

Content

Foreword..... V
Preface/Acknowledgements VII
List of FiguresXV
List of TablesXVII
List of AbbreviationsXXI

Part A: Internal brand management conceptualizations in a cross-cultural environment 1

1 Relevance of brand commitment in a cross-cultural context.....3
2 Classification of relevant terms and definitions 11
3 Placement of the study among relevant research fields..... 15
 3.1 Behavioral assessment and the S-O-R model..... 15
 3.2 Identity-based internal brand management..... 18
4 Objectives and outline of the study23

Part B: Theoretical framework and conceptual development of the internal branding model27

1 Status of internal brand management research.....29
 1.1 Definitional foundations of internal brand management..... 29
 1.2 Synopsis of internal brand management models 32
 1.2.1 Burmann and Zeplin (2005), Zeplin (2006), Maloney
 (2007), König (2010), Piehler (2011) 35
 1.2.2 Wittke-Kothe (2001)..... 39
 1.2.3 Tomczak, Esch, Kernstock, and Hermann (2008, 2009)..... 41
 1.2.4 Vallaster and de Chernatony (2005, 2006), Vallaster
 (2009) 44
 1.2.5 King and Grace (2009; 2010) 50
 1.2.6 Baumgarth and Schmidt (2010)..... 54

- 1.2.7 Evaluation of relevant models and their applicability to the development of an internal branding model under consideration of cultural values 56
- 2 Brand citizenship behavior 59**
 - 2.1 Definitional foundation of brand citizenship behavior 59
 - 2.2 Brand citizenship behavior conceptualization 61
- 3 Brand commitment – A central determinant of internal brand management 69**
 - 3.1 Definitional specification of brand commitment 69
 - 3.2 Brand commitment as an antecedent of brand citizenship behavior 73
 - 3.3 Brand commitment conceptualization 74
 - 3.3.1 Organizational commitment conceptualization 75
 - 3.3.1.1 O’Reilly and Chatman’s conceptualization of organizational commitment 77
 - 3.3.1.2 Meyer and Allen’s conceptualization of organizational commitment 78
 - 3.3.2 Evaluation of brand commitment conceptualizations 80
 - 3.4 Determinants of brand commitment 85
 - 3.4.1 Leadership 85
 - 3.4.2 Human resource management 88
 - 3.4.3 Brand identity relevance 91
 - 3.4.4 Internal brand communications 93
 - 3.4.5 External brand communications 96
 - 3.4.6 Brand-fit 98
 - 3.5 Cultural values as a susceptibility variable to brand commitment 99
 - 3.5.1 Definition specification of culture 100
 - 3.5.2 Value-based approach to cross-cultural research 102
 - 3.5.2.1 Hofstede 107
 - 3.5.2.2 Schwartz 112
 - 3.5.3 Value-based operationalization of culture as measurement instrument for internal branding model 116
 - 3.5.4 Individualism and collectivism 118
 - 3.5.5 Cultural values and brand commitment 119
 - 3.6 Brand commitment in an international context 122
 - 3.6.1 International organizational commitment research 122
 - 3.7 Preliminary recapitulation 126

4	Summary and overview of the research model.....	129
4.1	Summary of relevant frame of reference.....	129
4.2	Assumptions.....	130
4.3	Derivation of hypotheses.....	131
 Part C: Empirical analysis		137
1	Structure and methodology of empirical analysis.....	139
1.1	Data collection.....	139
1.2	Aspects of cross-cultural research	143
1.2.1	Emic versus etic research approaches.....	143
1.2.2	Concept equivalence	144
2	Methods of statistical analysis	147
2.1	Structural equation modeling	147
2.2	The nature of PLS path models	151
2.3	Evaluation of PLS path models	155
2.3.1	Evaluation of reflective measurement models	156
2.3.2	Evaluation of formative measurement models.....	158
2.3.3	Evaluation of the structural model	160
2.3.4	Evaluation of second-order constructs	162
3	Data analysis	167
3.1	Analysis of the measurement model.....	167
3.1.1	Descriptive analysis of key constructs	167
3.1.2	Brand commitment.....	174
3.1.2.1	Brand commitment evaluation across the entire sample.....	175
3.1.2.2	Universalism of brand commitment construct	178
3.1.3	Brand citizenship behavior.....	181
3.1.3.1	Evaluation of brand citizenship behavior across the entire sample.....	181
3.1.3.2	Universalism of brand citizenship behavior construct.....	186
3.1.4	Cultural values	189
3.1.5	Evaluation of brand commitment, cultural values, and brand citizenship behavior according to Wold	189
3.1.6	Brand commitment determinants.....	194
3.1.6.1	Brand commitment determinants across the total sample.....	194

3.1.6.2	Universalism of brand commitment determinants	196
3.2	Analysis of the structural model.....	199
3.2.1	Impact of brand commitment determinants on brand commitment components	199
3.2.1.1	Impact of brand commitment determinants on brand commitment components evaluated on entire sample	199
3.2.1.2	Impact of brand commitment determinants on brand commitment components evaluated on country-unit levels.....	203
3.2.1.3	Preliminary recapitulation	209
3.2.2	Impact of cultural values on brand commitment components.....	212
3.2.2.1	Impact of cultural values on brand commitment components across the entire sample.....	212
3.2.2.2	Cross-national evaluation of the relationship of cultural values on brand commitment.....	216
3.2.2.3	Preliminary recapitulation	221
3.2.3	The impact of brand commitment components on brand citizenship behavior.....	224
3.2.3.1	The impact of brand commitment components on brand citizenship behavior across the entire sample	225
3.2.3.2	Cross-national evaluation of the relationship between brand commitment and brand citizenship behavior	228
3.2.3.3	Preliminary recapitulation	232
3.2.4	Partial-Least Squares-based multi-group analysis.....	233
3.2.4.1	Evaluation of path relationship differences of brand commitment determinants	235
3.2.4.2	Evaluation of path relationship differences of cultural values.....	236
3.2.4.3	Evaluation of path relationship differences between brand commitment components and brand citizenship behavior dimensions.....	241
3.2.5	Summary of structural model evaluation	241

- Part D: Conclusion and implications.....243**
- 1 Summary of main results245
- 2 Managerial implications253
- 3 Critical consideration of the study results and implications for future research263

- Appendix267**
- Appendix I – Cultural value cluster analysis – Mean values brand commitment269
- Appendix II – Brand commitment cluster analysis – Mean values brand commitment270
- Appendix III – Items brand commitment determinants272
- Appendix IV – Questionnaire274
- Bibliography283



<http://www.springer.com/978-3-658-00753-9>

Internal Brand Management in an International Context

Ravens-Ocampo, C.

2014, XXI, 323 p. 49 illus., Softcover

ISBN: 978-3-658-00753-9