

**Effects of Standardised Corporate Branding on Employees –
A Multi-country Study**

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Abstract

Corporate brand management is being examined more and more in the literature, but seldom in terms of cross-national effects among employees of a multinational corporation. The major issue of this article is to examine the question of how to evaluate the employees' perception of an international, corporate brand. Looking at the differences in perception and effect of a corporate brand standardised internationally in 2001, survey data from 36 countries (employees from corporate communications and human resources) is analysed. It was established that perception of an internationally standardised corporate brand must not always differ, the effect process of corporate brand can vary, however, specific to country (grouping) and will vary in most cases. The corporate brand management should be sensitive to this fact, particularly if responsibility for corporate brand is centralised.

Key words

Branding, Internationalisation, International Corporate Brand Management, Corporate Reputation, Employee Survey, Primary Data

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1. Introduction

The question of whether a standard design of corporate brand (CB) is perceived in the same way by the various target groups appears at first glance to be obsolete. This is often examined periodically in many firms, e.g. through using measures like the Reputation Quotient, and then used in corporate brand management (CBM) as the basis on which to control its activities. In the literature and in entrepreneurial practice the dominant focus lies on external target groups. It is striking, however, that employees have been largely disregarded as a target group of CB. Nonetheless, this group is of special interest – particularly in the case of a newly designed corporate brand.

A similar conclusion can be drawn in connection with international firms and their target groups in different country markets. The few publications on this topic are largely of a conceptual nature (e.g. Hatch/Schultz, 1997; Bickerton, 2000; Balmer, 2001), while empirical studies are few and far between (e.g. Kowalczyk/Pawlish, 2002). Nevertheless, CBM is gaining enormously in complexity, particularly in highly internationalised firms, and in many cases, implementation of the CB encounters barriers specific to country and/or culture. The challenges faced by international CBM are found less in the actual development of a standardised corporate design or in standardisation of corporate communication. The greater challenge is standardisation of perception of the CB by the appropriate target group and knowledge of the specific effect process of the CB in the individual countries. The following considerations outline appropriate country-specific determinants:

- Responsibility for CB: In extreme cases, CBM in the domestic market is responsible for implementation worldwide, or this task is implemented locally by assigning it to the company officers responsible for each country – although other aspects are highly formalised. In the former case, some advantages may be gained in terms of efficiency when more coordination effort is required, while in the latter case the potential advantages concern effectiveness.
- Importance of individual country markets: Different market shares, growth or market potentials can affect international implementation of CB, be it positively or negatively. In terms of controlling, e.g., it is important to define which countries act as reference markets in a particular region.

- Entry and activity strategies: The involvement of national firms, production or sales locations should possibly be taken into account in controlling CB in the same way as acquisitions or joint ventures. In acquired firms, for example, other structural and process harmonisations are more urgent initially, while in joint ventures it is corporate and management culture that is more relevant.
- Implementation status of CB: Here, it is important to differentiate between a lack of any CB orientation in a country and a CB self-image of a national firm that has evolved in the course of the firm's history. Both can have an effect on acceptance of a new CB and if they do, they require specific controlling measures addressing the individual national firms.
- Aspects of national culture: As in other international activities, the culture of the country concerned must be taken into consideration in planning and implementation of CBM matters because cultural background determines perception by target groups. Cultural elements, such as language, values, standards, needs, imagery, role assignment, rituals and customs, shape as a whole the specific profile of a culture (Melewar/Walker, 2003). Hofstede (2002) illustrates that information communicated in the same way is received and processed in different ways in different countries.

Against this background, the differences in perception and effect of a CB are the main focus of the present study. The employee groups considered here from the corporate communications and human resources sectors are important company-internal multipliers for the CB.

In the following the authors look first of all at modelling of the effect process of the CB and operationalising the corresponding model constructs. The results of the empirical study have been limited to key findings on perception and (controlling) effect of corporate reputation in favour of a discussion of the differences in content and of methodical recommendations for entrepreneurial practice.

2. Conceptual framework, conceptualisation and hypotheses

2.1 Conceptual framework

CB can be understood as being a decision by top management to filter out a firm's characteristic features

in order to communicate them to the target groups. It forms the interface between self-image and public image. The public image of the CB is reflected in the Corporate Image (CI), which is the spontaneous, individual image of the CB resulting from subjective decoding by the target group of the signals sent out by the CB (Kiriakidou/Millward, 2000; Keller, 1993; Balmer, 2001, p. 253). Corporate Reputation (CR), on the other hand, is more a judgement of the attributes and characteristic features of a firm. It evolves over a longer period as a result of consistent performance by the firm, reinforced by the effective use of corresponding antecedents (Walsh/Beatty, 2007; Swoboda/Giersch, 2007). This distinction is taken into account in the conceptual analysis framework (see Figure 1).

Figure 1 about here.

The model centres around CI, CR and commitment as three model constructs (cf. Gotsi/Wilson, 2001 on differentiation between CI and CR), which can be defined as a whole as behaviouristic corporate brand equity (CBE) from the employees' point of view. The following empirical analyses illustrate the importance of appropriate controlling and resulting factors, using CR as an example (for a detailed description, cf. Swoboda et al., 2008).

It can be assumed that a positively received CR has a positive effect on the behaviour (brand loyalty and corporate citizenship behaviour) of the employees, particularly in terms of controlling the behavioural effect of CR. Furthermore, the influence of different antecedents of a CB (and of CR in the narrower sense) is integrated into the proposed model. The assumption is pursued that perception of these antecedents differs in different countries or cultures and that perception thus differs in its significance for managing the CB in each case.

2.2 Conceptualisation of model constructs

In order to specify the model constructs in detail, their relevance in each case and the corresponding effect relations are presented in the following using selected theoretical approaches and empirical studies.

Corporate Image, Corporate Reputation and Commitment

According to the mere-exposure-hypothesis, CI can be improved by frequent confrontation with the CB and, according to the theory of reasoned action and the theory of planned behaviour, it can be considered as the trigger for target group behaviour (Ajzen, 1991; Hsieh et al., 2004). The formation of CR is considered in theory to be the accumulation of CIs over a longer period. From the information economy viewpoint, the credibility of a CB develops from its reputation, thus it results from the accumulation of consistent experience with a firm (Stuart, 1999). In addition, the CR is often described as being the driving force behind competitive advantages and company success (e.g. Devine/Halpern, 2001), or behind purchase intention (Yoon et al., 1993). Dutton et al. (1994) also show that a positive CR causes the employees to behave in a manner that benefits the firm. On the other hand, commitment (in the sense of strong identification) is also an antecedent for the performance and fluctuation behaviour of the employees (e.g. Mowday et al., 1979) and for the firm's performance (Rucci et al., 1998).

Brand loyalty and brand citizenship behaviour

Since the employees act both as customers and as representatives of a firm, we consider brand loyalty and brand citizenship behaviour as resultants, which can be substantiated by theory (either by the theory of planned behaviour, relationship, or learning theories). The economic advantages can yield a greater productivity and more innovations, lower fluctuation costs, and lower recruiting costs.

Antecedents of the corporate brand

Positive relationships between corporate culture (CC) and CR, in particular, were verified empirically by Flatt/Kowalczyk (2000), Kowalczyk/Pawlish (2002), as well as by Hatch/Schultz (2003). Others hypothesise that the positioning statement concept in CBM and the corporate identity should be congruent with the CC (Aaker, 2002; Kapferer, 2002). This can be substantiated in many ways in theory, where CC is considered instrumentally (as a controllable variable) instead of institutionally.

The external marketing instruments determine and even propel the psychographic processes in the

classic sense, as is shown by various approaches to market value and empirical studies on brand equity (Koenig et al., 2002; Logman, 2004).

In establishing CBE within the company in the minds of the employees, the use of a general internal marketing mix is relevant. The methods contained in the classic internal marketing mix focus on the employees as "customers" and aim first and foremost at increasing employee satisfaction, motivation and commitment in order to enhance customer satisfaction and loyalty, and ultimately, boost the firm's success (Jaworski/Kohli, 1993; Brown/Peterson, 1993; Gilbert, 2000). The general internal marketing mix focuses on satisfying employees' needs on the one hand, and on communicating or conveying the firm's values and strategy to internal target groups; which has been proven to have a positive effect on employees' satisfaction and commitment (Naudé et al., 2003).

Based on findings from social-learning theory, self-concept theory, ERG theory, and the theory of transformational leadership, specific brand-oriented instruments of human resources management, internal communication, and leadership should be further spotlighted as antecedents of CBE. Thus, Aurand et al. (2005) confirm the positive influence of brand-oriented human resources management on personal brand commitment by employees, as well as on incorporation of brand identity in everyday work. Crampton et al. (1998) were able to prove that internal, informal communication has a strengthening effect on identification with brand identity and thus enhances brand commitment. Podsakoff et al. (1996) confirmed the positive influence of transformational management on commitment (and also on organizational citizenship behaviour). Zeplin (2006) can provide empirical proof of the positive influence on market commitment achieved by all three areas of internal brand-oriented instruments.

In terms of consistency of perception of the instruments or of overall perception of the CB by others, the fit of the measures applied is the deciding factor. From the perspective of learning theory, fit has a positive effect on learning performance by all instruments used due to long-term placement of uniform brand messages. According to the theory of cognitive equilibrium, individuals also seek a mutually accepted and balanced combination of inner experience, cognitions or attitudes (Keller, 2003).

2.3 Hypotheses

Based on the three-stage model presented, the following section looks at the influence of antecedents on CR and their influence on employee behaviour cross-nationally and country (grouping)-specifically. Here, categorising into country (grouping)-specific perceptions and effects is particularly important. This relates mainly to the country's culture in management-oriented approaches, for example as part of the contingency approach as a meta-contingency variable, because it affects many of the other variables either directly or indirectly (Alashban et al., 2002, p. 25) and generally makes an explanatory contribution for firms operating internationally. In the context of brand management, Yoo/Donthu (2002), for example, illustrate the moderating effect of the country's culture on the relationship between marketing activities and brand value. We assume that differences between countries, particularly between countries with different cultures, lead on the one hand to differences in perception and on the other hand, have a moderating influence on the chain of effects in the brand impact model presented.

Hypothesis 1: In a comparison between countries, there are differences in perception between (1) the corporate reputation, (2) brand loyalty and brand citizenship behaviour, and (3) the antecedents.

Hypothesis 2: Country-specific characteristics have a moderating influence on the impact of (1) corporate reputation, (2) brand loyalty and brand citizenship behaviour, and (3) the antecedents.

3. Sample and measurements

3.1 Sample characteristics

With the assistance of Henkel KGaA, a worldwide survey of employees in the corporate communications and human resources sectors was conducted in 2006. The survey sought to generate the data from the various countries in such a way that would allow them to be combined in groups of roughly the same size where possible, according to the triad regions. A total of 310 employees working in corporate communications and human resources in 36 countries took part in the survey. A cluster analysis was conducted to check the postulated country groupings. The two-step cluster analysis for the present paper used the country as categorical variable and Hofstede's (2002) five national culture dimensions, each

surveyed in a separate item in the questionnaire (Rhyne et al., 2002), as continuous variables. Four clusters had to be formed – one for the home country Germany and one each for the three triad regions, however, the result of the cluster analysis diverged from this theoretical arrangement. Allocation of the individual countries to the resulting four clusters is shown in Table 1.

Table 1 about here.

3.2 Measurements

CR was parameterised by Fombrun/Gardberg (2000), where the corresponding six dimensions were measured using two items each (see Table 2).

Brand loyalty was measured using the indicators purchasing probability, intention to purchase (again), and, in two items, willingness to recommend (e.g. Aaker, 1996; Bhattacharya/Sen, 2003; Chaudhuri/Holbrook, 2001). Furthermore, propensity to switch was operationalised as an indicator of brand loyalty on the basis of the statements in the studies by Campbell/Campbell (2003), and Cohen (2000).

Brand citizenship behaviour was operationalised on the basis of the four-dimensional understanding of organizational citizenship behaviour according to MacKenzie et al. (1993). For the dimensions Altruism, Sportsmanship, Civic Virtue, and Conscientiousness, one overall item was formulated.

Measurement of the CC reverts to the original organizational culture profile by O'Reilly et al. (1991), where the many value attributes that describe the values system of a firm are expressed by means of eight factors. Based on these findings, Kowalczyk/Pawlish (2002) formulate eight statements, which in turn are used as the basis for the somewhat simplified items formulated for the present paper.

The externally oriented marketing instruments comprise the four classic marketing instruments, with customer orientation added, which, as "brand drivers", influence brand value, particularly for customers, but also for employees (Zeplin 2006, p. 216). In order to parameterise them, one item was used in each case (Swoboda et al., 2007; Koenig et al., 2002; Yoo et al., 2000; Yoo/Donthu, 2002).

In order to operationalise assessment of the general internal marketing mix, the instrument developed by Ahmed et al. (2003) was used. The statements made are based on four dimensions which were

each surveyed in a separate item.

To supplement the general internal marketing mix, employees' perception of the degree of market orientation in the three areas of instruments indentified as relevant in internal brand management (internal communication, leadership, human resources management) was surveyed (Zeplin, 2006).

To measure the fit of the antecedents entered, two items were used that were oriented towards the remarks by Park et al. (1991). Based on the comments by Vallaster/De Chernatony (2005), a statement was formulated first of all to verify the substantial consistency between CC, identity, and brand. In addition, fit between brand messages in the media used and between the internal and external communication measures (Ahmed et al., 2003) of the CB are surveyed with one item each.

Table 2 about here.

3.3 Scale validation

In addition to the classic test for checking validity and reliability, verification of equivalence and measurement invariance are especially important in international studies. We applied the translation-backtranslation method to ensure semantic equivalence (Berry, 1980). Assessment of the content-related equivalence is conducted in three checking stages (Steenkamp/Baumgartner, 1998): tests for configural, metric and scalar invariance. Partial scalar invariance could largely be confirmed for all constructs using multiple-group confirmatory factor analysis.

The following analyses are based on the factor scores for the corresponding constructs. For each of them we were able to extract one factor by means of the exploratory factor analyses.

4. Empirical results

4.1 Testing the three-stage model on a cross-national level

Prior to the country-specific investigation, significant positive influences of CI, CR and commitment were identified on brand loyalty ($R^2=0.640$) – with dominant effect by CI ($\beta = 0.415$) – and on brand citizenship behaviour ($R^2=0.183$) – with dominant effect by CR ($\beta = 0.545$) (cf. Swoboda et al., 2008

for details).

Table 3 about here.

Concerning relevance of the antecedents for the CR, the following situation emerges: The general, internal marketing instruments are the most important cross-nationally ($\beta = 0.450$), but these are closely followed by the external marketing instruments ($\beta = 0.389$). Significant, but lesser influence can be ascribed to fit ($\beta = 0.207$), corporate culture ($\beta = 0.143$) and brand-oriented management ($\beta = 0.104$). Measures relating to brand-oriented internal communication and brand-oriented human resources management can be considered insignificant (cf. Table 3).

Finally, the three-stage effect model of a CB postulated could be largely verified at cross-national level by means of hierarchical regression analyses. This means that employee behaviour influenced by the CB – the actual target of CBM – can be better explained if both CBM antecedents and also CI, CR and commitment are examined all together.

Practical implications of cross-national results

Based on these observations, it can be observed that, from a cross-national perspective, two controlling instruments have no significant importance at Henkel at the moment in building the relatively new CB, these being brand-oriented internal communication and brand-oriented human resources management. This is surprising because these instruments are the direct responsibility of the corporate communications and human resources departments. Clearly, the measures implemented have had no effect so far in the individual countries at the level of employees in these two departments.

CR from the cross-national viewpoint is largely determined by general external and internal marketing instruments. It should be mentioned here that the former antecedents are not within the field of responsibility of CBM, thus the obvious conclusion is that the employees' self-image as "customers" of their own firm plays a decisive role. In terms of building the CR, the particular CBM measures implemented by Henkel are only effective to a limited extent from the cross-national perspective.

4.2 Test of country (grouping)-specific perception

In order to find out where there are significant and non-significant differences in mean values between the country groupings, post hoc tests (according to Scheffé) were also conducted. We can confirm that the country-specific characteristics influence the perception of some constructs. H1 can thus only be verified in part.

Table 4 about here.

Corresponding differences in mean values were found, particularly in the CBM antecedents. The greatest effect size ($\epsilon = 0.944$) was found in assessment of the general external marketing mix. The mean values differ significantly for each country group pairing, for example Germany (0.296), America (0.139), Asia/Eastern Europe (0.771), and Western Europe (-2.052). The mean values of the three remaining country group pairings also differ significantly. In addition, the survey showed that these instruments received a particularly positive rating in Asia/Eastern Europe and a particularly negative rating in Western Europe (see Table 4).

Practical implications of country (grouping)-specific perception

As an example the results of the CC model construct may be used to illustrate the importance of perception differences in terms of the antecedents observed. Using Germany as reference value, perception of this construct differs significantly in other countries. In America, for example, and in Asia/Eastern Europe, this construct has significantly lower and in Western Europe significantly higher ratings. The perception pattern of internal marketing instruments and brand-oriented, internal communication are similar in a comparison of countries, but their rating is not. Internal marketing instruments receive the most positive ratings from Western European employees, while brand-oriented internal communication has the most negative ratings. This perception pattern is reversed in the country grouping Asia/Eastern Europe. Brand-oriented management and brand-oriented human resources management receive the most negative ratings in Germany and Western Europe, while both antecedents show relatively low development across country groupings. The fit ratings

for the antecedents applied fluctuate at a similarly low level.

As far as perception of CB is concerned, the comparisons of mean values are not significant, with one exception. On the one hand, this argues in favour of a standardised CR, but on the other hand a better CR could be expected, for example in the domestic market. As far as employee behaviour is concerned, however, significant differences were again found between the country groupings.

In summary, the results favour a more detailed investigation of the effect relationships. CR, in particular, is a central construct in entrepreneurial practice because many firms concentrate solely on measuring CR in a country comparison, which in the present case would be largely identical. On the other hand, the various influences on behaviour of the corresponding target groups and the varying importance of antecedents for building CR are largely ignored.

4.3 Test of country (grouping)-specific effects

Multiple regression analyses were conducted on a country (grouping)-specific basis to verify Hypothesis 2 and the figures were compared in pairs according to a z-transformation.

Overall it can be noted that relationships of different intensities specific to country groupings exist between the model constructs. Here, there is a uniform picture in that the effects of the antecedents of CB management are weaker in the clusters Germany and Western Europe and stronger in the clusters America and Asia/Eastern Europe. The relationships between CBE and brand loyalty are also significantly weaker in the Western Europe sample. The explanatory power of the CBE components for brand citizenship behaviour is not highly developed in Germany. Overall, however, H2 can be largely verified, but not in full.

Concerning the effect of corporate reputation on employee behaviour, it can be confirmed in detail that brand loyalty can best be predicted by means of CR in Germany and Western Europe. Whereas in America, CI is dominant, and in Asia/Eastern Europe, employee commitment is the dominant factor. With the exception of Eastern Europe (39%) the variance in brand loyalty explained by the three components together in the three remaining country groupings can be rated as high, between 64% (Asia/Eastern Europe) and 78% (America).

The corresponding variance explanation values for effect on employees' brand citizenship behaviour are low, between 20% (America) and 31% (Asia/Eastern Europe). Here, Germany steps out of line (8%). In this respect, it is commitment, in particular, that varies between the country groupings. In the country grouping Asia/Eastern Europe, there is a significantly higher correlation ($r_0 = 0.553$) compared to Germany ($r_0 = 0.135$) and the America country grouping ($r_0 = 0.289$)

The effect of antecedents on CR is illustrated in Table 5. Whereas the antecedents are shown to have less influence on CR in Germany and Western Europe, their influence is much stronger in America and in Asia/Eastern Europe. All in all, the seven antecedents were able to explain between 69% (Germany) and 81% (America) of variance in CR in the four country groupings. A glance at the differences between country groupings yields an interesting picture because the majority of CR antecedents do not differ significantly (e.g. the fit of the antecedents applied do not vary in any of the four country groupings); other antecedents, however are particularly important for specific country groupings (e.g. general internal and external marketing instruments, and also CC).

This picture complies with the findings relating to the other components of corporate brand equity. As far as commitment is concerned, differences between countries were found for internal marketing instruments and brand-oriented management for CC, and for general internal and external marketing instruments and brand-oriented management for CI.

 Table 5 about here.

Practical implications of effects specific to country (groupings)

Following on from the differences detected in the effect processes of CB, specific instruments can be derived for building a CR for the respective country groupings:

- In Germany, external marketing instruments, general internal marketing instruments and market-oriented management have greatest importance in building CR. If the significance level is then pursued further, the relevance of original instruments of CBM in CR that has been lacking so far should be highlighted, e.g. of brand-oriented internal communication, of brand-oriented human

resources management, of CC, and of fit of the antecedents applied.

- In America, brand-oriented internal communication clearly has more effect because its relevance accompanies the general internal and external marketing instruments. Here, too, the other instruments, particularly brand-oriented management, are of no importance.
- In Asia and Eastern Europe, the greatest predictive power for CR is based on the external marketing instruments; in addition, CC, general internal marketing instruments, and fit are significant here.
- Finally, in Western Europe CC dominates ahead of internal marketing instruments, brand-oriented internal communication, brand-oriented human resources management, and fit of the antecedents applied.

5. Discussion and implications for corporate brand management

Before looking at the general implications for corporate brand management, the limitations of the present study should be mentioned. On the one hand, the data set available placed limits on the methodical approach, which prevents structural equation modelling, for example. Subsequent studies should also review operationalisation of the variables analysed – with regard to a high discriminance validity between the model constructs. On the other hand, the object of this study is a single CB that is still relatively new. Furthermore, the study focuses only on employees from corporate communications and human resources. Nevertheless, implications relating to content and method can be derived for the company concerned, particularly for entrepreneurial practice, and some of these can be generalised.

Implications relating to content for corporate brand management

This paper provides empirical evidence that the postulated three-stage conceptual framework for a country (grouping)-specific or cross-national survey of the perception and effects of a CB is an appropriate approach. Due to this procedural method, both the effect of CB on the behaviour of the respective target group and the relevance or corresponding effect of controlling instruments in building a CR can be re-enacted. This would not be possible only by examining perception of individual

dimensions of CR, particularly when looking at more than one country.

It was established that

- perception of an internationally standardised CB must not always differ,
- the effect process of CB can vary, however, specific to country (grouping) and will vary in most cases.

Thus, in one country CR affects employees' behaviour and in another, it has no effect. The most effective antecedents of CB here also differ specific to the country concerned. The CBM should be sensitive to this fact, particularly if responsibility for CB is centralised. For highly internationalised firms who want to implement a standardised CB cross-nationally and also manage CB centrally, it may be worth considering implementation adapted to country-specific circumstances. For firms that implement a CB cross-nationally, but control it locally, it may be sufficient to look at perception of the CB in the core countries.

In the present case, the results relating to employees in corporate communications and human resources recommend country (grouping)-specific use of the corresponding antecedents. Before considering effectiveness in specific cases, it is important to be aware of perception of a CB and its country-specific effect processes. In the case of Henkel's CBM, antecedents can be identified that make no contribution to building a specific component of corporate brand equity – here the CR. In the present study the following antecedents should be highlighted in this connection:

- brand-oriented human resources management,
- brand-oriented management (with the exception of Germany) and
- brand-oriented internal communication (with the exception of America and Asia/Eastern Europe).

Some of these factors belong to the original tasks of CBM, which currently have no effect internally. The reasons for this may lie in the still young CM concept or in the differing expectations and motive structures of the target group. These findings demonstrate the enormous complexity of CBM in highly internationalised firms, although the target group investigated – the employees – is one of the most highly involved.

Methodical implications for corporate brand management

The awareness of differences in perception and effect of a CB in different countries and cultures is of central importance for international CBM, in terms of both content and method. Effective use of the antecedents available in each country is a pre-condition for developing an internationally consistent CB.

Thus, it is necessary to establish at least basic knowledge on the respective connections within the firm because CBM undoubtedly is one of a firm's core components (Swoboda/Giersch, 2007). Critical reflection of the appropriate survey and controlling concept from a methodical perspective should be the subject of continuous, internal supervision – even if the basic instruments required are developed with the aid of external experts. This must be done using standardised indicators over time, in addition to the evaluations often practiced in CBM, in order to guarantee long-term effectiveness and thus, success of CBM.

The following selected questions can be used to assess an internationally applicable control concept for a CB:

- Does the control concept cover the relevant antecedents, psychographic variables (e.g. CR or CI) and behavioural dimensions mutually exclusively and exhaustively as antecedents of the effect of CB or, for example, as unrelated dimensions of CR?
- Is the control concept adequate for the country markets concerned?
- Is the control concept adequate to cover the various CB target groups?
- Is the concept transparent, i.e. are the relations between the individual variables documented and can the firm's employees reproduce and apply them?
- Was the survey concept derived here developed for the domestic market alone or for use internationally, i.e. have the scales applied been validated cross-nationally, and are the data obtained checked continuously for equivalence?

Development of a set of standardised instruments to support CBM at an international level should thus be preceded by a broad-based and scientifically substantiated study to identify the factors and

effect relationships that should generally be taken into consideration. On this basis, the practical relevance of these instruments should be tested in order finally to develop a pragmatically reduced control concept, but one that contains all of the relevant factors. On the basis of this control concept, the standard can be specified for an adequate surveying concept as the basis for evaluation perception and effect of CB specific to target group and country.

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Appendix

Figure 1 Conceptual framework for the analysis

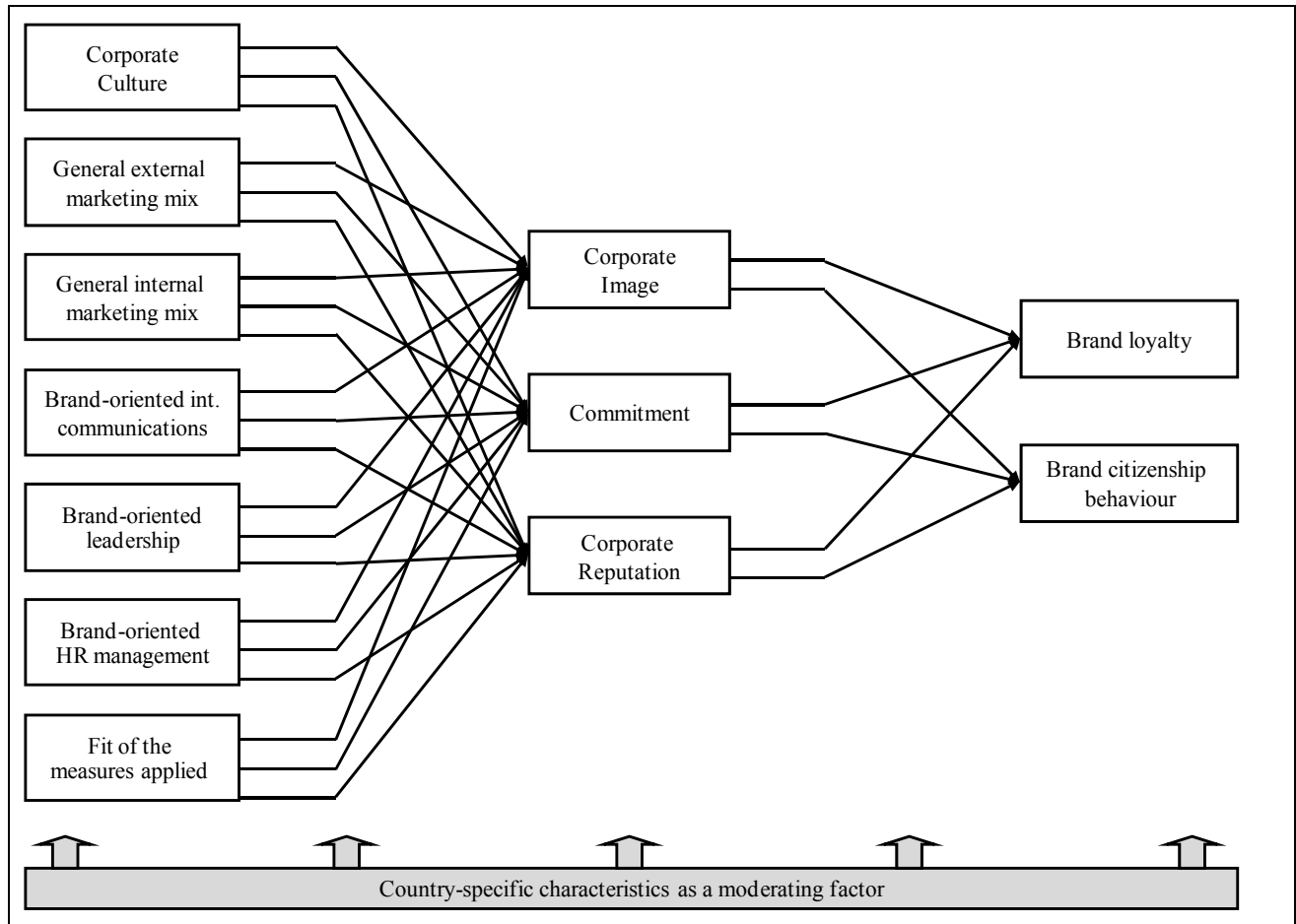


Table 1 Result of cluster analysis on grouping of countries

Cluster	N	Country/Countries
Germany (D)	87	Germany
America (A)	85	USA (33), Mexico (19), Chile (7), Argentina (21), Brazil (3), Columbia (2)
Asia/Eastern Europe (A/O)	87	China (3), Singapore (3), South Korea (15), Malaysia (2), Taiwan (12), Philippines (3), Thailand (1), India (1), Indonesia (5), Japan (1), Israel (2), Saudi Arabia (1), Egypt (1), Tunisia (9), Turkey (3), Russia (8), Ukraine (2), Poland (4), Hungary (1), Slovakia (3), Bulgaria (1), Slovenia (2), Romania (2), Czech Republic (1), Croatia (1)
Western Europe (W) (without Germany)	51	Austria (36), Switzerland (1), Italy (5), Greece (2), Belgium (6), Sweden (1)

Table 2 Measurements

Corporate Image ($\alpha = 0,89$; AVE = 0,60)			FL	SMC
<i>Sympathy</i>	I like Henkel very much.	-	0,733	0,551
<i>Trustworthiness</i>	I trust Henkel.	Chaudhuri/Holbrook, 2001	0,780	0,710
<i>Satisfaction</i>	My experiences with Henkel as a manufacturer of brand name products have always come up to me expectations in full so far.	Chaudhuri/Holbrook, 2001	0,600	0,370
<i>Identification</i>	I can identify with Henkel.	Bhattharchary/Sen, 2003	0,685	0,464
<i>Commitment</i>	I am very much committed to Henkel.	Chaudhuri/Holbrook, 2001	0,809	0,707
<i>Job Satisfaction</i>	All in all, I'm very satisfied with my job.		0,740	0,463
	In general, I like working at Henkel.		0,771	0,475
Commitment ($\alpha = 0,92$; AVE = 0,65)			FL	SMC
<i>Identification</i>	I feel a sense of "belonging" to this company rather than being just an employee.	-	0,778	0,591
	What Henkel stands for is very important to me.		0,754	0,601
	I am proud to tell others that I work for Henkel.		0,784	0,652
	I praise Henkel to my friends as a great company to work for.		0,843	0,677
<i>Internalisation</i>	I prefer Henkel to other companies because of the values our corporate brand represents.		0,849	0,685
	My commitment to our corporate brand Henkel is primarily based on the fact that my own values and those represented by the corporate brand are similar.		0,868	0,733
	If the values of our corporate brand were different, I would not be so committed to Henkel.		0,671	0,403
	Since joining Henkel, my personal values and those of the company have become more similar.		0,661	0,417
Corporate Reputation ($\alpha = 0,93$; AVE = 0,57)			FL	SMC
<i>Emotional Appeal</i>	Henkel is a company I have good feelings about.	-	0,712	0,527
	Henkel is a company I can trust.		0,803	0,692
<i>Products and Services</i>	Henkel offers high-quality products and services.		0,703	0,503
	Henkel develops innovative products and services.		0,532	0,267
<i>Vision and Leadership</i>	Henkel has clear visions for its future.		0,775	0,579
	Henkel has a company strategy that promises success.		0,810	0,604
<i>Workplace Environment</i>	Henkel is well managed.		0,820	0,647
	Henkel is a good company to work for.		0,758	0,551

<i>Financial Performance</i>	Henkel is financially solid.		0,605	0,316
	Henkel is a company with strong prospects for future growth.		0,743	0,496
<i>Social Responsibility</i>	Henkel deals in a socially responsible manner.		0,712	0,468
	Henkel maintains high standards towards man and the environment.		0,744	0,542
Corporate Culture ($\alpha = 0,88$; AVE = 0,59)			FL	SMC
<i>Innovation</i>	Henkel is innovative and open to experimenting with different approaches.	-	0,543	0,223
<i>Attention to Detail</i>	Henkel is clearly-structured and transparent.		0,731	0,625
<i>Outcome Orientation</i>	Henkel is success-oriented.		0,718	0,442
<i>Supportiveness</i>	Henkel is supportive of its employees, shares information with them and praises their performance.		0,813	0,616
<i>Emphasis on Rewards</i>	Henkel is noted for its high / fair pay for performance.		0,732	0,473
<i>Team Orientation</i>	Henkel has a team-oriented work environment and encourages collaboration.		0,757	0,700
<i>Decisiveness</i>	Henkel has clear decision-making processes with little conflict.		0,737	0,531
General external marketing mix ($\alpha = 0,68$; AVE = 0,45)			FL	SMC
<i>Product</i>	All in all, I really like the Henkel products / product brands.	-	0,703	0,360
<i>Price</i>	All in all, the prices of Henkel products are fair.		0,635	0,264
<i>Place</i>	Generally speaking, I really like the wide availability of Henkel products in the better-known retail stores.		0,691	0,332
<i>Promotion</i>	Overall I really like the external communication by Henkel, i.e. advertising, public relations, sponsoring, promotion, and so on.		0,605	0,232
<i>Customer Orientation</i>	All in all, Henkel is a very customer-oriented company.	Zeplin, 2006	0,726	0,412
General internal marketing mix ($\alpha = 0,77$; AVE = 0,60)			FL	SMC
<i>Strategic Reward</i>	All employees are well informed as to why and how they are rewarded.	-	0,596	0,353
<i>Internal Communication</i>	Henkel's internal communications (e.g. intranet, employee newspaper,...) are very important in providing information to all employees and are the key to building a feeling of belonging among the employees.		0,524	0,273
<i>Training and Development</i>	Henkel has set aside adequate resources to train its employees.		0,801	0,643
<i>Senior Leadership</i>	The Henkel management has the intellectual ability to guide the company and its employees in the right direction.		0,813	0,663

Brand-oriented internal communications ($\alpha = 0,81$; AVE = 0,56)			FL	SMC
<i>Imparting Brand Relevance</i>	With my own attitudes / behaviour (both at work and at home) I can contribute towards creating a positive corporate brand image with our customers.	-	0,606	0,397
<i>Imparting Brand Identity</i>	I could describe what our corporate brand stands for without any long pause for thought.		0,781	0,588
<i>Imparting Brand Identity Components</i>	I know what values our corporate brand stands for.		0,836	0,735
<i>Central/Cascade Communication</i>	I feel well informed about our corporate brand.		0,799	0,625
<i>Lateral Communication</i>	I often talk to my colleagues about the corporate brand.		0,595	0,368
<i>External Communication</i>	When I see advertising for Henkel, I am proud to work for this corporate brand.		0,464	0,243
Brand-oriented leadership ($\alpha = 0,90$; AVE = 0,62)			FL	SMC
<i>Living the Brand</i>	Our management and our superiors live the corporate brand convincingly, both inwardly and outwardly, and give a good example.	-	0,642	0,363
<i>Brand-oriented Transformational Leadership</i>	I trust my superior and his / her decisions concerning the corporate brand because he / she explains the larger context and the corporate brand vision to me.	Vallaster/De Chernatony, 2005; Podsakoff et al., 1996	0,727	0,471
	My superior succeeds in motivating myself and my team to make special efforts by making clear to us the high expectations customers have of our corporate brand.		0,828	0,655
	My superior spurs me on to think independently and find creative problem solutions that will benefit the corporate brand.		0,800	0,589
	My superior sees to it that I extend my knowledge and abilities, and is always at my disposal if I need assistance.		0,737	0,546
<i>Empowerment</i>	I can exert influence on how we – as a division / working group – put the vision and values of the corporate brand into practice.		0,674	0,475
<i>Intercultural Leadership Competence</i>	The management / my superior attaches great value to all employees having the same understanding of the vision and values of the corporate brand, in spite of culture-related differences in perception.		0,797	0,658
Brand-oriented HR management ($\alpha = 0,57$; AVE = 0,70)			FL	SMC
<i>Human Resource Development</i>	Our training sessions point out what relevance each topic has for the corporate brand.	-	0,634	- ¹ / 0,707

<i>Personnel Advancement</i>	Our company only promotes those employees that act in line with the corporate brand guidelines and enhance the corporate brand image.		0,634	^{-1/} 0,230
Fit of the measures applied ($\alpha = 0,83$; AVE = 0,60)			FL	SMC
<i>Consistency</i>	The whole Henkel company appearance fits together very well, e.g. communication (promotion), products, prices, availability (place), and is coherent.	-	0,655	0,437
	The Henkel corporate culture, corporate identity and corporate brand fit together very well and deliver a consistent picture.		0,853	0,786
	The values and vision of the corporate brand are communicated across many different media, but always with the same message.		0,664	0,379
	Henkel's internal communications are consistent with all forms of Henkel's external communications to customers (e.g. advertising, PR).		0,736	0,433
<i>Product-Promotion-Fit</i>	The advertisements give an authentic picture of Henkel products. There are no empty promises.	Park et al., 1991	0,607	0,404
Brand loyalty ($\alpha = 0,80$; AVE = 0,58)			FL	SMC
<i>Willingness to Recommend</i>	I would recommend Henkel products to my good friends.	-	0,680	0,391
<i>Repurchase Intention</i>	I intent to keep purchasing Henkel products.	Chaudhuri/ Holbrook, 2001; Aaker, 1996	0,591	0,273
<i>Willingness to Recommend as Employer</i>	I would recommend Henkel as an employer to good friends.		0,809	0,680
<i>Propensity to switch</i>	I intent to keep working for Henkel.	Campbell/Campbell, 2003; Cohen, 2000	0,695	0,536
	I often think about leaving the company. (<i>r</i>)		0,668	0,453
Brand citizenship behaviour ($\alpha = 0,78$; AVE = 0,61)			FL	SMC
<i>Altruism</i>	My colleagues are always ready to help or to lend a helping hand to those around them (even though it is not required).	-	0,655	0,433
<i>Sportsmanship</i>	My colleagues willingly tolerate less than ideal circumstances without complaining.		0,518	0,270
<i>Civic Virtue</i>	My colleagues participate responsibly and take an interest in the "life" of the company.		0,805	0,647
<i>Conscientiousness</i>	My colleagues always make more effort than is expected of them.		0,783	0,609
Cultural background²			FL	SMC
<i>Power Distance</i>	An unequal allocation of power between members of a society is completely acceptable. People in a position of power are entitled to privileges.	Hofstede, 2002; Rhyne et al., 2002	-	-

<i>Uncertainly Avoidance</i>	Unknown / unclear situations are threatening. Only calculated risk should be taken.	-	-
<i>Individualism (Collectivism)</i>	In society, everyone is supposed to only take care of himself / herself and his / her immediate family. Thinking of oneself is the most important thing.	-	-
<i>Masculinity (Femininity)</i>	The role of men and women in society should be kept strictly separate. Men should play a dominant role in society. They should be self-confident, performance-oriented, materialistic. Women should seek better quality of life.	-	-
<i>Long-term Orientation (Short-term Orientation)</i>	Endurance and stability are very important personality traits. Life should be lived with a view to the future.	-	-

α	=	Cronbach's Coefficient Alpha
AVE	=	Average Variance Explained
FL	=	Factor Loading (from EFA)
SMC	=	Squared multiple correlations (from CFA)
(r)	=	Reversed Item

¹ As the model construct brand-oriented HR management is only operationalised with two items, the values have been determined using a confirmatory factor analysis including all antecedents, i.e. squared multiple correlations could not be computed otherwise.

² The items on cultural background have been applied to verify country grouping via two-step-cluster analysis.

Table 3 Multiple regression analysis on the cross-national impact of the antecedents on corporate reputation

Regressand	Regressors (n = 310)	B	β^1	p
Corporate Reputation	Corporate Culture	0,143	0,143	0,015
	General external marketing mix	0,389	0,389	0,000
	General internal marketing mix	0,450	0,450	0,000
	Brand-oriented internal communications	0,056	0,056	0,226
	Brand-oriented leadership	0,104	0,104	0,024
	Brand-oriented HR management	-0,041	-0,041	0,308
	Fit of all applied measures	0,207	0,207	0,000
	R ²	R ² =0,697 (corrected R ² =0,690)		
	ANOVA	d.f.=7; F=99,169; p=0,000		

¹ Due to the use of factor scores for all constructs, which are already standardized, B and β have the same values.

Table 4 ANOVA on the country grouping-specific perception differences

Dependent variable	Country grouping	Mean	Scheffé's test				F	p (F)	Eta
			1)	2)	3)	4)			
Corporate Culture	1) D _{n=87}	0,285	--				71,97	0,000	0,643
	2) A _{n=85}	-0,586	***	--					
	3) A/O _{n=87}	-0,427	***	n.s.	--				
	4) W _{n=51}	1,218	***	***	***	--			
General external marketing mix	1) D _{n=87}	0,296	--				845,81	0,000	0,944
	2) A _{n=85}	0,139	*	--					
	3) A/O _{n=87}	0,771	***	***	--				
	4) W _{n=51}	-2,052	***	***	***	--			
General internal marketing mix	1) D _{n=87}	0,143	--				11,46	0,000	0,318
	2) A _{n=85}	0,086	n.s.	--					
	3) A/O _{n=87}	-0,419	*	**	--				
	4) W _{n=51}	0,547	*	n.s.	***	--			
Brand-oriented internal communications	1) D _{n=87}	0,588	--				49,24	0,000	0,571
	2) A _{n=85}	-0,591	***	--					
	3) A/O _{n=87}	0,410	n.s.	***	--				
	4) W _{n=51}	-0,718	***	n.s.	***	--			
Brand-oriented leadership	1) D _{n=87}	-0,362	--				6,42	0,000	0,243
	2) A _{n=85}	0,158	**	--					
	3) A/O _{n=87}	0,232	**	n.s.	--				
	4) W _{n=51}	-0,043	n.s.	n.s.	n.s.	--			
Brand-oriented HR management	1) D _{n=87}	-0,272	--				3,96	0,009	0,192
	2) A _{n=85}	0,116	n.s.	--					
	3) A/O _{n=87}	0,205	*	n.s.	--				
	4) W _{n=51}	-0,079	n.s.	n.s.	n.s.	--			
Fit of all applied measures	1) D _{n=87}	0,229	--				6,10	0,000	0,237
	2) A _{n=85}	-0,340	**	--					
	3) A/O _{n=87}	-0,036	n.s.	n.s.	--				
	4) W _{n=51}	0,240	n.s.	*	n.s.	--			
Corporate Image	1) D _{n=87}	0,128	--				3,55	0,015	0,184
	2) A _{n=85}	0,154	n.s.	--					
	3) A/O _{n=87}	-0,070	n.s.	n.s.	--				
	4) W _{n=51}	-0,357	n.s.	*	n.s.	--			
Commitment	1) D _{n=87}	0,374	--				6,73	0,000	0,249
	2) A _{n=85}	-0,273	***	--					
	3) A/O _{n=87}	-0,070	*	n.s.	--				
	4) W _{n=51}	-0,063	n.s.	n.s.	n.s.	--			
Corporate Reputation	1) D _{n=87}	0,260	--				5,94	0,001	0,235
	2) A _{n=85}	0,018	n.s.	--					
	3) A/O _{n=87}	-0,004	n.s.	n.s.	--				
	4) W _{n=51}	-0,466	**	n.s.	n.s.	--			

Legend: * p<0.05. ** p<0.01. *** p<0.001. n.s.= not significant.

Table 5 Country grouping-specific impact of the antecedents on corporate reputation

Regressand	Regressors	Country grouping	B	β	p	r_0	1)	Δr_0 (z) 2)	3)
Corporate Reputation	Corporate Culture	1) D _{n=87}	0,115	0,110	0,239	0,633	--	--	
		2) A _{n=85}	0,493	0,315	0,008	0,792	0,159* (z=2,13)	--	
		3) A/O _{n=87}	0,262	0,201	0,046	0,738	0,105 ^{n.s.} (z=1,29)	0,054 ^{n.s.} (z=0,84)	--
		4) W _{n=51}	0,358	0,532	0,000	0,788	0,155 ^{n.s.} (z=1,77)	0,004 ^{n.s.} (z=0,06)	0,050 ^{n.s.} (z=0,66)
	General external marketing mix	1) D _{n=87}	0,879	0,319	0,000	0,630	--	--	
		2) A _{n=85}	0,578	0,141	0,057	0,675	0,045 ^{n.s.} (z=0,51)	--	
		3) A/O _{n=87}	0,705	0,305	0,000	0,693	0,063 ^{n.s.} (z=0,73)	0,018 ^{n.s.} (z=0,22)	--
		4) W _{n=51}	0,273	0,054	0,531	0,356	0,274* (z=2,04)	0,319* (z=2,46)	0,337** (z=2,66)
	General internal marketing mix	1) D _{n=87}	0,219	0,202	0,018	0,599	--	--	
		2) A _{n=85}	0,342	0,335	0,001	0,787	0,188* (z=2,40)	--	
		3) A/O _{n=87}	0,294	0,250	0,012	0,734	0,135 ^{n.s.} (z=1,59)	0,053 ^{n.s.} (z=0,81)	--
		4) W _{n=51}	0,168	0,271	0,009	0,670	0,071 ^{n.s.} (z=0,66)	0,117 ^{n.s.} (z=1,39)	0,064 ^{n.s.} (z=0,70)
	Brand-oriented internal communications	1) D _{n=87}	0,066	0,073	0,398	0,555	--	--	
		2) A _{n=85}	0,462	0,283	0,000	0,690	0,135 ^{n.s.} (z=1,43)	--	
		3) A/O _{n=87}	0,101	0,094	0,332	0,658	0,103 ^{n.s.} (z=1,06)	0,032 ^{n.s.} (z=0,38)	--
		4) W _{n=51}	0,191	0,236	0,019	0,443	0,112 ^{n.s.} (z=0,83)	0,247* (z=2,05)	0,215 ^{n.s.} (z=1,73)
	Brand-oriented leadership	1) D _{n=87}	0,206	0,268	0,004	0,640	--	--	
		2) A _{n=85}	-0,091	-0,078	0,395	0,635	0,005 ^{n.s.} (z=0,05)	--	
		3) A/O _{n=87}	0,063	0,060	0,573	0,649	0,009 ^{n.s.} (z=0,10)	0,014 ^{n.s.} (z=0,15)	--
		4) W _{n=51}	-0,018	-0,027	0,745	0,235	0,405** (z=2,87)	0,400** (z=2,81)	0,414** (z=2,95)
	Brand-oriented HR management	1) D _{n=87}	-0,001	-0,001	0,990	0,393	--	--	
		2) A _{n=85}	-0,099	-0,078	0,239	0,373	0,020 ^{n.s.} (z=0,15)	--	
		3) A/O _{n=87}	-0,035	-0,031	0,709	0,508	0,115 ^{n.s.} (z=0,94)	0,135 ^{n.s.} (z=1,08)	--
		4) W _{n=51}	-0,106	-0,203	0,039	0,266	0,127 ^{n.s.} (z=0,79)	0,107 ^{n.s.} (z=0,66)	0,242 ^{n.s.} (z=1,59)
	Fit of all applied measures	1) D _{n=87}	0,111	0,132	0,154	0,631	--	--	
		2) A _{n=85}	0,139	0,124	0,131	0,718	0,087 ^{n.s.} (z=1,03)	--	
		3) A/O _{n=87}	0,156	0,149	0,094	0,676	0,045 ^{n.s.} (z=0,51)	0,042 ^{n.s.} (z=0,53)	--
		4) W _{n=51}	0,123	0,194	0,091	0,603	0,028 ^{n.s.} (z=0,25)	0,115 ^{n.s.} (z=1,13)	0,073 ^{n.s.} (z=0,68)
R ² (corr. R ²)	D _{n=87}					R ² =0,688 (corrected R ² =0,660)			
	A _{n=85}					R ² =0,813 (corrected R ² =0,796)			
	A/O _{n=87}					R ² =0,729 (corrected R ² =0,705)			
	W _{n=51}					R ² =0,782 (corrected R ² =0,746)			
ANOVA	D _{n=87}					d.f. = 7; F = 24,584; p = 0,000			
	A _{n=85}					d.f.=7; F=47,937; p=0,000			
	A/O _{n=87}					d.f.=7; F=30,340; p=0,000			
	W _{n=51}					d.f.=7; F=21,972; p=0,000			

Legend: * p < 0.05. ** p < 0.01. *** p < 0.001. n.s. = not significant.