE and market share by
29 focusing on brand type (global versus local) and country groups (developed and emerging).
30 Previous literature has suggested a positive relationship between the CBBE and market share in
31 both national (Agarwal and Rao, 1996) and international (Oliveira-Castro *et al.*, 2008) settings;
32 however, they did not take into account global or local brand types and the influence that these
33 can have in a cross-national setting. The current paper, however, clarifies the role of global and
34 local brands in relation to brand equity in both developed and emerging countries. It shows that
35 global brands have a clear advantage over local brands in emerging countries and that their
36 market share is linked to all components of brand equity (brand awareness, perceived quality,
37 brand associations, perceived value, and brand loyalty). The advantage of global brands narrows
38 in developed countries, where they retain a stronger relationship with market share only through
39 brand associations (brand image), whilst local brands are better able to maintain a positive
40 relationship with market share by having stronger familiarity and loyalty with consumers, as well
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 as better quality and value perceptions—the CBBE components of brand awareness, brand
4
5 loyalty, perceived quality, and perceived value.
6

7
8 Overall, this paper contributes to advancing our understanding of CBBE in a cross-
9
10 national setting by clarifying how to measure brand equity and how its five key components
11
12 relate to market share for different brand types (global and local) in different country groups
13
14 (developed and emerging).
15

16 17 18 19 *6.2. Implications for managers*

20
21 The current paper offers some insights for managers working in multinational FMCG companies.
22
23 First, because it tested a brand equity model in an international setting, it provides a managerial
24
25 tool that can be used as an initial diagnostic instrument to assess brand equity both in developed
26
27 and emerging countries. Such a tool allows comparisons of CBBE scores across countries for the
28
29 same brand, as well as comparisons of CBBE scores for the same brand over time. Given the
30
31 complexity of the brand equity phenomenon (Chatzipanagiotou *et al.*, 2016), the use of this tool
32
33 should be followed by further assessments and investigations aimed at better understanding any
34
35 potential issue the brand may be facing.
36
37
38

39
40 Second, by showing how CBBE components relate to the market shares of different types
41
42 of brands in different country groups, the current paper provides suggestions on which CBBE
43
44 components relate more strongly with the global or local brands' market shares in different
45
46 countries. With respect to developed countries, it shows that the relationship between brand
47
48 equity and market share is stronger for local over global brands for all CBBE components except
49
50 brand associations. As global brands are widely available in these countries, and often originate
51
52 from these countries, managers could integrate some local elements into their brand strategy.
53
54
55 Research has reported a general weakening of country-of-origin associations for many global
56
57
58
59
60

1
2
3 brands as consumers are increasingly less likely to strongly associate global brands with specific
4
5 nations (Alden *et al.*, 2013). Managers could, therefore, strengthen the relationship with the local
6
7 culture, history, identity, and heritage, especially in those countries where the global brands were
8
9 developed. For example, they could build cultural proximity to local communities using
10
11 authenticity cues in marketing communication (Beverland and Farrelly, 2010; Grayson and
12
13 Martinec, 2004), as well as “everyday use” positioning, and promote availability through
14
15 presence in small-shop formats. In contrast, for local brands, companies should focus on
16
17 maintaining meaningful connections with consumers and possibly revitalizing their brand image
18
19 to avoid negative, brand oldness associations (Maaninou *et al.*, 2019).
20
21
22
23

24 In the case of emerging countries, where the relationship between all CBBE components
25
26 and market share is stronger for global over local brands, the biggest challenge is the one faced
27
28 by local brands. They need to build stronger brand equity and become perceived as credible
29
30 alternatives to global brands without losing the connection with the culture from which they
31
32 originate. This could be achieved via product innovation that premiumizes and modernizes these
33
34 brands, changing their perception to trusted but traditional (Maaninou *et al.*, 2019). For global
35
36 brands, managers should maintain their status and appeal by nourishing perceptions of better
37
38 quality, value, and associations. For example, they could communicate high product performance
39
40 via modern packaging and leverage progressive status symbols by starting with targeting the
41
42 affluent in big cities and then selling online. They should not follow the approach of local brands
43
44 that result in more credibility when using proximity strategies that create everyday connections
45
46 with consumers.
47
48
49
50
51
52
53

54 *6.3. Limitations and future research*

55
56
57
58
59
60

1
2
3 Although it makes some important contributions and has relevant managerial implications, the
4 current research suffers from some limitations. These arise from constraints related to existing
5 datasets. First, this research was limited in the number and nature of brand equity variables
6 considered. Future research may investigate, for instance, different types of brand associations. It
7 may be useful to include functional (e.g. product reliability, service effectiveness), experiential
8 (e.g. sensory pleasure), and symbolic (e.g. exclusivity) brand associations (Keller, 1993).
9 Similarly, it may be useful to differentiate between different types of perceived value, such as
10 functional (e.g. risk reducer), emotional (e.g. wellness), life-changing (e.g. self-actualization),
11 and social impact (e.g. self-transcendence) (Almquist *et al.*, 2016). Future research may also
12 consider possible differences in distribution characterizing (global versus local) brands in
13 (emerging versus developed) countries in order to deepen and strengthen results.
14
15
16
17
18
19
20
21
22
23
24
25
26
27

28 Second, the number and type of product categories could also be expanded. The current
29 research focused on FMCG brands, but this category could be related to others. In addition to
30 product categories that present a different degree of symbolism—a topic already investigated in
31 the literature (e.g. Davvetas and Diamantopoulos, 2016)—future research could contrast
32 experiential and utilitarian product categories. As it has been suggested that consumers from
33 developed and emerging countries respond differently to experiential and utilitarian advertising
34 stimuli (e.g. Zarantonello *et al.*, 2013), one may also expect different responses to experiential
35 and utilitarian product categories.
36
37
38
39
40
41
42
43
44
45
46

47 Third, because brand types (global and local) were coded by experts who adopted a
48 company perspective, future research could take into account consumers' perceptions of brand
49 globalness and adopt a more nuanced definition of global brands that goes beyond global
50 standardization to include the possibility that a brand may be perceived as global as a result of its
51 positioning strategy, even if it is only available regionally/nationally and is marketed under
52
53
54
55
56
57
58
59
60

1
2
3 different brand names using variable mix approaches in other regions or countries (Alden *et al.*,
4
5 1999; Steenkamp *et al.*, 2003).
6

7
8 Fourth, as the current research was based on datasets with aggregated scores of all
9
10 respondents, it did not consider individual-level variables. Global brand management research,
11
12 however, has highlighted how certain consumer dispositional constructs, such as consumer
13
14 ethnocentrism (Shimp and Sharma, 1987) and global consumption orientation (Alden *et al.*,
15
16 2006), can influence the response that consumers across countries have to global versus local
17
18 brands (Özsomer and Altaras, 2008). Future research could, for example, integrate these
19
20 consumer dispositional constructs in a model similar to the one developed in the current paper
21
22 and examine, for example, how these constructs affect the relationship between brand equity and
23
24 market share for different brand types (e.g. global and local) across different country groups (e.g.
25
26 developed and emerging).
27
28
29

30
31 Finally, as the current study examined the relationship between CBBE components and
32
33 market share, future research could further explore this relationship by testing predictive or
34
35 causal relationships between brand equity and market share, in a similar fashion to Romaniuk *et*
36
37 *al.*'s (2018) recent study. This type of investigation would allow an understanding of how
38
39 changes in CBBE are linked to changes in market share.
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

References

- Aaker, D.A. (1991), *Managing Brand Equity*, Free Press San Francisco, CA.
- Aaker, D.A. and Keller, K.L. (1990), “Consumer evaluations of brand extensions”, *Journal of Marketing*, Vol. 54 No. 1, pp. 27–41.
- Aaker, J., Garbinsky, E.N. and Vohs, K.D. (2012), “Cultivating admiration in brands”, *Journal of Consumer Psychology*, Vol. 22 No. 2, pp. 191–194.
- Agarwal, M. and Rao, V.R. (1996), “An empirical comparison of consumer-based measures of brand equity”, *Marketing Letters*, Vol. 7 No. 3, pp. 237–247.
- Alden, D.L., Kelley, J.B., Riefler, P., Lee, J.A. and Soutar, G.N. (2013), “The effect of global company animosity on global brand attitudes in emerging and developed markets: Does perceived value matter?”, *Journal of International Marketing*, Vol. 21 No. 2, pp. 17-38.
- Alden, D.L., Steenkamp, J.-B.E.M. and Batra, R. (1999), “Brand positioning through advertising in Asia, North America, and Europe: The role of global consumer culture”, *Journal of Marketing*, Vol. 63 No. 1, pp. 75–87.
- Alden, D.L., Steenkamp, J.-B.E.M. and Batra, R. (2006), “Consumer attitudes toward marketplace globalization: Structure, antecedents and consequences”, *International Journal of Research in Marketing*, Vol. 23 No. 3, pp. 227–239.
- Almquist, E., Senior, J. and Bloch, N. (2016), “The elements of value”, *Harvard Business Review*, September, pp. 46–53.
- Atilgan, E., Akinci, S., Aksoy, S. and Kaynak, E. (2009), “Customer-based brand equity for global brands: A multinational approach”, *Journal of Euromarketing*, Vol. 18 No. 2, pp. 115–132.
- Baalbaki, S. and Guzmán, F. (2016), “A consumer-perceived consumer-based brand equity scale”, *Journal of Brand Management*, Vol. 23 No. 3, pp. 229–251.

- 1
2
3 Bagozzi, R.P. and Yi, Y. (2012), “Specification, evaluation, and interpretation of structural
4
5 equation models”, *Journal of the Academy of Marketing Science*, Vol. 40 No. 1, pp. 8–34.
6
7
8 Batra, R., Ramaswamy, V., Alden, D.L., Steenkamp, J.-B.E.M. and Ramachander, S. (2000),
9
10 “Effects of brand local/nonlocal origin on consumer attitudes in developing countries”,
11
12 *Journal of Consumer Psychology*, Vol. 9 No. 2, 83–95.
13
14
15 Beverland, M.B. and Farrelly, F.J. (2010), “The quest for authenticity in consumption:
16
17 Consumers’ purposive choice of authentic cues to shape experienced outcomes”, *Journal*
18
19 *of Consumer Research*, Vol. 36 No. 5, pp. 838–856.
20
21
22 Boo, S., Busser, J. and Baloglu, S. (2009), “A model of customer-based brand equity and its
23
24 application to multiple destinations”, *Tourism Management*, Vol. 30 No. 2, pp. 219–231.
25
26
27 Bottomley, P.A. and Doyle, J.R. (1996), “The formation of attitudes towards brand extensions:
28
29 Testing and generalising Aaker and Keller’s model”, *International Journal of Research in*
30
31 *Marketing*, Vol. 13 No. 4, pp. 365–377.
32
33
34 Broniarczyk, S.M. and Alba, J.W. (1994), “The importance of the brand in brand extension”,
35
36 *Journal of Marketing Research*, Vol. 31 No. 2, pp. 214–228.
37
38
39 Broyles, A., Leingpibul, T., Ross, R. and Foster, B. (2010), “Brand equity’s antecedent /
40
41 consequence relationships in cross-cultural settings”, *Journal of Product & Brand*
42
43 *Management*, Vol. 19 No. 3, pp. 159–169.
44
45
46 Buil, I., de Chernatony, L. and Martinez, E. (2008), “A cross-national validation of the consumer-
47
48 based brand equity scale”, *Journal of Product and Brand Management*, Vol. 17 No. 6, pp.
49
50 384–392.
51
52
53 Chatzipanagiotou, K., Christodoulides, G. and Veloutsou, C. (2019), “Managing the consumer-
54
55 based brand equity process: A cross-cultural perspective”, *International Business Review*,
56
57 Vol. 28 No. 2, pp. 328–343.
58
59
60

- 1
2
3 Chatzipanagiotou, K., Veloutsou, C. and Christodoulides, G. (2016), “Decoding the complexity
4 of the consumer-based brand equity process”, *Journal of Business Research*, Vol. 69 No.
5 11, pp. 5479–5486.
6
7
8
9
- 10 Chaudhuri, A. and Holbrook, M.B. (2001), “The chain of effects from brand trust and brand
11 affect to brand performance: The role of brand loyalty”, *Journal of Marketing*, Vol. 65
12 No. 2, pp. 81–93.
13
14
15
16
- 17 Chaudhuri, A. and Holbrook, M.B. (2001), “The chain of effects from brand trust and brand
18 affect to brand performance: The role of brand loyalty”, *Journal of Marketing*, Vol. 65
19 No. 2, pp. 81–93.
20
21
22
23
- 24 Christodoulides, G. and de Chernatony, L. (2010), “Consumer-based brand equity
25 conceptualisation and measurement”, *International Journal of Market Research*, Vol. 52
26 No. 1, pp. 43–66.
27
28
29
- 30 Christodoulides, G., Cadogan, J.W. and Veloutsou, C. (2015), “Consumer-based brand equity
31 measurement: Lessons learned from an international study”, *International Marketing
32 Review*, Vol. 32 Nos. 3/4, pp. 307–328.
33
34
35
36
- 37 Christodoulides, G., de Chernatony, L., Furrer, O., Shiu, E. and Abimbola, T. (2006),
38 “Conceptualising and measuring the equity of online brands”, *Journal of Marketing
39 Management*, Vol. 22 Nos. 7/8, pp. 799–825.
40
41
42
43
- 44 Çifci, S., Ekinçi, Y., Whyatt, G., Japutra, A., Molinillo, S. and Siala, H. (2016), “A cross
45 validation of consumer-based brand equity models: Driving customer equity in retail
46 brands”, *Journal of Business Research*, Vol. 69 No. 9, pp. 3740–3747.
47
48
49
50
- 51 Cobb-Walgren, C.J., Ruble, C.A. and Donthu, N. (1995), “Brand equity, brand preference, and
52 purchase intent”, *Journal of Advertising*, Vol. 24 No. 3, pp. 25–40.
53
54
55
56
57
58
59
60

- 1
2
3 Datta, H., Ailawadi, K.L. and van Heerde, H.J. (2017), “How well does consumer-based brand
4 equity align with sales-based brand equity and marketing-mix response?”, *Journal of*
5
6 *Marketing*, Vol. 81 No. 3, pp. 1–20.
7
8
9
10 Davvetas, V. and Diamantopoulos, A. (2016), “How product category shapes preferences toward
11 global and local brands: A schema theory perspective”, *Journal of International*
12
13 *Marketing*, Vol. 24 No. 4, pp. 61–81.
14
15
16
17 Dawar, N. and Pillutla, M.M. (2000), “Impact of product-harm crises on brand equity: The
18 moderating role of consumer expectations”, *Journal of Marketing Research*, Vol. 37 No.
19
20 2, pp. 215–226.
21
22
23
24 de Chernatony, L., Harris, F.J. and Christodoulides, G. (2004), “Developing a brand performance
25 measure for financial services brands”, *Services Industries Journal*, Vol. 24 No. 2, pp.
26
27 15–33.
28
29
30
31 Delgado-Ballester, E. and Munuera-Alemán, J.L. (2001), “Brand trust in the context of consumer
32 loyalty”, *European Journal of Marketing*, Vol. 35 Nos 11/12, pp. 1238–1258.
33
34
35
36 Dimofte, C.V., Johansson, J.K. and Ronkainen, I.A. (2008), “Cognitive and affective reactions of
37 U.S. consumers to global brands”, *Journal of International Marketing*, Vol. 16 No. 4, pp.
38
39 113–135.
40
41
42
43 Dodds, W.B., Monroe, K.B. and Grewal, D. (1991), “Effects of price, brand, and store
44 information on buyers’ product evaluations”, *Journal of Marketing Research*, Vol. 28 No.
45
46 3, pp. 307–319.
47
48
49
50 Eelen, J., Özturan, P. and Verlegh, P.W.J. (2017), “The differential impact of brand loyalty on
51 traditional and online word of mouth: The moderating roles of self-brand connection and
52 the desire to help the brand”, *International Journal of Research in Marketing*, Vol. 34 No.
53
54 4, pp. 872–891.
55
56
57
58
59
60

- 1
2
3 Erdem, T., Swait, J. and Louviere, J. (2002), "The impact of brand credibility on consumer price
4 sensitivity", *International Journal of Research in Marketing*, Vol. 19 No. 1, pp. 1–19.
5
6
7 Farquhar, P.H. (1989), "Managing brand equity", *Marketing Research*, Vol. 1 No. 3, pp. 24–33.
8
9
10 Ger, G. (1999), "Localizing in the global village: Local firms competing in global markets",
11
12 *California Management Review*, Vol. 41 No. 4, pp. 64–83.
13
14
15 Gil-Saura, I., Šerić, M., Ruiz-Molina, M.E. and Berenguer-Contrí, G. (2017), "The causal
16 relationship between store equity and loyalty: Testing two alternative models in retailing",
17
18 *Journal of Brand Management*, Vol. 24 No. 2, pp. 193–208.
19
20
21 Grayson, K. and Martinec, R. (2004). "Consumer perceptions of iconicity and indexicality and
22 their influence on assessments of authentic market offerings", *Journal of Consumer*
23
24 *Research*, Vol. 31 No. 2, pp. 296–312.
25
26
27
28 Gürhan-Canli, Z., Sarial-Abi, G. and Hayran, C. (2018). "Consumers and brands across the
29 globe: Research synthesis and new directions", *Journal of International Marketing*, Vol.
30
31 26 No. 1, pp. 96–117.
32
33
34
35 Hayes, A.F. (2013). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A*
36
37 *Regression-based Approach*, Guilford Press, New York, NY.
38
39
40 Heinberg, M., Ozkaya, E. and Taube, M. (2018), "Do corporate image and reputation drive brand
41 equity in India and China? Similarities and differences", *Journal of Business Research*,
42
43 Vol. 86, pp. 259–268.
44
45
46
47 Holt, D.B., Quelch, J.A. and Taylor, E.L. (2004), "How global brands compete", *Harvard*
48
49 *Business Review*, Vol. 82 No. 9, pp. 68–81.
50
51
52 Hsieh, M.H. (2004), "Measuring global brand equity using cross-national survey data", *Journal*
53
54 *of International Marketing*, Vol. 12 No. 2, pp. 28–57.
55
56
57
58
59
60

- 1
2
3 Ioannou, M. and Rusu, O. (2012), “Consumer-based brand equity: A cross-cultural perspective”,
4
5 *Journal of Promotion Management*, Vol. 18 No. 3, pp. 344–360.
6
7
8 Johansson, J.K. and Ronkainen, I.A. (2005), “The esteem of global brands”, *Journal of Brand*
9
10 *Management*, Vol. 12 No. 5, pp. 339–354.
11
12 Jung, J. and Sung, E. (2008), “Consumer-based brand equity: Comparisons among Americans
13
14 and South Koreans in the USA and South Koreans in Korea”, *Journal of Fashion*
15
16 *Marketing and Management*, Vol. 12 No. 1, pp. 24–35.
17
18
19 Katsikeas, C.S., Morgan, N.A., Leonidou, L.C. and Hult, G.T.M. (2016), “Assessing performance
20
21 outcomes in marketing”, *Journal of Marketing*, Vol. 80 No. 2, pp. 1–20.
22
23
24 Keller, K.L. (1993), “Conceptualizing, measuring, and managing customer-based brand equity”,
25
26 *Journal of Marketing*, Vol. 57 No. 1, pp. 1–22.
27
28
29 Keller, K.L. (2019), *Strategic Brand Management: Building, Measuring, and Managing Brand*
30
31 *Equity*, Global Edition, Pearson, New York, NY.
32
33 Keller, K.L. and Lehmann, D.R. (2006), “Brands and branding: Research findings and future
34
35 priorities”, *Marketing Science*, Vol. 25 No. 6, pp. 740–759.
36
37
38 Kerin, R.A. and Sethuraman, R. (1998), “Exploring the brand value–shareholder value nexus for
39
40 consumer goods companies”, *Journal of the Academy of Marketing Science*, Vol. 26 No.
41
42 4, pp. 260–273.
43
44
45 Kim, C. and Heere, B. (2012), “Consumers from emerging markets: Perceptions and attitudes
46
47 toward global sporting brands”, *Sport Marketing Quarterly*, Vol. 21, pp. 19–31.
48
49 Koçak, A., Abimbola, T. and Ozer, A. (2007), “Consumer brand equity in a cross-cultural
50
51 replication: An evaluation of a scale”, *Journal of Marketing Management*, Vol. 23 Nos
52
53 1/2, pp. 157–173.
54
55
56
57
58
59
60

- 1
2
3 Krautz, C. (2017), "A cross-cultural study of collective brand perceptions within the brand equity
4 framework, *Journal of Marketing Theory and Practice*, Vol. 25 No. 3, pp. 274–290.
5
6
7
8 Lassar, W., Mittal, B. and Arun, S. (1995), "Measuring customer-based brand equity", *Journal of*
9
10 *Consumer Marketing*, Vol. 12 No. 4, pp. 11–19.
11
12
13 Lehmann, D.R., Keller, K.L. and Farley, J.U. (2008), "The structure of survey-based brand
14 metrics", *Journal of International Marketing*, Vol. 16 No. 4, pp. 29–56.
15
16
17 Lieven, T. and Hildebrand, C. (2016), "The impact of brand gender on brand equity",
18
19 *International Marketing Review*, Vol. 33 No. 2, pp. 178–195.
20
21
22 Low, G.S. and Lamb, C.W. (2000), "The measurement and dimensionality of brand
23 associations", *Journal of Product & Brand Management*, Vol. 9 No. 6, pp. 350–368.
24
25
26 Maaninou, N., Huaman-Ramirez, R. and Cova, V. (2019), "Brand oldness associations:
27
28 Identification of dimensions and measurement", paper presented at the Academy of
29
30
31 Marketing Science Annual Conference, May, Vancouver, Canada.
32
33
34 Mizik, N. and Jacobson, R. (2008), "The financial value impact of perceptual brand attributes",
35
36 *Journal of Marketing Research*, Vol. 45 No. 1, pp. 15–32.
37
38
39 Netemeyer, R.G., Krishnan, B., Pullig, C., Wang, G., Yagci, M., Dean, D., Ricks, J. and Wirth, F.
40
41 (2004), "Developing and validating measures of facets of customer-based brand equity",
42
43 *Journal of Business Research*, Vol. 57 No. 2, pp. 209–224.
44
45
46 Nunnally, J.C. (1978), *Psychometric Theory*, 2nd ed., McGraw-Hill, New York, NY.
47
48
49 Oliveira-Castro, J.M., Foxall, G.R., James, V.K., Pohl, R.H.B.F., Dias, M.B. and Chang, S.W.
50
51 (2008), "Consumer-based brand equity and brand performance", *The Service Industries*
52
53 *Journal*, Vol. 28 No. 4, pp. 445–461.
54
55
56
57
58
59
60

- 1
2
3 Ortiz, M.H., Reynolds, K.E. and Franke, G.R. (2013), “Measuring consumer devotion:
4
5 Antecedents and consequences of passionate consumer behavior”, *Journal of Marketing*
6
7 *Theory and Practice*, Vol. 21 No. 1, pp. 7–29.
8
9
- 10 Özsoy, A. (2012), “The interplay between global and local brands: A closer look at perceived
11
12 brand globalness and local iconness”, *Journal of International Marketing*, Vol. 20 No. 2,
13
14 pp. 72–95.
15
16
- 17 Özsoy, A. and Altaras, S. (2008), “Global brand purchase likelihood: A critical synthesis and
18
19 an integrated conceptual framework”, *Journal of International Marketing*, Vol. 16 No. 12,
20
21 pp. 1–28.
22
23
- 24 Özsoy, A., Batrab, R., Chattopadhyay, A. and ter Hofstede, F. (2012), “A global brand
25
26 management roadmap”, *International Journal of Research in Marketing*, Vol. 29, p. 1–4.
27
28
- 29 Pappu, R., Quester, P.G. and Cooksey, R.W. (2005), “Consumer-based brand equity: Improving
30
31 the measurement – empirical evidence”, *Journal of Product and Brand Management*, Vol.
32
33 14 No. 3, pp. 143–154.
34
- 35 Park, C.W., MacInnis, D. and Eisingerich, A. (2016), *Brand Admiration: Building a Business*
36
37 *People Love*, John Wiley & Sons, Honoken, NJ.
38
39
- 40 Pichler, E.A. and Hemetsberger, A. (2008), “Driven by devotion: How consumers interact with
41
42 their objects of devotion”, in Lee, A.Y. and Soman, D. (Eds), *NA – Advances in*
43
44 *Consumer Research*, Vol. 35, Association for Consumer Research, Duluth, MN, pp. 439–
45
46 444.
47
48
- 49 Rajasekar, N. and Nalina, K.G. (2008), “Measuring customer-based brand equity in durable
50
51 goods industry”, *Journal of Marketing and Communication*, Vol. 4 No. 1, pp. 48–58.
52
53
- 54 Randrianasolo, A.A. (2017), “Global brand value in developed, emerging, and least developed
55
56 country markets”, *Journal of Brand Management*, Vol. 24 No. 5, pp. 489–507.
57
58
59
60

- 1
2
3 Rangaswamy, A., Burke, R.R. and Oliva, T.A. (1993), “Brand equity and the extendibility of
4 brand names”, *International Journal of Research in Marketing*, Vol. 10 No. 1, pp. 61–75.
5
6
7 Romaniuk, J., Dawes, J. and Nenycz-Thiel, M. (2018), “Modeling brand market share change in
8 emerging markets”, *International Marketing Review*, Vol. 35 No. 5, pp. 785–805.
9
10
11 Rust, R.T. and Cooil, B. (1994), “Reliability measure for qualitative data: Theory and
12 implications”, *Journal of Marketing Research*, Vol. 31 No. 1, pp. 1–14.
13
14
15 Schuiling, I. and Kapferer, J.-N. (2004), “Executive insights: Real differences between local and
16 international brands: strategic implications for international marketers”, *Journal of*
17 *International Marketing*, Vol. 12 No. 4, pp. 97–112.
18
19
20 Shimp, T.A. and Sharma, S. (1987), “Consumer ethnocentrism: Construction and validation of
21 the CETSCALE”, *Journal of Marketing Research*, Vol. 24 No. 3, pp. 280–289.
22
23
24 Silverman, S.N., Sprott, D.E. and Pascal, V.J. (1999), “Relating consumer-based sources of brand
25 equity to market outcomes”, in Arnould, E.J. and Scott, L.M. (Eds), *NA – Advances in*
26 *Consumer Research*, Vol. 26, Association for Consumer Research, Provo, UT, pp. 352–
27 358.
28
29
30 Staudt, S., Shao, C.Y., Dubinsky, A.J. and Wilson, P.H. (2014), “Corporate social responsibility,
31 perceived customer value, and customer-based brand equity: A cross-national
32 comparison”, *Journal of Strategic Innovation and Sustainability*, Vol. 10 No. 1, pp. 65–
33 87.
34
35
36 Steenkamp, J.-B.E.M. and Baumgartner, H. (1998), “Assessing measurement invariance in cross-
37 national consumer research”, *Journal of Consumer Research*, Vol. 25 No. 1, pp. 78–90.
38
39
40 Steenkamp, J.-B.E.M., Batra, R. and Alden, D. (2003), “How perceived brand globalness creates
41 brand value”, *Journal of International Business Studies*, Vol. 34 No. 1, pp. 53–65.
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

- 1
2
3 Strizhakova, Y., Coulter, R.A. and Price, L.L. (2008), “Branded products as a passport to global
4 citizenship: Perspectives from developed and developing countries”, *Journal of*
5
6 *International Marketing*, Vol. 16 No. 4, pp. 57–85.
7
8
9
- 10 Tolba, A. and Hassan, S. (2009), “Linking customer-based brand equity with brand market
11 performance: A managerial approach”, *Journal of Product & Brand Management*, Vol.
12
13 18 No. 5, pp. 356–366.
14
15
16
- 17 Torres, A., Bijmolt, T.H.A., Tribó, J.A. and Verhoef, P. (2012), “Generating global brand equity
18 through corporate social responsibility to key stakeholders”, *International Journal of*
19
20 *Research in Marketing*, Vol. 29 No. 1, pp. 13–24.
21
22
23
- 24 van der Westhuizen, L. (2018), “Brand loyalty: Exploring self-brand connection and brand
25 experience”, *Journal of Product & Brand Management*, Vol. 27 No. 2, pp. 172–184.
26
27
28
- 29 Vázquez, R., del Río, A.B. and Iglesias, V. (2002), “Consumer-based brand equity: Development
30 and validation of a measurement instrument”, *Journal of Marketing Management*, Vol. 18
31
32 Nos 1/2, pp. 27–48.
33
34
- 35 Veloutsou, C., Christodoulides, G. and de Chernatony, L. (2013), “A taxonomy of measures for
36 consumer-based brand equity: Drawing on the views of managers in Europe”, *Journal of*
37
38 *Product & Brand Management*, Vol. 22 No. 13, pp. 238–248.
39
40
41
- 42 Vukasović, T. (2016), “An empirical investigation of brand equity: A cross-country validation
43 analysis”, *Journal of Global Marketing*, Vol. 29 No. 5, pp. 251–264.
44
45
46
- 47 Washburn, J.H. and Plank, R.E. (2002), “Measuring brand equity: An evaluation of a consumer-
48 based brand equity scale”, *Journal of Marketing Theory and Practice*, Vol. 10 No. 1, pp.
49
50 46–61.
51
52
53
54
55
56
57
58
59
60

- 1
2
3 Whitelock, J. and Fastoso, F. (2007), "Understanding international branding: Defining the
4 domain and reviewing the literature", *International Marketing Review*, Vol. 24 No. 3, pp.
5 252–270.
6
7
8
9
10 Winit, W., Gregory, G., Cleveland, M. and Verlegh, P. (2014), "Global vs local brands: How
11 home country bias and price differences impact brand evaluations", *International*
12 *Marketing Review*, Vol. 31 No. 2, pp. 102–128.
13
14
15
16
17 Yoo, B. and Donthu, N. (2001), "Developing and validating a multidimensional consumer-based
18 brand equity scale", *Journal of Business Research*, Vol. 52 No. 1, pp. 1–14.
19
20
21 Zarantonello, L. and Pauwels-Delassus, V. (2015), *The Handbook of Brand Management Scales*,
22 Routledge, London.
23
24
25
26 Zarantonello, L., Formisano, M. and Grappi, S. (2016), "The relationship between brand love and
27 actual brand performance: Evidence from an international study", *International*
28 *Marketing Review*, Vol. 33 No. 6, pp. 806–824.
29
30
31
32
33 Zarantonello, L., Jedidi, K. and Schmitt, B.H. (2013), "Functional and experiential routes to
34 persuasion: An analysis of advertising in emerging vs. developed markets", *International*
35 *Journal of Research in Marketing*, Vol. 30 No. 1, pp. 46–56.
36
37
38
39
40 Zhang, S., van Doorn, J. and Leeflang, P. (2014), "Does the importance of value, brand and
41 relationship equity for customer loyalty differ between Eastern and Western cultures?",
42 *International Business Review*, Vol. 23 No. 1, pp. 284–292.
43
44
45
46
47 Zhou, L. and Hui, M.K. (2003), "Symbolic value of foreign products in the people's Republic of
48 China", *Journal of International Marketing*, *Journal of International Marketing*, Vol. 11
49 No. 2, pp. 36–58.
50
51
52
53
54
55
56
57
58
59
60

Table I. CBBE components in key empirical studies (alphabetical order).

Components	Author(s)
Attachment	Lassar <i>et al.</i> (1995); Rajasekar and Nalina (2008)
Brand associations	Atilgan <i>et al.</i> (2009); Buil <i>et al.</i> (2008); Pappu <i>et al.</i> (2005); Vázquez <i>et al.</i> (2002); Yoo and Donthu (2001)
Brand awareness	Boo <i>et al.</i> (2009); Buil <i>et al.</i> (2008); Gil-Saura <i>et al.</i> (2017); Pappu <i>et al.</i> (2005); Washburn and Plank (2002); Yoo and Donthu (2001)
Brand loyalty	Atilgan <i>et al.</i> (2009); Boo <i>et al.</i> (2009); Buil <i>et al.</i> (2008); de Chernatony <i>et al.</i> (2004); Gil-Saura <i>et al.</i> (2017); Pappu <i>et al.</i> (2005); Vázquez <i>et al.</i> (2002); Yoo and Donthu (2001)
Brand name functional utility	Koçak <i>et al.</i> (2007); Vázquez <i>et al.</i> (2002)
Brand name symbolic utility	Koçak <i>et al.</i> (2007); Vázquez <i>et al.</i> (2002)
Brand personality	Buil <i>et al.</i> (2008)
Brand trust	Atilgan <i>et al.</i> (2009)
Emotional connection	Christodoulides <i>et al.</i> (2006)
Fulfilment	Christodoulides <i>et al.</i> (2006)
Brand image / image	Gil-Saura <i>et al.</i> (2017); Boo <i>et al.</i> (2009)
Online experience	Christodoulides <i>et al.</i> (2006)
Organizational associations	Buil <i>et al.</i> (2008)
Perceived quality / (brand) quality	Atilgan <i>et al.</i> (2009); Baalbaki and Guzmán (2016); Boo <i>et al.</i> (2009); Buil <i>et al.</i> (2008); Netemeyer <i>et al.</i> (2004); Pappu <i>et al.</i> (2005); Vázquez <i>et al.</i> (2002); Yoo and Donthu (2001)
Perceived value for the cost	Netemeyer <i>et al.</i> (2004)
Perceived value / value	Boo <i>et al.</i> (2009); Buil <i>et al.</i> (2008); Gil-Saura <i>et al.</i> (2017); Lassar <i>et al.</i> (1995); Rajasekar and Nalina (2008)
Performance	Rajasekar and Nalina (2008)
Preference	Baalbaki and Guzmán (2016)
Product functional utility	Vázquez <i>et al.</i> (2002); Koçak <i>et al.</i> (2007)
Product quality	Gil-Saura <i>et al.</i> (2017)
Product symbolic utility	Vázquez <i>et al.</i> (2002); Koçak <i>et al.</i> (2007)
Reputation	de Chernatony <i>et al.</i> (2004)
Responsive service nature	Christodoulides <i>et al.</i> (2006)
Satisfaction	de Chernatony <i>et al.</i> (2004)
Service quality	Gil-Saura <i>et al.</i> (2017)
Social image	Lassar <i>et al.</i> (1995); Rajasekar and Nalina (2008)
Social influence	Baalbaki and Guzmán (2016)
Sustainability	Baalbaki and Guzmán (2016)
Trust	Christodoulides <i>et al.</i> (2006)
Trustworthiness	Lassar <i>et al.</i> (1995); Rajasekar and Nalina (2008)
Uniqueness	Netemeyer <i>et al.</i> (2004)
Willingness to pay a premium	Netemeyer <i>et al.</i> (2004)

Table II. Summary of key empirical studies on international CBBE (chronological order).

Contribution	Approach	Countries	Conceptualization of CBBE	Sample	Brands/product categories	Type of data analysis	Focus of the analysis
Yoo and Donthu (2001)	Cross-cultural: Americans vs South Korean vs American South Koreans	The US and South Korea	Adapted Aaker's (1991) components resulting in brand loyalty, perceived quality, brand awareness / associations (multi-dimensional brand equity) One-dimensional brand equity (overall brand equity)	University students	Four brands of athletic shoes (pilot study), four brands of camera films, six brands of athletic shoes, and two brands of TV sets (main study)	Confirmatory factor analysis	Brand equity components
Hsieh (2004)	Cross-national	Australia, Belgium, Brazil, Canada, China, France, Germany, India, Italy, Japan, Mexico, Netherlands, Russia, South Korea, Spain, Taiwan, Thailand, Turkey, the UK, and the US	CBBE is decomposed into "measured brand equity", defined as the effect of brand associations on brand purchase intention, and "unmeasured brand equity", defined as the brand's added value on brand purchase intention	Quota sampling	25 car brands	Modeling using an existing dataset owned by MORPACE International, a multi-national research firm	Brand equity components
Buil <i>et al.</i> (2008)	Cross-national	The UK and Spain	Adapted Aaker's (1991) components: brand awareness; perceived quality; brand loyalty; brand associations; perceived value; brand personality; organization	Quota sampling by age and gender	Two brands from four product categories: soft drinks; sportswear; cars; consumer electronics	Multi-group confirmatory factor analysis	Brand equity components

Jung and Sung (2008)	Cross-cultural: the US and South Korea	Americans in the US, South Koreans in the US, and South Koreans in South Korea	Used multidimensional brand equity and overall brand equity models developed by Yoo and Donthu (2001)	College students	Three apparel brands (Polo, Gap, and Levi's)	MANOVA, regression	Effect of brand equity on purchase intention
Lehman <i>et al.</i> (2008)	Cross-cultural	The US and China	Components adapted from Aaker (1991), Fournier (1998), Keller and Lehman (2003) as well as industry models (Young and Rubicam's Brand Asset Valuator, Millward Brown's BrandZ, and Research International Equity Engine): comprehension; comparative advantage; interpersonal relationship; history; preference; attachment	Shopping mall intercept approach	Four soft drink brands (Study 1), two brands from three product categories (soft drinks, fast food, and toothpaste) (Study 2)	Correlation, factor analysis, regression	Relationships between brand equity components
Oliveira-Castro <i>et al.</i> (2008)	Cross-national	The UK and Brazil	Brand familiarity and brand quality	Convenience samples and consumer panels (the UK only)	11 product categories of packaged consumer goods (Brazil) and four in the UK.	Regression analyses	Relationship between CBBE and market share and between CBBE and revenue
Broyles <i>et al.</i> (2010)	Cross-cultural: Western vs Eastern culture	The US and China	Functional components (perceived performance, perceived quality) and experiential components (brand resonance, brand reliability)	University students	One fast food brand (KFC)	Structural equation modeling	Relationships between brand equity components, their antecedents (reliability, attitude, behavioral loyalty), and their effects [anticipated risk of the

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

							(re)purchase decision, anticipated confidence in the (re)purchase decision, anticipated satisfaction with the product, and anticipated difficulty of the (re)purchase decision process]
Ioannou and Rusu (2012)	Cross-cultural	The US, China, Cyprus, and Moldavia	Adapted Aaker's (1991) and Lassar <i>et al.</i> 's (1995) components: design; perceived quality; safety; brand image	Convenience sample	Unspecified brands of cars	Descriptive	Weight of components in each country; effect of brand equity on purchase decision
Veloutsou <i>et al.</i> (2013)	Cross-national: Anglo, Germanic and Near East clusters	The UK, Germany, and Greece	Consumers' understanding of brand characteristics, consumers' brand evaluation, consumers' affective response towards the brand, and consumers' behavior towards the brands	Senior brand consultants / brand managers (the UK and Germany); brand managers / marketing directors (Greece)	Self-selected successful brands	Content analysis	Brand equity components
Staudt <i>et al.</i> (2014)	Cross-national	The US and Germany	Aaker's (1991) components: brand loyalty; perceived quality; brand awareness; brand associations	University students	Fictitious brands	ANOVA, MANOVA, ANCOVA	Effects of CSR on brand equity
Christodoulides <i>et al.</i> (2015)	Cross-national: focus on European countries	The UK, Germany, and Greece	Aaker's (1991) components: brand loyalty; perceived quality; brand awareness; brand associations	Quota sampling by age and gender	Self-selected good / service / internet brands	Confirmatory factor analysis	Brand equity components

1 2 3 4 5 6 7	Zhang <i>et al.</i> (2014)	Cross cultural: Western vs Easter cultures	Netherlands and China	One-dimensional CBBE based on Verhoef <i>et al.</i> (2007) and Mizik and Jacobson (2008)	Online survey (Netherlands); store-intercept survey (China)	Bank and supermarket brands	Regression	Effect of brand equity on loyalty intentions
8 9 10 11 12 13 14 15 16 17	Çifçi <i>et al.</i> (2016)	Cross-national	Turkey and Spain	Adapted Aaker's (1991) and Nam <i>et al.</i> 's (2011) components: brand awareness; physical quality; staff behavior; ideal self-congruence; brand identification; lifestyle congruence; brand satisfaction; brand loyalty	Quota sampling (Spain)	25 global fashion brands (Turkey); 30 fashion and sportswear private label brands (Spain)	Structural equations modeling	Relationships between brand equity components
18 19 20 21 22 23	Lieven and Hildebrand (2016)	Cross-cultural: individualism vs collectivism	Australia, Brazil, China, Germany, France, India, Japan, Russia, Sweden, and the US	One-dimensional CBBE	Representative sample of consumers	20 brands across eight product categories	Linear mixed effect models	Effect of brand gender on brand equity
24 25 26 27 28	Vukasović (2016)	Mainly cross-national	Slovenia and Croatia	Brand awareness, perceived quality, brand associations, brand loyalty, and one-dimensional CBBE	Stratified sampling by age and gender	Six brands from three product categories from the food industry	Structural equations modeling	Relationship between brand equity components
29 30 31 32 33	Krautz (2017)	Cross-cultural: individualism vs collectivism	Germany and South Korea	Unaided awareness, brand association strength, and brand association favorability	New car buyers from all education levels, ages, and genders	13 global car brands	Multilevel analysis	Effect of brand equity on brand choice
34 35 36 37 38	Heinberg <i>et al.</i> (2018)	Cross-national: focus on emerging countries	India and China	One-dimensional CBBE	Quota sampling by age, gender and education	36 consumer good brands in India; 35 consumer good brands in China	Structural equations modeling	Effect of corporate image and corporate reputation on brand equity
39 40 41 42 43 44 45 46 47	Chatzipanagiotou <i>et al.</i> (2019)	Cross-cultural: individualism	Germany and Greece	Brand building: brand personality; brand heritage; brand	Quota sampling	Self-selected good / service / internet brands	Fuzzy set / qualitative	Components of brand equity and their effect on

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47

International Marketing Review

vs collectivism	nostalgia; brand quality; brand competitive advantage; brand leadership. Brand understanding: brand awareness; brand reputation; brand associations; brand-self connection Brand relationship: brand relevance; brand trust; brand intimacy; brand partner quality	comparative analysis	consumers' behavioral outcomes (intention to pay more for the brand, intention to recommend the brand, and intention to re- purchase the brand)
--------------------	--	-------------------------	---

Table III. Literature-derived scales.

Brand awareness (Yoo and Donthu, 2001):

- I can recognize (brand X) among other competing brands
- I am aware of (brand X)

Perceived quality (Yoo and Donthu, 2001):

- The likely quality of (brand X) is extremely high
- The likelihood that (brand X) would be functional is very high

Brand associations (Broniarczyk and Alba, 1994; Low and Lamb, 2000)^a:

- Brand X-specific association 1
- Brand X-specific association 2

Perceived value (Netemeyer *et al.*, 2004):

- What I get from (brand X) brand of (product Y) is worth the cost
- All things considered (price, time, and effort), (brand X) brand of (product Y) is a good buy
- Compared to other brands of (product Y), (brand X) is a good value for the money
- When I use a (brand X) brand of (product Y), I feel I am getting my money's worth

Brand loyalty (Yoo and Donthu, 2001):

- I consider myself to be loyal to (brand X)
- (Brand X) would be my first choice
- I will not buy other brands if (brand X) is available at the store

Note: ^a Following the conceptualization provided by Aaker (1991) and Keller (1993), based on which brand associations are specific to a product class or brand, and the operationalization of Broniarczyk and Alba (1994) and Low and Lamb (2000), brand associations were measured as brand-specific associations (e.g. “breath freshening” for a toothpaste brand). The list of brand-specific associations used in the current study was provided by the company.

Table IV. Developed and emerging country groups.

Country classification	Number of observations	MSCI classification	HDI value
<i>Developed countries group</i>			
Belgium	26	D	0.896
Canada	42	D	0.920
France	181	D	0.897
Germany	144	D	0.926
Italy	75	D	0.887
Japan	32	D	0.903
Netherlands	82	D	0.924
Portugal	20	D	0.843
Spain	28	D	0.884
Sweden	32	D	0.913
UK	216	D	0.909
US	254	D	0.920
Total	1,132		
<i>Emerging countries group</i>			
Bangladesh	58	F	0.579
Brazil	126	E	0.754
China	106	E	0.738
Colombia	60	E	0.727
India	208	E	0.624
Indonesia	178	E	0.689
Mexico	16	E	0.762
Pakistan	66	E	0.550
Philippines	71	E	0.682
Poland	66	E	0.855
Russian Federation	145	E	0.804
South Africa	177	E	0.666
Sri Lanka	60	F	0.766
Thailand	21	E	0.740
Turkey	137	E	0.767
United Arab Emirates	68	E	0.840
Vietnam	60	F	0.683
Total	1,623		

Notes: D=developed country; E=emerging country; F=frontier country.

Review

Table V. Results of the analyses.

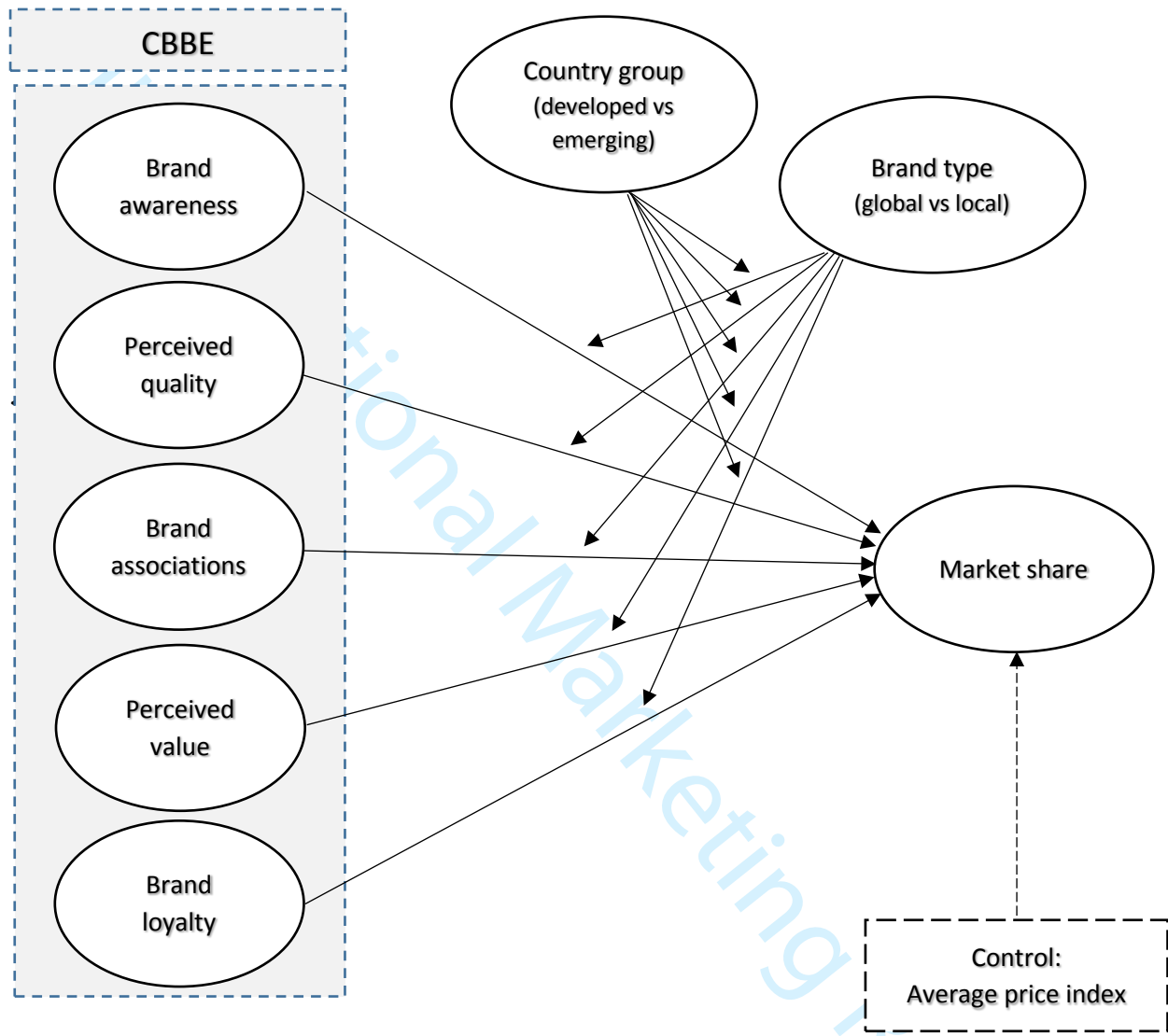
<i>Dependent variable=Market share</i>					
<i>Independent variable=Brand awareness</i>		<i>B Unstd.</i>	<i>t</i>	<i>p</i>	
Brand awareness		0.85	22.95	<0.001	
Brand type		-0.22	-3.13	<0.001	
Country group		0.20	5.99	<0.001	
Brand awareness * Brand type		-0.05	-0.86	0.39	
Brand awareness * Country group		0.001	0.13	0.90	
Brand type * Country group		0.16	2.19	<0.05	
Brand Awareness * Brand type * Country group		-0.30	-4.96	<0.001	
<i>Control variable (average price index)</i>		-0.10	-2.78	<0.001	
Test of conditional Brand awareness * Brand type interaction at Country group (developed; emerging)					
		<i>Effect</i>	<i>F</i>	<i>p</i>	
Emerging countries		0.26	7.55	<0.001	
Developed countries		-0.33	20.95	<0.001	
Conditional effects of the focal predictor at values of the moderators - Bootstrap 95% Confidence Intervals					
Brand type	Country group	<i>Effect</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Local brand	Emerging countries	0.38	<0.05	0.01	0.74
Local brand	Developed countries	1.44	<0.001	1.19	1.70
Global brand	Emerging countries	0.90	<0.001	0.81	0.99
Global brand	Developed countries	0.79	<0.001	0.68	0.91
<i>Independent variable=Perceived quality</i>		<i>B Unstd.</i>	<i>t</i>	<i>p</i>	
Perceived quality		0.93	24.93	<0.001	
Brand type		-0.21	-2.95	<0.001	
Country group		0.18	5.72	<0.001	
Perceived quality * Brand type		-0.03	-0.45	0.65	
Perceived quality * Country group		0.11	2.98	<0.001	
Brand type * Country group		0.14	1.94	0.05	
Perceived quality * Brand type * Country group		-0.29	-4.64	<0.001	
<i>Control variable (average price index)</i>		-0.24	-7.34	<0.001	
Test of conditional Perceived quality * Brand type interaction at Country group (developed; emerging)					
		<i>Effect</i>	<i>F</i>	<i>p</i>	
Emerging countries		0.28	12.62	<0.001	
Developed countries		-0.30	9.30	<0.001	
Conditional effects of the focal predictor at values of the moderators - Bootstrap 95% Confidence Intervals					
Brand type	Country group	<i>Effect</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Local brand	Emerging countries	0.32	<0.05	0.02	0.61
Local brand	Developed countries	1.57	<0.001	1.21	1.92
Global brand	Emerging countries	0.87	<0.001	0.79	0.95
Global brand	Developed countries	0.98	<0.001	0.85	1.10
<i>Independent variable=Brand associations</i>		<i>B Unstd.</i>	<i>t</i>	<i>p</i>	
Brand associations		0.61	16.26	<0.001	
Brand type		0.01	0.11	0.91	
Country group		-0.12	-3.34	<0.001	
Brand associations * Brand type		0.30	4.10	<0.001	
Brand associations * Country group		-0.31	-8.13	<0.001	
Brand type * Country group		0.16	2.29	<0.05	
Brand associations * Brand type * Country group		0.21	2.82	<0.001	
<i>Control variable (average price index)</i>		-0.28	-7.33	<0.001	
Test of conditional Brand associations * Brand type interaction at Country group (developed; emerging)					
		<i>Effect</i>	<i>F</i>	<i>p</i>	
Emerging countries		0.08	0.43	0.51	
Developed countries		0.51	37.13	<0.001	
Conditional effects of the focal predictor at values of the moderators - Bootstrap 95% Confidence Intervals					
Brand type	Country group	<i>Effect</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Local brand	Emerging countries	0.78	<0.001	0.30	1.26
Local brand	Developed countries	-0.61	<0.001	-0.92	-0.30
Global brand	Emerging countries	0.94	<0.001	0.84	1.05
Global brand	Developed countries	0.41	<0.001	0.29	0.52

<i>Independent variable=Perceived value</i>		<i>B Unstd.</i>	<i>t</i>	<i>p</i>	
Perceived value		1.28	20.58	<0.001	
Brand type		-0.28	-3.21	<0.001	
Country group		0.55	12.93	<0.001	
Perceived value * Brand type		-0.22	-2.31	<0.05	
Perceived value * Country group		0.44	7.49	<0.001	
Brand type * Country group		0.05	0.57	0.57	
Perceived value * Brand type * Country group		-0.42	-4.62	<0.001	
<i>Control variable (average price index)</i>		-0.09	-2.49	<0.001	
Test of conditional Perceived value * Brand type interaction at Country group (developed; emerging)					
		Effect	<i>F</i>	<i>p</i>	
Emerging countries		0.22	9.00	<0.001	
Developed countries		-0.61	13.63	<0.001	
Conditional effects of the focal predictor at values of the moderators - Bootstrap 95% Confidence Intervals					
Brand type	Country group	<i>Effect</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Local brand	Emerging countries	0.41	<0.001	0.12	0.69
Local brand	Developed countries	2.79	<0.001	2.17	3.41
Global brand	Emerging countries	0.86	<0.001	0.78	0.94
Global brand	Developed countries	1.57	<0.001	1.34	1.78
<i>Independent variable=Brand loyalty</i>		<i>B Unstd.</i>	<i>t</i>	<i>p</i>	
Brand loyalty		0.87	21.90	<0.001	
Brand type		-0.15	-1.92	0.05	
Country group		0.03	0.94	0.35	
Brand loyalty * Brand type		-0.03	-0.38	0.70	
Brand loyalty * Country group		0.10	2.59	<0.001	
Brand type * Country group		0.21	2.68	<0.001	
Brand loyalty * Brand type * Country group		-0.24	-3.40	<0.001	
<i>Control variable (average price index)</i>		-0.27	-7.69	<0.001	
Test of conditional Brand loyalty * Brand type interaction at Country group (developed; emerging)					
		Effect	<i>F</i>	<i>p</i>	
Emerging countries		0.23	8.34	<0.001	
Developed countries		-0.25	4.52	<0.05	
Conditional effects of the focal predictor at values of the moderators (bootstrap 95% confidence intervals)					
Brand type	Country group	Effect	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Local brand	Emerging countries	0.35	<0.05	0.05	0.65
Local brand	Developed countries	1.41	<0.001	0.98	1.85
Global brand	Emerging countries	0.81	<0.001	0.73	0.89
Global brand	Developed countries	0.92	<0.001	0.79	1.05

Table VI. Summary of results.

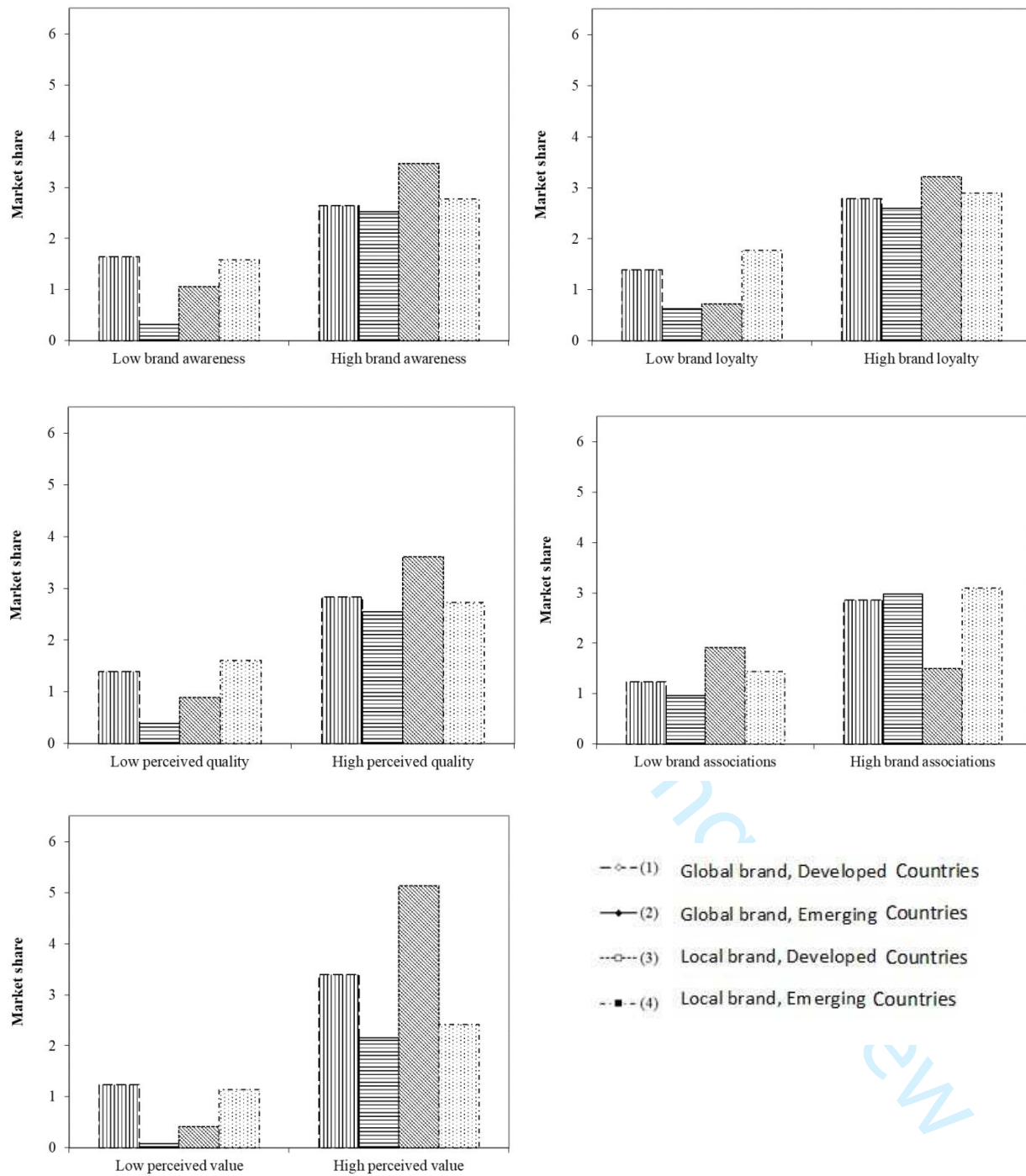
CBBE components	Developed countries	Emerging countries
Brand awareness	The relationship of brand awareness with market share is stronger for local than global brands (H1a is supported)	The relationship of brand awareness with market share is stronger for global than local brands (H2a is supported)
Perceived quality	The relationship of perceived quality with market share is stronger for local than global brands (H1b is supported)	The relationship of perceived quality with market share is stronger for global than local brands (H2b is supported)
Brand associations	The relationship of brand associations with market share is stronger for global than local brands (H1c is not supported)	The relationship of brand associations with market share is stronger for global than local brands (H2c is supported)
Perceived value	The relationship of perceived value with market share is stronger for local than global brands (H1d is supported)	The relationship of perceived value with market share is stronger for global than local brands (H2d is supported)
Brand loyalty	The relationship of brand loyalty with market share is stronger for local than global brands (H1e is supported)	The relationship of brand loyalty with market share is stronger for global than local brands (H2e is supported)

Figure 1. The conceptual model.



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Figure 2. Relationship between the relevant CBBE components and market share.



- (1) Global brand, Developed Countries
- (2) Global brand, Emerging Countries
- (3) Local brand, Developed Countries
- (4) Local brand, Emerging Countries

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60