

# Interplay of Global Corporate and Product Brands: Analysing their Importance for Consumers Across Nations

**Magdalena Klar**  
Trier University  
**Bernhard Swoboda**  
Trier University

Cite as:

Klar Magdalena, Swoboda Bernhard (2019), Interplay of Global Corporate and Product Brands: Analysing their Importance for Consumers Across Nations. *Proceedings of the European Marketing Academy*, 48th, (9701)

Paper presented at the 48th Annual EMAC Conference, Hamburg, May 24-27, 2019.



## **Interplay of Global Corporate and Product Brands: Analysing their Importance for Consumers Across Nations**

### **Abstract:**

A growing number of multinational corporations use their internationally standardized corporate brands as an endorsement to their product brands. Nevertheless, research on those image transfers across nations is rare. To shed light on this issue the authors apply schema theory to conceptualize the effects of corporate image and product brand image on consumer product loyalty. The authors refer to hierarchical data on 8,509 consumer evaluations of a German multinational corporation using an endorsed strategy worldwide across 35 countries. Results of multilevel structural equation modelling show a partial mediation of corporate image on product loyalty by affecting product brand image. Hence, across nations, multinational corporations can rely on a strong indirect effect of corporate image on product loyalty and on a direct, however weaker one. This observation contributes to our knowledge on global endorser strategies of corporate and product brand in research and practice.

*Keywords: Corporate Brand Management, Cross National Research, Multilevel Modelling*

*Track: International Marketing & Marketing in Emerging Countries*

## 1. Introduction

Corporate marketing and especially, corporate branding strategies gain more and more importance (Brexendorf & Keller, 2017), especially for multinational corporations (MNCs) across nations. The latter often and increasingly apply an endorsed branding strategy across nations, i.e., use their corporate brand as an endorsement to their product brands. One example is Sony. Sony uses its corporate brand clearly, visible as an endorsement on the front of its different products like on the gaming console Playstation, its laptop product brand Vaio or its smartphone series Xperia XZ, for example (Sony, 2018). Thereby, Sony standardized corporate brand is a worldwide uniform anchor in the mind of its consumers (Balmer, 2012). However, the product brand is a worldwide uniform anchor as well. Both are formed at different levels, e.g., top management and global product brand management. However, whether the corporate or the product brand possess the direct value for the consumers and their loyalty behaviour across nations remains unclear.

Because MNCs can profit from both global corporate brand and global product brand in terms of consumer behaviour, we study the relationships between both on consumer loyalty toward the product brand across nations. Scholars study the importance of global brands on various levels. Traditional stream of research place a great emphasis on corporate branding or marketing (e.g., Balmer, 2012; Hsu, Fournier, & Srinivasan, 2016) as well as product branding or marketing (e.g., Pedeliento, Andreini, Bergamaschi, & Salo, 2016; Dimofte, Johansson, & Bagozzi, 2010). A further stream of research have examined the relationships between corporate brands and product brands (e.g., direct effect of corporate branding on product evaluations or product purchase behaviour, Berens, Riel, & Bruggen, 2005; Fatma, Khan, & Rahman, 2016). However, most studies analyse such relationships by focusing on one country or comparing few countries only (e.g., focussing developed countries, Souiden, Kassim, & Hong, 2006 or emerging ones, Heinberg, Ozkaya, & Taube, 2016). Only few studies take a considerable number of countries into account (e.g., Hsieh, Pan, & Setiono, 2004), while scholars call for analysis across nations in order to ensure generalizable results (e.g., Halkias, Davvetas, & Diamantopoulos, 2016).

Giving this research gap, we aim to extent our knowledge by analysing whether there is a direct or indirect value transfer of global corporate image as well as global product image on consumers' product loyalty and how strong this transfer is across nations. We contribute to research by analysing direct and indirect relationships of a standardized corporate and product brand on consumers' product purchase behaviour across nations. In doing so we refer to calls

in literature, e.g., Swoboda and Hirschmann (2016) on more research on both corporate brands and their relationships to product brands. We theoretically extend knowledge on both across nations, which has rarely been studied. A schema-theoretic framework is proposed. In this vein, the corporate brand, which is strongly anchored in memory appears as a focal point for consumers attention, interest and behaviour around the recognisable values and symbols that differentiate an organisation from another (Balmer, 2012, Jo Hatch & Schultz, 2003). While applying endorsement strategy these values can be transmitted to products in order to attract consumers and help to increase sales through consumers' product loyalty.

We methodologically contribute to research by accounting for country differences in the data structure through multilevel structural equation modelling.

In a further evolved version of this paper, we would like to not only account for these country differences methodologically but also detect country-specific factors moderating the relationship between global corporate as well as product brands and consumers loyalty toward the product brands. Thereby, we follow the early calls, e.g., of Gürhan-Canli and Batra (2004), who request for systematically study for possible boundary conditions on the process by which corporate image affects product evaluations. This aim will extend our knowledge on the effects of global corporate and product brands across nations depending on different institutional factors, for example.

## 2. Conceptual Framework, Theory and Hypothesis Development

To address our research aims, we build on empirical studies and on

schema-theory. The framework in Figure 2 proposes a direct effect of a standardized corporate image on consumers' product loyalty as well as an indirect effect of corporate image via product image on product loyalty.

Thereby, we understand corporate image according to Gray and Balmer (1998) as an immediate mental picture consumers have of an organization. Product image is understood as the immediate mental picture that the targeted consumer group has of the corresponding product brand (Park, Jaworski, & MacInnis, 1986) and product loyalty as a deeply held commitment to rebuy or patronize a preferred product/service consistently in the future (Oliver, 1999).

According to schema-theory, a schema is an organizing mechanism for cognition that refers to situations or objects (Puligadda, Ross Jr, & Grewal, 2012). Minsky (1974) was the

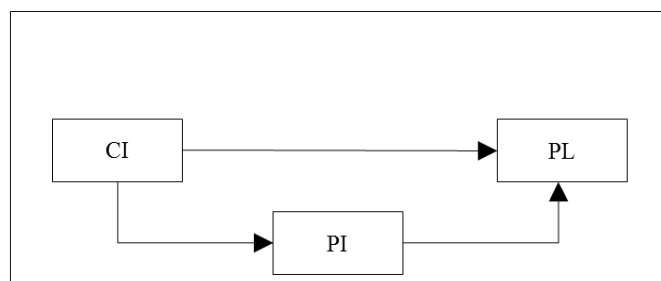


Figure 2: Conceptual Framework

first to find an organizational structure within the schema construct, which was analysed in more detail by Rumelhart and Ortony (1977). Schemata include vertical and horizontal structures (Crocker, 1984). Accordingly, a vertical schema has more subordinate levels, whereby the number of these levels varies from schema to schema. Horizontal structure refers to the number of schemata, which are included at any given level of subordination (Crocker, 1984). The interaction with a stimulus evokes a subschemata, which in combination with other subschemata will activate a superordinated schema. As the superordinate schema depends on information from subschemata, any changes or additions to the information that will be incorporated into a new subschema, will lead to a change of attributes associated to that superordinated schema. (Sujan & Bettman, 1989).

Furthermore, the degree to which a schema-based evaluation serves as a guide for action depends upon whether the schema includes parameters that can help a person to identify and choose among future courses of action (Axelrod, 1973). Therefore, Rumelhart and Ortony (1977) distinguish between comprehension and action schema to highlight the behavioural component of schemata, which exists in superordinate- and subordinate schemata. Consumers use schemata to organize their expectations about the value and importance of a product or brand attributes (Sujan & Bettman, 1989). Thus, consumer compare new product or company related associations and information with previous experiences, i.e., evaluate the object, and thus, the activation of the respective schema leads to a certain behavioural intention as e.g., product loyalty (Cohen, 1982).

In our case, the stimuli is displayed by the endorsement, which activates the subordinated schema corporate image. A specific corporate image subschema leads to certain expectations concerning the superordinate schema product image and will change it. On both levels, the sub- and superordinated schema, action schemata can be included thus, corporate image and product image can lead to product loyalty. Also existing literature has analysed the before mentioned single effects. Among others, Gürhan-Canli and Batra (2004) found a positive influence of corporate image on product evaluations within the national context, Heinberg et al. (2016) supported a positive effect of corporate image on brand equity within the international context. Hsieh et al. (2004) confirmed a positive direct effect between product image and brand purchase intention as well as between corporate image and brand purchase image. The latter effect could also be confirmed by Berens et al. (2005). We propose the following hypothesis:

*H1: (a) Corporate image has a direct, positive influence on product loyalty. (b) Corporate image has an indirect, positive effect on product loyalty via product image. (c) the total effect is positive.*

### **3. Empirical Analysis**

#### *3.1 Sample selection*

Our data originate from a cooperation with a German MNC of the pharmaceutical and chemical industry that standardized its corporate as well as most product brands across nations. In more than 160 countries, the MNC has subsidiaries in which it offers (non-)prescription drugs, services or skin, beauty care products on which consumers can find the MNC's corporate brand as an endorsement. In the year 2018 and based on the MNC's importance consumers were surveyed in 35 countries. This survey was conceptualized by the authors of this study and had the aim to analyse the corporate and the product brands of the MNC across nations. We assured that no special activities or events were conducted by the MNC in these countries. After intensive pre-tests (e.g., regarding the measurements, target groups, translation-back-translation-procedures etc.), a commercial marketing research agency, which offers panels in 200 countries and territories worldwide, collected panel data. We assure panel and response quality.

Respondents were selected according to two screening criteria. First, a quota sampling related to gender and age based on information from national registration offices was used. Second, to assure sampling comparability across nations, the sample was restricted to the urban population between 18 and 65(55) in developed (emerging) countries as well as respondents with higher levels of education/profession and above-average incomes. At the beginning of the survey, respondents had to name up to five MNCs in the industry according to their prompted and unprompted awareness. Afterwards, they had to rate their knowledge about the MNCs based on five-point Likert scale (1=I don't know the company to 5=I know the company very well; Keller, 1993). Only respondents with at least general knowledge (=2) of the MNC were included in the survey. Concerning the product related questions, respondents first had to indicate their prompted and unprompted awareness of product brands, however only of the MNC and only endorsed product brands. In a second step, based on at least general knowledge (=2) of the products, one globally offered product was randomly chosen to be evaluated.

After outliers were eliminated based on Mahalanobis distance, 8,509 respondents remained. The data were not normally distributed, whereas we used mean-adjusted maximum likelihood estimator to test the hypotheses as it can handle not normal distributed data and provides a robust chi-square test (Asparouhov, 2005).

#### *3.2 Measurement and method*

For measurements, we relied on five-point Likert-type scales used in previous studies, which were intensively pretested and translation-back translation method was used (see Table

1). The corporate image measurement was adjusted to Keller (1993) with six items. Three items of product loyalty measurement were adapted from Chaudhuri and Holbrook (2001) and Mazodier and Merunka (2012). Product image was adopted from Salinas and Pérez (2009).

Because of hierarchical data structure (consumers are nested within countries), we tested for the requirements of multilevel modelling (Hirschmann & Swoboda, 2017). As 9.8% of the differences in product loyalty could be attributed to country differences, multilevel modelling is highly appropriate (e.g., Hox, 2013). To reduce model complexity and to provide a profound comparison of the effects, regression scores are applied for the corporate image, product image and product loyalty. The reliability and validity of the measurement was ensured. Factor loadings of exploratory and confirmatory factor analysis (all>.772), KMO (all>.766), item-to-total correlations (all>.893), cronbachs alpha (all>.918), composite reliability (all>.920), and AVE (all>.661) received the respective thresholds (Hair, Black, Babin, Anderson, & Tatham, 2006). Discriminant validity was assured (not displayed due to space reasons). Also Multilevel reliability based on multilevel alpha, multilevel composite reliability and maximal reliability (all>.907 for within and between level) could be confirmed (Hirschmann & Swoboda, 2017). CMV issues were successfully addressed, as well as endogeneity with the instrumental variable approach (general opinion of the industries the MNC is working in). We used covariates because product loyalty is likely to be affected by gender (0/1 = male/female) and age. We also controlled for brand familiarity.

	Item	MV/Std	FL	KMO	ItTC	$\alpha$	CR	AVE	$\lambda$
<i>CI - PI - PLOY</i>									
CI	I can better identify with [MNC] than with other companies.	3.35/1.21	.820		.901				.821
	[MNC] is likeable.	3.48/1.11	.832		.900				.834
	I would miss [MNC] more than other companies if it did not exist anymore.	3.30/1.26	.790	.895	.907	.918	.920	.661	.794
	As far as I know, [MNC] is respected worldwide.	3.82/1.07	.818		.903				.816
	[MNC] is a top competitor in its market	3.79/1.03	.772		.909				.773
	I believe [MNC] performs at a premium level.	3.72/1.04	.831		.902				.827
PI	[product] is a brand I respect and trust.	3.60/1.08	.883		.922				.884
	[product] is an innovative brand.	3.42/1.13	.805		.931				.807
	[product] is a brand that cares for me.	3.42/1.13	.846	.920	.926	.938	.939	.735	.850
	[product] is a brand that helps me live a better life.	3.47/1.13	.856		.925				.862
	[product] is a brand that has a good reputation.	3.71/1.04	.832		.928				.830
	[product] is a quality product that works.	3.69/1.04	.856		.925				.853
PL	In the future, I intend to use [product].	3.45/1.21	.929		.893				.927
	I will consider [product] for my next purchase.	3.42/1.21	.904	.766	.907	.934	.933	.787	.908
	I will definitely buy [product] in the future.	3.43/1.22	.893		.913				.894

Note: Confirmatory model fit: CFI, .937; TLI, .924; RMSEA, .053; SRMR, .027;  $\chi^2(105)=112547,87$ ; scaling correction factor mean-adjusted maximum likelihood=1.6749. CI=Corporate Brand Image, PI=Product Brand Image, PL=Product Loyalty, MNC=Multinational corporation. FL=Factor loadings (exploratory analysis), KMO=Kaiser-Meyer-Olkin criterion ( $\geq .5$ ), ItTC=Item-to-total correlation ( $\geq .5$ ),  $\alpha$ =Cronbach's alpha ( $\geq .7$ ), CR=Composite reliability ( $\geq .6$ ), AVE=Average variance extracted ( $\geq .5$ ),  $\lambda$ =Standardized factor loadings ( $\geq .5$ ).

Table 1: Reliability Analysis

We applied multilevel mediation with a random intercept model to test the hypotheses using Mplus 8.2 and a stepwise procedure according to Zhang, Zyphur, and Preacher (2009).

In the first step we calculated a null model. In the second step, we included all control variables and in the third step, we further included all level one variables, resulting in a 1-1-1 multilevel mediation and revealing in the following equations:

Level 1:

$$Y_{ij} = \beta_{0j} + \beta_{1j}X_{ij} + \beta_{2j}M_{ij} + \beta_{3j}ILC_i + r_{ij} \quad (1)$$

Level 2:

$$\beta_{0j} = \gamma_{00} + u_{0j} \quad (2)$$

$$\beta_{1j} = \gamma_{10} \quad (3)$$

$$\beta_{2j} = \gamma_{20} \quad (4)$$

where  $i$  denotes individuals,  $j$  indicates countries,  $Y_{ij}$  denotes individual  $i$ 's product loyalty,  $X$  reflects corporate image,  $M$  the product image and  $ILC$  the included control variables on the individual level.  $\beta_{0j}$  and  $\gamma_{00}$  denotes the first- and second-level intercepts,  $\beta_{1j}$ ,  $\beta_{2j}$  and  $\beta_{3j}$  represent independent, mediator and control variables' regression scores at the individual level.  $r_{ij}$  and  $u_{0j}$  indicate first- and second-level residual variances.  $\gamma_{10}$  and  $\gamma_{20}$  display the intercept of the second-level random slope of  $X$  and  $M$ . All independent variables have been group-mean centered (Hox, 2013). According to the 9.8 % observed differences in product loyalty attributed to country differences, we further plan to extend this research by adding country level moderators and applying multilevel moderated mediation analysis with Mplus according to Bauer, Preacher, and Gil (2006).

### 3.3 Results

The results of testing hypotheses on the relationships of corporate image, product image and product loyalty are shown in Table 2.

		Null model		Baseline model		Means as outcomes	
				b	p	b	p
Direct effect	CI	→PL				.056	***
	CI	→PI				.697	***
	PI	→PL				.731	***
Indirect effect	CI	→PI	→PL			.509	***
Total Effect	CI	→PI	→PL			.565	***
Controls individual level	Gender	→PL				-.053	**
	Age	→PL				-.018	*
	BF	→PL				.036	***
Residual variance (individual level)				.842	.759	.319	
Residual variance (country level)				.092	.092	.094	
Explained variance (individual level only)					9.8%	58%	

Notes: b = unstandardized coefficient; \* p < .05; \*\* p < .01; \*\*\* p < .001; ns = not significant. BF = Brand Familiarity, CI = Corporate image, PI = Product Image, PL = Product loyalty; unstandardized coefficients are shown; covariates are not shown for reason of space.

Table 2: Results



*H1a* is supported and indicates a positive link between corporate image and product loyalty ( $b=.056, p<.001$ ). *H1b* is also confirmed. There is a strong, positive indirect effect of corporate image via product image on product loyalty ( $b=.509, p<.001$ ). The positive total effect further supports *H1c* ( $b=.565, p<.001$ ). Thus, results indicate a partial mediation (Zhao, Lynch Jr, & Chen, 2010). In total, the dependent variables explain 58% of the individual level variance.

We calculate an alternative model with product image as independent variable affecting the mediator corporate image as well as product loyalty. Theoretically, a global corporate brand may participate from a global product brand when affecting product loyalty. The results show an identical explained variance (due to identical construct structure) but changed coefficients. Corporate image affect product loyalty significantly but very weakly ( $b=.037, p<.001$ ). The link of product image on product loyalty remain strong ( $b=.509, p<.001$ ) as do the relationship between product image and corporate image ( $b=.636, p<.001$ ).

#### **4. Discussion, implications and limitations**

Concerning our research question the results indicate a positive direct effect of corporate image on product loyalty as well as a stronger positive indirect effect of corporate image on product loyalty via product image across nations. Our results imply that a globally standardized corporate brand can be used as an endorsement to the image of global product brands, which in turn affect the loyalty of consumers towards global product brands. We think the results are valuable, because a relationship of corporate brands on product brands was often supported in research studies (e.g., Heinberg, Ozkaya, & Taube, 2018; Brexendorf & Keller, 2017). However, the view on global corporate brands and global product brands across nations has rarely been studied so far (e.g., Hsieh et al., 2004).

Regarding our theory, we generally support a schema-theoretical reasoning within the role of global corporate and global product brands. Corporate image can be understood as a subordinated schema that influences the superordinated schema product image. As both levels incorporate action schemata, global corporate and product brands lead to loyal consumer behaviour towards product brands. Methodologically, the results imply significant differences in the effects on product loyalty across nations. Because of the data structure (consumer are nested in countries) multilevel structural equation modelling is an appropriate method. This is in particular important when in future institutional country moderators will be added to the model, for example.

For the corporate and product brand management the results indicate the superiority of global product brand images across nations. However, global corporate brands offer distinct

value as well, i.e., for consumers loyal to global product brands. Across nations, global product and corporate brands are both important and CEOs announcements regarding the MNC affect behaviour toward global products in particular.

This study has certain limitations, which point to future research directions. Although we paid special attention to the data collection, the data are only based on one MNC from one industry only. Analysing different industries are likely to provide further insights into the interplay of global corporate and product brands. Concerning the measurement, alternative global corporate evaluations (e.g., corporate associations, corporate credibility) could be examined. Regarding the conceptual framework, we only conceptualize individual level variables yet. However, country differences affect the effect of corporate signals on product related decisions (e.g., Heinberg et al., 2016). This is indicated by our intra-class correlation as well. We therefore plan to extent the conceptual framework respectively.

## References.

- Asparouhov, T. (2005). Sampling Weights in Latent Variable Modeling. *Structural Equation Modeling, 12*(3), 411-434.
- Axelrod, R. (1973). Schema Theory: An Information Processing Model of Perception and Cognition. *American Political Science Review, 67*(4), 1248-1266.
- Balmer, J. M. (2012). Strategic Corporate Brand Alignment: Perspectives from Identity Based Views of Corporate Brands. *European Journal of Marketing, 46*(7/8), 1064-1092.
- Bauer, D. J., Preacher, K. J., & Gil, K. M. (2006). Conceptualizing and Testing Random Indirect Effects and Moderated Mediation in Multilevel Models: New Procedures and Recommendations. *Psychological Methods, 11*(2), 142-163.
- Berens, G., Riel, C. B. v., & Bruggen, G. H. v. (2005). Corporate Associations and Consumer Product Responses: The Moderating Role of Corporate Brand Dominance. *Journal of Marketing, 69*(3), 35-48.
- Brexendorf, T. O., & Keller, K. L. (2017). Leveraging the Corporate Brand: The Importance of Corporate Brand Innovativeness and Brand Architecture. *European Journal of Marketing, 51*(9/10), 1530-1551.
- Chaudhuri, A., & Holbrook, M. B. (2001). The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty. *Journal of Marketing, 65*(2), 81-93.
- Cohen, J. B. (1982). The Role of Affect in Categorization: Toward a Reconsideration of the Concept of Attitude. *ACR North American Advances, 9*(1), 94-100.
- Crocker, J. (1984). A Schematic Approach to Changing Consumers' Beliefs. *Advances in Consumer Research, 11*(1), 472-477.
- Dimofte, C. V., Johansson, J. K., & Bagozzi, R. P. (2010). Global Brands in the United States: How Consumer Ethnicity Mediates the Global Brand Effect. *Journal of International Marketing, 18*(3), 81-106.
- Fatma, M., Khan, I., & Rahman, Z. (2016). How Does Corporate Association Influence Consumer Brand Loyalty? Mediating Role of Brand Identification. *Journal of Product & Brand Management, 25*(7), 629-641.
- Gray, E. R., & Balmer, J. M. (1998). Managing Corporate Image and Corporate Reputation. *Long Range Planning, 31*(5), 695-702.
- Gürhan-Canli, Z., & Batra, R. (2004). When Corporate Image Affects Product Evaluations: The Moderating Role of Perceived Risk. *Journal of Marketing Research, 41*(2), 197-205.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis* (Vol. 6). Upper Saddle River: Pearson Prentice Hall.

- Halkias, G., Davvetas, V., & Diamantopoulos, A. (2016). The Interplay between Country Stereotypes and Perceived Brand Globalness/Localness as Drivers of Brand Preference. *Journal of Business Research*, 69(9), 3621-3628.
- Heinberg, M., Ozkaya, H. E., & Taube, M. (2016). A Brand Built on Sand: Is Acquiring a Local Brand in an Emerging Market an Ill-Advised Strategy for Foreign Companies? *Journal of the Academy of Marketing Science*, 44(5), 586-607.
- Heinberg, M., Ozkaya, H. E., & Taube, M. (2018). Do Corporate Image and Reputation Drive Brand Equity in India and China?-Similarities and Differences. *Journal of Business Research*, 86(3), 259-268.
- Hirschmann, J., & Swoboda, B. (2017). Multilevel Structural Equation Modelling in Marketing and Management Research. *Marketing ZFP*, 39(3), 50-75.
- Hox, J. J. (2013). *Multilevel Regression and Multilevel Structural Equation Modeling* (Vol. 2). New York: Routledge.
- Hsieh, M.-H., Pan, S.-L., & Setiono, R. (2004). Product-, Corporate-, and Country-Image Dimensions and Purchase Behavior: A Multicountry Analysis. *Journal of the Academy of Marketing Science*, 32(3), 251-270.
- Hsu, L., Fournier, S., & Srinivasan, S. (2016). Brand Architecture Strategy and Firm Value: How Leveraging, Separating, and Distancing the Corporate Brand Affects Risk and Returns. *Journal of the Academy of Marketing Science*, 44(2), 261-280.
- Jo Hatch, M., & Schultz, M. (2003). Bringing the Corporation into Corporate Branding. *European Journal of Marketing*, 37(7/8), 1041-1064.
- Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*, 57(1), 1-22.
- Mazodier, M., & Merunka, D. (2012). Achieving Brand Loyalty through Sponsorship: The Role of Fit and Self-Congruity. *Journal of the Academy of Marketing Science*, 40(6), 807-820.
- Minsky, M. (1974). A Framework for Representing Knowledge. In P. Winston (Ed.), *The Psychology of Computer Vision*. New York: McGraw-Hill.
- Oliver, R. L. (1999). Whence Consumer Loyalty? *Journal of Marketing*, 63(1), 33-44.
- Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic Brand Concept-Image Management. *Journal of Marketing*, 50(4), 135-145.
- Pedeliento, G., Andreini, D., Bergamaschi, M., & Salo, J. (2016). Brand and Product Attachment in an Industrial Context: The Effects on Brand Loyalty. *Industrial Marketing Management*, 53(1), 194-206.
- Puligadda, S., Ross Jr, W. T., & Grewal, R. (2012). Individual Differences in Brand Schematicity. *Journal of Marketing Research*, 49(1), 115-130.
- Rumelhart, D. E., & Ortony, A. (1977). The Representation of Knowledge in Memory In R. C. Anderson, R. J. Spiro, & W. E. Montague (Eds.), *Schooling and the Acquisition of Knowledge* (pp. 99-135). Hillsdale: Erlbaum.
- Salinas, E. M., & Pérez, J. M. P. (2009). Modeling the Brand Extensions' Influence on Brand Image. *Journal of Business Research*, 62(1), 50-60.
- Sony. (December 02, 2018). *Wir Sind Playstation*. Retrieved from <https://www.playstation.com/de-at/footer/about-us/>. (Last accessed: December 02, 2018).
- Souiden, N., Kassim, N. M., & Hong, H.-J. (2006). The Effect of Corporate Branding Dimensions on Consumers' Product Evaluation: A Cross-Cultural Analysis. *European Journal of Marketing*, 40(7/8), 825-845.
- Sujan, M., & Bettman, J. R. (1989). The Effects of Brand Positioning Strategies on Consumers' Brand and Category Perceptions: Some Insights from Schema Research. *Journal of Marketing Research*, 26(4), 454-467.
- Swoboda, B., & Hirschmann, J. (2016). Does Being Perceived as Global Pay Off? An Analysis of Leading Foreign and Domestic Multinational Corporations in India, Japan, and the United States. *Journal of International Marketing*, 24(3), 1-30.
- Zhang, Z., Zyphur, M. J., & Preacher, K. J. (2009). Testing Multilevel Mediation Using Hierarchical Linear Models: Problems and Solutions. *Organizational Research Methods*, 12(4), 695-719.
- Zhao, X., Lynch Jr, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and Truths About Mediation Analysis. *Journal of Consumer Research*, 37(2), 197-206.