

Construction of Image and Attitudes Toward
Global-Local Brand Alliances:
The Effects of Globalness and Localness

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Abstract

There is an inherent tension between globalization and localization leading many multinational corporations to decide to focus on either global brands or local brands. By opting for global brands, corporations may lose opportunities because local brands are linked with local values, lifestyles, and traditions shared among consumers. Insights into why consumers perceive and behave differently toward global and local brands are insufficient. This research assesses to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a global-local brand alliance.

This research analyzes the potential of brand alliances to represent the integration of globalness and localness. A mixed methods design with two sequential studies was selected. First, a qualitative study involving online interviews with Mexican consumers was conducted, and thematic analysis utilized to explore in depth brand dimensions relevant in the generation of global and local brand images and attitudes, and perceptions and attitudes toward brand alliances. A conceptual model was developed based on the literature review and insights from the online interviews. Second, a quantitative study using a survey was conducted to assess the conceptual model. The survey involving 300 respondents was conducted in shopping malls in Mexico City. The analysis of survey data was implemented utilizing Structural Equation Modeling (SEM).

The findings show that brand knowledge and brand experience strongly influence consumer's attitudes toward the global and local brands involved in a global-local brand alliance, whereas brand origin and consumer brand imagery strongly influence consumer's image of these brands. In regard to the consumer's attitudes toward the global-local brand alliance, the influence is stronger from the global brand than the local brand. Regarding the consumer's image of the global-local brand alliance, the consumer's image of the global and local brands contributes to the globalness and localness of the brand alliance image. The model is valid, reliable, and stable for both actual and potential brand alliances, and for product and service categories.

This research contributes to the scarce literature about global brands, local brands, and brand alliances in Mexico. Global-local brand alliances may offer better-tailored products and services, reduce entry barriers in protectionist markets, and increase purchase likelihood among nationalistic consumers. Some consumers consider these brand alliances can generate positive attitudes toward global brands allied with local brands because they portray global corporations' intention to understand the local market, develop links with local companies, and engage with local consumers. These brand alliances may generate a sense of pride among local consumers and position local brands by allying themselves to global brands with higher worldwide awareness. Moreover, these brand alliances can stimulate the trust of consumers and make the purchase decision easier to nationalistic consumers because they have a product or service with features and benefits of both global and local brands, reducing an emotional conflict among these consumers.

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Attestation of authorship

Auckland, New Zealand. 1 September 2018.

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person, except where explicitly defined in the acknowledgements, nor material which to a substantial extent has been submitted for the award of any other degree of a university or other institution of higher learning.

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Rafael San José Iglesias

Ethics approvals

The proposal for the qualitative study was submitted to Auckland University of Technology Ethics Committee (AUTEC) for approval in September 1, 2015. The ethics application 15/349 was approved on October 1, 2015.

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Chapter 1

Introduction

Nowadays, corporations develop active responses to compete in a world of unexpected environmental changes and discontinuities, with emerging domestic and international forces, and new business opportunities and threats. In the face of this dynamic change, new approaches to the marketplace are to be envisioned, and new strategies and tactics need to be formulated. The way to compete, grow and reach economic and technological leadership is not through reactive but proactive, incessant adaptation. In this context, corporations have assessed the influence of external forces, forecast international trends, and approached markets and consumers with new perspectives.

Two concurrent corporate approaches to markets and consumers are globalization and localization, promoting standardization and customization respectively. These approaches have generated an inherent competition in the market between global and local brands. In the first approach, global brands managers pursue a strong presence worldwide with high levels of awareness and acceptance among consumers, whereas local brands managers pursue a strong positioning based on deep roots in local cultures, traditions, and customs. The advocates of the globalization approach promote the creation of a global consumer culture and symbols including global brands. In contrast, the supporters of local brands endorse the preservation of local culture and symbols including local brands.

1.1 Motivation for this research

Nowadays, consumers are usually exposed and have easily access to global brands across of broad range of product and service categories. In addition, consumers watch and listen to advertisements of global brands broadcasted on international and local media, during the transmission of global well-known sports and cultural events. This interaction is reinforced by public relations as well as word of mouth from relatives, friends, or workmates returning from abroad, or the consumers' travel overseas. By contrast, local brands reflect the environment of the local market. Some of these brands have become local icons to the degree that they are considered symbols of the local culture. The consumption of local brands represents for some consumers an opportunity to reinforce their national identity during important patriotic celebrations. In certain cases, local brands have been around for decades or more, prior to global brands arrives on the local market. This inherent competition in the market between global and local brands is what motivated the researcher for this study.

This chapter is organized in seven sections. First, the researcher explains the motivation for this research. Second, the background of the research presents the inherent tension between the globalization and localization approaches as well as the benefits and limitations according to their respective advocates. Third, the researcher presents an analysis of the political, economic, and

social context through which Mexico transitioned from a political and economic nationalist model to a neoliberal model in the last three decades. This analysis will illuminate the evaluation of this research findings in relation to the consumer's image of and attitudes toward global brands, local brands, and global-local brand alliances. Fourth, the research question is introduced. Fifth, the research design and methods are presented. Sixth, the significance of this study to the literature on global brands, local brands, brand alliances, and consumer's image of and attitude toward these brands and alliances is explained. Seventh, the structure of this thesis is outlined, and each chapter is presented.

1.2 Background of the research

In the 1970s, multinational corporations started to adapt their products, prices, distribution, and communications to the needs and wants of regional and local markets with growing costs and complexities in their organization and operation. However, the emergence of global markets for standardized products and services created the opportunity for some corporations to take advantage of the benefits of economies of scale in production, distribution, marketing, and management, and offer more competitive prices with respect to the rest of the corporations still customizing products and services across different markets (Levitt, 1983). Coca-Cola, Levi's, McDonalds, Sony and Toyota were frequently presented as examples of success of global brands because their standardized products were sold everywhere and welcomed by everyone. From this perspective, differences among regional and national consumer preferences were something of the past, consumers' needs and wants were irreversibly homogenized, and multinational corporations should evolve to global corporations (Levitt, 1983).

Inspired by the potential benefits of this new approach, executives of multinational companies started the standardization of product features, package design, and communication strategies to achieve a unique positioning effective across cultures. Global branding was mainly focused on reducing costs and creating consistent communications with the consumer around the world. This approach was strongly promoted in the 1980s when different countries opened their markets to foreign competition giving the opportunity to American and Japanese corporations to penetrate these markets using global brands and marketing strategies (Holt, Quelch, & Taylor, 2004). Advances boosting the process of global market integration involved the emergence of Internet, global media, and mobile telecommunications; free movement of capital and goods which promoted worldwide investments and production strategies; standardization of production processes in developed and emerging economies; urban growth; great access to education; and expansion of travel and migration (Ritzer, 2007).

Market globalization placed global brands at the center of the international scenario increasing their presence everywhere: on the streets, malls, stores, airports, offices, homes, and media (Özsomer, Batra, Chattopadhyay, & Ter Hofstede, 2012). In this context, global brands increased their presence within economic, social, cultural, and psychological areas. Furthermore, many multinational corporations allocated more resources and paid attention to fewer brands with global potential (Townsend, Yeniyurt, & Talay, 2009; Wang, Wei, & Yu, 2008). In addition, as

competition globalized, multinational corporations' success depended on their power to position and manage brands in diverse countries and regions where they operated (Usunier & Lee, 2005). This emphasis on global brands had a negative effect on the local brands included in their brand portfolios because these multinational corporations sold or eliminated many local brands. In the 1990s, this strategic approach was implemented intensively in the consumer goods sector and also in many other business sectors, such as insurance, banking, retailing, and oil (Schuiling & Kapferer, 2004).

However, global brands have not achieved the potential that advocates of standardization projected (Pitta & Franzak, 2008). Although the high-tech, automotive, and computer business sectors are well-known for strong global brands, there are many sectors still characterized by local brands (Schuiling & Kapferer, 2004). Indeed, in many markets, particularly Latin America, Europe, and South-East Asia, local brands were performing well in numerous fast-moving consumer goods categories (Merino & González, 2008). Some examples of successful local brands in Mexico are the leading national airline Aeroméxico, the banks Banamex and Banorte, the cement and concrete manufacturer Cemex, and the leading bakery Grupo Bimbo. The explanation is due to the improved ability of local brands to satisfy local needs, resulting in lasting local strengths and competitive position. In these markets, the consumer had problems bonding with global brands offering standardized products and services (Holt et al., 2004).

A myriad of global brands from the United States, European Union, and Japan have been dramatically successful, mainly because of the marketing resources employed such as trade support from global retailers including Walmart and K-Mart, and immense advertising budgets (Merino & González, 2008). Even important large regional retailers privilege the presence of global brands in their shelves for the financial benefits and satisfaction of customer expectations (Glynn, Brodie, & Motion, 2012). However, in some business sectors, global brands may lack the connection to consumers required to keep a long-term relationship between the brand and the consumer. For example, in Mexico's banking sector, Citigroup acquired the leading local bank Banamex, and considering its strong positioning and brand equity, the global company decided to keep the local brand name. In contrast, two important competitors, BBVA and Santander from Spain acquired the local banks Bancomer and Serfin respectively. The first merged both global and local brands whereas the latter temporarily merged both brands and subsequently eliminated the local brand. The presence of foreign brand names allowed bankers to communicate an image of higher quality in service, more experience in financial products, and consequently increase fees to consumers and profits for the shareholders of these banks. In those sectors, companies may take advantage of the strengths of local brands.

Strong local brands frequently have high levels of awareness among consumers and a positive image in their home countries because local consumers have grown building close relationships with these brands over the years because of intensive investments in marketing programs. Consumers perceive local brands as more distinctive, original, traditional, and trustworthy to the point of considering these brands as symbols of the country, local culture, and part of their heritage (Dimofte, Johansson, & Ronkainen, 2008). In addition, local brands play a critical role

for consumers who want to feel connected to their cultural background and surroundings. Therefore, it is questionable whether eliminating or selling local brands may represent a lost opportunity for multinational companies (Schuiling & Kapferer, 2004).

Some global brands frequently cited as successful examples of globalization have found limitations of the standardization approach in the long-term. For instance, the global corporation Coca-Cola, often portrayed as the exemplary case of standardization, was losing market share with respect to local competitors in important markets. According to Douglas Daft, former CEO of Coca-Cola, the global corporation had not changed at the same pace the world had changed (The Economist, 2000). Consumers were demanding greater responsiveness, flexibility, and sensitivity to local needs, while the corporation was further consolidating standardized practices and decision-making processes. Therefore, the corporate strategic approach changed and the global brand evolved from 'going global' to 'going local' (The Economist, 2000).

Indeed, some global corporations do not realize that people view them differently than local corporations. Global corporations are perceived as powerful organizations with more economic and political power than many nations (Khanna, 2016). Therefore, global corporations may have a positive impact in society and the environment, or negative effects such as market dominance, business predatory practices, excessive exploitation of natural resources, or unfair conditions for workers, as a consequence of their pervasiveness (Serafeim, 2014). In response to these negative effects, implicit and explicit resistance to the concentration of power by global corporations has been driving innovative and blurry forms of social and political organization based on the objectives of the anti-globalization movement (Thompson & Arsel, 2004). As a result, global brands like McDonald's, Coca-Cola, Starbucks, and Nike have become targets of anti-globalization protests and boycotts promoted by consumers. Political parties and non-governmental organizations have focused their protests on global brands because they are the most visible symbols of the negative effects of globalization including pollution, exploitative work conditions, and cultural imperialism (Holt et al., 2004). Local brands have plentiful opportunities to generate an explicitly anticorporate brand image, as the defiant national alternative to global brands (Thompson & Arsel, 2004). As a result, local brands can take advantage of the rise of nationalism in some countries and interest to preserve local culture and symbols.

In this scenario, global corporations have been under pressure to explore and develop a different approach to these markets. 'Glocalization' or global localization requires a global business perspective adapted to local conditions, tailoring and advertising products and services designed and manufactured in a global scale to increasingly differentiated local markets (Robertson, 1995). In this approach, global corporations may opt for a global scale or standardization of internal processes such as technology, production, and organization and an adaptation of product and service characteristics, communications, consumer promotions, and distribution to local consumer needs and wants. Although global brands are associated with quality and may satisfy aspirational needs in some market segments, and standardization is cost-effective, localization is critical to generate familiarity, differentiation, substantial margins, and growth (Svensson, 2001). Furthermore, brand managers should avoid segregating local consumers by removing iconic local

brands from their brand portfolio, or merging these local brands under a global brand (Pitta & Franzak, 2008). Consequently, multinational corporations should be aware of the risks of disrupting local market consumers by making these decisions.

In emerging markets, multiple product categories have a predominant presence of local brands. Indeed, in the majority of brand rankings published by global brand agencies in Latin American markets, a blend of global and local brands appear in top positions (Farías, 2015). Consumers preference for local or global brands depends on the consumer segment and product category. For instance, global brands may be preferred in product categories where consumers seek an aspirational value associated with modernity, status, sophistication, and technology, and consumption is highly visible, whereas local brands may be preferred in product categories where purchase risk is relatively low and consumption is private (Batra, Ramaswamy, Alden, Steenkamp, & Ramachander, 2000; Dimofte et al., 2008; Strizhakova, Coulter, & Price, 2008). For example, food and beverages product categories have strong cultural roots because local tastes and traditions may offer local brands the opportunity to contest the standardization of global brands (Schuh, 2007). As a result, local brands in product categories such as coffee, beer, and tequila are also suitable for public consumption situations when cultural, nationalistic, and anti-globalization motivations are involved during their consumption in the most important Patriotic Holidays such as the *Cinco de Mayo*, the Independence Day, and the Mexican Revolution Day.

Furthermore, brands from emerging markets are increasing their presence in multiple developed markets (Elango, 2006; Luo & Tung, 2007). Some examples include corporate brands from emerging countries such as Lenovo Group and Huawei Technologies from China, AmBev beverages and Petrobras energy from Brazil, Tata Group and Mahindra Tractors from India, Stolichnaya vodka and Lukoil energy from Russia, and La Costeña processed food and Cemex cement from Mexico. Most of these brands are related to consumer goods and technological business sectors such as food, beverages, cars, tractors, energy, computers, and construction. These brands are consolidating their presence in different regional markets around the world with the potential to become global brands.

These brands from emerging markets are globalizing based on consumers in diverse markets around the world who have previous experiences with these brands such as immigrants, their descendant generations, and travelers from the country of origin, as well as an increasing number of overseas consumers who consider themselves more sophisticated and open to different cultural experiences (Nijssen & Douglas, 2008). Sometimes these brands from emerging markets become sociocultural identity symbols (Cleveland, Laroche, & Papadopoulos, 2009) for consumers living overseas who deal with a complex set of forces including acculturation (Paswan & Ganesh, 2005) and nostalgia (Goulding, 2001; Schindler & Holbrook, 2003; Sierra & McQuitty, 2007).

Consequently, the homogenization of consumption alternatives and symbols in global markets is coexisting with the desire for cultural diversity, where consumers may oppose globalization by protecting local cultures and symbols in some consumption situations, and support globalization by assimilating global culture and symbols in others, simultaneously embracing both alternatives

(Steenkamp & de Jong, 2010; van Ittersum & Wong, 2010). Furthermore, some studies propose that in response to globalization, numerous consumers attempt to incorporate their local identities with global citizenship (Arnett, 2002; Kjeldgaard & Askegaard, 2006). The interplay between the local and the global is creating the conditions for the generation of 'glocal' identities among consumers (Strizhakova et al., 2008). Therefore, these glocal consumers strive to resourcefully cope with both local and global brands in their consumption selection.

In this context, creating global-local brand alliances may offer new opportunities to compete in this global market. This kind of alliances may denote simultaneously brand globalness and localness, representing a fusion of global success and local associations. Consequently, it is pertinent to study more profoundly global-local brand alliances and analyze how they may influence consumers' attitudes.

1.3 Mexico's business environment context

Mexico has presented a historical distrust of unrestricted capitalism and the belief that the government has the capacity to intervene and control strategic economic sectors (L. Meyer, 2010). Emerging markets like Mexico turned to public ownership to encourage industrialization programs, accumulate productive assets, pursue social goals, and promote social policies intended at reducing income inequality. From the 1930s through to the 1970s, private Mexican investment was also supported by a model of import substitution, industrialization designed to create and protect new industries producing needed goods and services through the promotion of benefits such as fiscal and tax exemptions and subsidies, providing access to credit and loans with reduced interest rates (Vargas-Hernández, 2001).

Mexican state-owned companies grew in number during the administration of President José López Portillo, from 1976 to 1982, because of the limited number of local investors and the desire to protect against unwelcome foreign investors always ready to take over the most profitable business sectors (Lustig, 2002). Over time, Mexican state-owned companies became identified with a dependency culture, subsidies, excessive regulations, high costs, monopolies, and indifference to consumers (Vargas-Hernández, 2001). Consequently, the majority of Mexican consumers only had access to and experience with local brands. Only a small number of families had the income to buy foreign brands such as Jaguar, Mercedes Benz, Rolex, Channel, and to travel overseas. Multinational corporations were adapting their products, prices, distribution, and communications to the needs and wants of the local market with growing costs and complexities in their organization and operation.

However, the emergence of global markets demanding standardized consumer products and services created the opportunity for some corporations to seize the benefits of economies of scale and offered a competitive advantage. Many multinational corporations such as Coca-Cola and P&G allocated more resources and effort to brands with global potential (Schuiling & Kapferer, 2004). In addition, as competition globalized, the success of multinational corporations depended on their capacity to manage and position brands in diverse countries where they operate. Indeed,

many of these multinational corporations already had manufacturing facilities in Mexico to attend to the demand of local consumers and Latin American markets.

The administration of President Miguel de la Madrid Hurtado, from 1982 to 1988, introduced to the government apparatus a new generation of economists mostly educated in elite universities from the United Kingdom and the United States known as 'technocrats' (Babb, 2001). These technocrats promoted a transition from nationalism to neoliberalism, and as a result, the new economic strategy was based on trade liberalization, limited state intervention, export-oriented policies, and privatization of state-owned companies. In the 1990s, Mexico was the second country with most privatizations in Latin America, with a globalization process directed to facilitate the entrance of foreign multinational corporations, taking legal ownership of natural resources, land, and returning limited benefits to Mexican society (Vargas-Hernández, 2001).

In the 1990s, many multinational corporations focused their strategies and resources on global brands and eliminated many of their local brands to create economies of scale and reach the status of global corporations. This trend was implemented in the consumer goods sector and in other business sectors, including insurance, telecommunications, banking, and retailing. This process was reinforced with the privatization of many state-owned companies during the administration of President Carlos Salinas de Gortari. This process of privatization in Mexico included strategic sectors such as airlines, airports, banks, ports, railroads, steel companies, telecommunications, television, and radio networks, with nearly 1,000 state-owned companies being sold (Rohter, 1990). Some of the most emblematic privatizations were the national telephone company Teléfonos de México (Telmex), the state television broadcaster Imevisión with two national networks and local stations in Mexico City and Monterrey, the national flagship airline Aeroméxico, and 18 national commercial banks including Banamex, Bancomer, and Serfin (DePalma, 1993).

The signature of the North America Free Trade Agreement (NAFTA) accelerated this process in many product and service sectors. For example, Galletera Mexicana (Gamesa), owner of the iconic cookie brands Marías, Saladitas, Emperador, and Chokis, was acquired by PepsiCo in 1990. The mineral water brand Peñafiel was acquired by Cadbury Schweppes in 1992. Chocolates La Azteca, owner of the leading chocolate brand Abuelita, with the image of the iconic Mexican actress Sara García, was acquired by Nestle in 1995. Comex, the leading company of high-quality paints, stains, supplies, and coating solutions for commercial and residential clients was acquired by PPG Industries in 2012. The beer companies Grupo Modelo, owner of iconic brands such as Corona, Victoria, and Leon, as well as Grupo Cuauhtémoc Moctezuma, were acquired by the global corporations AB InBev and Heineken in 2013 and 2010 respectively. The premium tequila brand Don Julio, owned by Casa Cuervo was acquired by Diageo in 2015 (CNN Expansión, 2017).

Nowadays, Mexico is a leading case in Latin America, an important emerging market with increasing economic development and openness to global influence and brands. Mexico's geographic position, economic growth, and free trade and economic partnership agreements offer preferential access to 44 different markets and more than a billion consumers around the world

(Corta Fernandez, Goldstein, Arriola, Martin, & Hansen, 2014). Mexico is a member of the NAFTA with the United States and Canada as partners, and Mexico has free trade agreements with the European Union and other nations and economic regions. With the signing of these free trade agreements, Mexico liberalized a diversity of business sectors allowing the import of brands that were new to Mexican consumers.

Additionally, Mexico is a dynamic market because of its geographical proximity to the United States and its high market integration which has been reinforced through the NAFTA. Mexico has made the transition from a commodity-based economy to one dominated by manufacturing and services, and its companies are firmly situated within North American value chains, augmenting their global competitiveness (O'Neil, 2014). For example, Mexico has become a leading high-value car manufacturer, outperforming the United States and Canada in this business sector (Corta Fernandez et al., 2014).

Mexico's middle class comprises between 40 million and 60 million people, which represents an important percentage of a population of 116 million, people with an increasing income who are eager to acquire high-value products as houses, cars, and new technological devices (O'Neil, 2014). The middle class in Mexico has seen important growth in the past 15 years. According to INEGI, in the urban areas, 50.1% of the households with 47% of the total population are middle class (Instituto Nacional de Estadística y Geografía, 2015). In absolute terms, by 2010 there were 12.3 million of households with 44 million people from the middle class in Mexico, by 2015 this number rose to 14.6 million households and is expected to grow by a further 3.8 million households by 2030 (Instituto Nacional de Estadística y Geografía, 2012, 2014, 2016).

For Mexican consumers with an annual gross income over \$250,000 USD, the predominant group is consumers aged 50-54 (Euromonitor International, 2018a). This segment of consumers is a key market for a broad range of luxury products and services. In contrast, the population aged 15-28 accounted for the largest share of the country's total gross income, mainly due to the size of this age group in Mexico. Mexican youth is an attractive market for product categories like communications, clothing and footwear, and leisure and recreation. (Euromonitor International, 2018a). Some luxury brand companies have capitalized on Mexico's growing high income consumer base and rising demand for luxury products by expanding their manufacturing operations, distribution networks, sales and profits.

However, at the same time, a critical perspective toward global corporations and possible alliances with or acquisitions of iconic Mexican companies and brands is present. Mexican society perceives risks associated with foreign market dominance through mergers and acquisitions in diverse business sectors, or some business opportunities posed by brand alliances, such as Corona's acquisition by Anheuser-Busch, and Turín by Mars. Hence, a wide variation in attitudes toward globalization exists among consumers. The elimination of many local brands by global corporations has created a sense of dispossession among Mexican consumers. Consequently, despite Mexicans being open to experience global brands, they are at the same time concerned about the disappearance of local brands and an increased number of local brands acquired or eliminated by global corporations. In order to understand better these consumer

concerns, it is relevant to study how Mexicans perceive global and local brands, their attitudes toward these brands, as well as their images and attitudes toward brand alliances.

1.4 Research question

This research will analyze the potential of global-local brand alliances to represent a synthesis of globalness and localness.

RQ: To what extent does a consumer's image of and attitude toward a global brand and a local brand impact the overall image and attitude a consumer has toward a brand alliance?

An extensive literature review related to global brands, local brands, brand dimensions, brand alliances, consumer identity, and consumption orientation will enlighten the initial stages of this investigation. The researcher will assess to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a global-local brand alliance.

These brand dimensions include consumers' brand knowledge in terms of awareness, attributes, and benefits; brand experience with global brands taking place when consumers search, buy, and consume products and services related to these brands, considering that experience can be direct when there is physical interaction with the brand, or indirect when a brand is presented in printed and electronic advertisements. It also includes brand familiarity taking into account the consumer's level of involvement regarding a brand in a product category; brand origin in terms of country of design, country of ingredients, and country of production; and brand consumer imagery from the people's view of the typical brand consumer or stereotyped perception of the expected consumer of a brand. Subsequently, the consumers' perceptions of globalness of these brands and their attitudes toward global brands are analyzed.

RQ₁: To what extent do global brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery impact consumers' image of and attitude toward a global brand involved in a global-local brand alliance?

RQ₂: To what extent do local brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery impact consumers' image of and attitude toward a local brand involved in a global-local brand alliance?

RQ₃: To what extent consumer's image of and attitude toward a global brand are impacted by the same or different brand dimensions with respect to a local brand involved in a global-local brand alliance?

RQ₄: To what extent does a consumer's image of and attitude toward a global brand impact the consumer's image of and attitude toward a brand alliance respectively?

RQ₅: To what extent does a consumer's image of and attitude toward a local brand impact the consumer's image of and attitude toward a brand alliance respectively?

In addition, the research will evaluate the mediation effects of the main global and local brand constructs. It will evaluate to what extent consumer image of a global/local brand positively mediates the relationship between global/local brand dimensions and consumer's image of a brand alliance. Similarly, it will analyze the mediation effect of consumer's attitude toward a global/local brand on the relationship between global/local brand dimensions and consumer's attitude toward a brand alliance.

RQ₆: To what extent does a consumer's image of and attitude toward a global brand positively mediate the relationship between global brand factors and consumer's image of and attitude toward a brand alliance respectively?

RQ₇: To what extent does a consumer's image of and attitude toward a local brand positively mediate the relationship between local brand factors and consumer's image of and attitude toward a brand alliance respectively?

Moreover, this study will analyze to what extent the type of brand alliance, product category, consumer identity, and consumption orientation have a moderating effect in the relationship between the global and local brand dimensions and the consumer's image of and attitude toward global and local brands, and the relationship between the consumer's image of and attitude toward global and local brands involved in a global-local brand alliance and the consumer's image of and attitude toward the global-local brand alliance.

RQ₈: To what extent do type of brand alliance, product category, consumer identity, and consumption orientation moderate the relationship between global and local brand dimensions and consumer's image and attitude toward global and local brands?

RQ₉: To what extent do type of brand alliance, product category, consumer identity, and consumption orientation moderate the relationship between consumer's image and attitude toward global and local brands and consumer's image and attitude toward a brand alliance?

1.5 Research design and methods

A mixed methods design with two sequential studies will be utilized for this research. First, a qualitative study involving online interviews with Mexican consumers will be used to explore in-depth global and local brand dimensions. The interviews will inquire about knowledge and associations regarding global and local brands; and experiences in terms of cognitions, feelings, and behaviors induced by brand-related stimuli such as brand names, logos, and packaging. It will also examine familiarity in terms of direct and indirect exposure to global and local brands; the influence of country of origin in decision making; and the description of real and imagined consumers of global and local brands. The researcher will also explore the consumer's images and attitudes toward global brands, local brands, and global-local brand alliances.

Thematic analysis will be utilized to analyze the data from the online interviews with Mexican consumers. Themes and codes will be identified from the online interviews assisted by NVivo software. The researcher will propose a conceptual model based on the literature review and the

findings of the qualitative study. The answers of participants will enrich the analysis and conceptualization of each construct, identify potential new items to be included in the model, and alternative relations among the constructs. In addition, these insights will assist the researcher in the selection of words and phrases for questionnaire wording.

Second, a quantitative study using a shopping mall intercept survey with a set of four versions of the questionnaire will be used to assess the conceptual model. The researcher will administer the questionnaire in his role as interviewer with the assistance of an electronic device during the conduction of the survey. The use of the tablet will facilitate the collection of data by presenting randomly the answers to reduce systematic error, and also will help in presenting visual materials to the participants before asking the questions for global and local brands separately, and later the brand alliance, including logos and prototypes of the packaging. The study will involve a sample of 300 respondents. This research will use a systematic sampling method, and the interviews will be conducted in shopping malls located in different areas of Mexico City.

The analysis of survey data will involve multivariate analysis. The study will analyze the interaction between global and local brands in brand alliances and assess their respective contributions across different product and service categories. A dataset from Qualtrics will be generated for each of the four versions of the questionnaire. Subsequently, these datasets will be merged into a single dataset. An exploratory factor analysis using SPSS 24.0 will be conducted to identify possible factors underlying the structure for each construct. Subsequently, a confirmatory factor analysis will be performed to generate congeneric models for each construct. Finally, Structural Equation Modeling (SEM) analysis using AMOS 24.0 will be performed to test the validity, reliability, and stability of the model.

1.6 Significance of the study

An important part of the literature in branding and consumer behavior has focused on the analysis of global brands (Alden, Steenkamp, & Batra, 2006; Dimofte et al., 2008; Holt et al., 2004; Özsomer & Altaras, 2008; Özsomer et al., 2012). In contrast, limited research has been done to study the particulars of local brands (Eckhardt, 2005; Kapferer, 2000, 2002; Schuiling, 2001). Previous literature have mainly assessed global and local brands independently or comparatively (Bhardwaj, Kumar, & Kim, 2010; Özsomer, 2012; Strizhakova & Coulter, 2015). Some other studies compare global versus local brand associations but mainly considering specific product categories or market segments (Batra et al., 2000; Steenkamp, Batra, & Alden, 2003; Xie, Batra, & Peng, 2015; Y. Zhang & Khare, 2009).

In the case of global brands, the most important positive associations linked to these brands are quality and prestige (Alden et al., 2006; Batra et al., 2000; Holt et al., 2004; Özsomer, 2012; Steenkamp et al., 2003), innovation (Xie et al., 2015), sophistication (Dimofte, Johansson, & Bagozzi, 2010; Dimofte et al., 2008), and status (Batra et al., 2000; Holt et al., 2004; Steenkamp et al., 2003), whereas the negative associations are market dominance, social irresponsibility, or eradication of local cultures (Holt et al., 2004; Martin, 2006; Serafeim, 2014). Moreover, other

studies have analyzed the role of global brands as symbols of the global consumer culture, incorporating an image of superiority that frequently conveys high levels of esteem among consumers (Holt et al., 2004; Johansson & Ronkainen, 2005).

Similarly, in the case of local brands, the most important positive associations of these brands are trustworthiness, reliable, health, tradition, value, and basic/simple (Schuiling & Kapferer, 2004), as well as wide-ranging associations in terms of quality and prestige across different developed and emerging local markets (Özsomer, 2012; Steenkamp et al., 2003). Furthermore, other studies have examined the role of local brands as symbols of the local consumer culture, incorporating an image of authenticity, practicality (Winit, Gregory, Cleveland, & Verlegh, 2014), uniqueness, originality, respect for values and local traditions, and pride in representing the local culture and economy that frequently results in strong emotional links and loyalty among consumers (Farías, 2015; Özsomer, 2012).

However, in the literature, there is a lack of a more comprehensive analysis beyond these specific associations in relation to global and local brands. The possibility of examining brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery as dimensions of global and local brands comprising the associations described above, have not been studied together before. Additionally, there is an emerging interest to study the effects of perceived consumer's image of globalness or localness of brands across different markets and product categories. Perceived globalness may convey an image of worldwide higher quality. Multinational corporations often advertise the worldwide availability and acceptance of their global brands as a way to communicate their quality (Steenkamp et al., 2003). Recent studies have proposed that perceived brand globalness influences in a positive way brand cognitive and emotional associations in emerging markets (Guo, 2013; Strizhakova & Coulter, 2013; Swoboda, Penemann, & Taube, 2012; Winit et al., 2014). Consumers in emerging markets believe global brands are fashionable possessing higher quality and more social prestige than local brands (Strizhakova et al., 2008; L. Zhou, Teng, & Poon, 2008).

Although some studies propose that perceived brand globalness may create consumer perceptions of brand superiority related to prestige and quality (Kapferer, 2005; Roy & Chau, 2011), there is also evidence about numerous consumers preferring brands with strong local connections (Dimofte et al., 2008; Holt et al., 2004). Although the global culture is present in many spheres of the consumer everyday life, local culture is still a central piece that influences consumer behavior (Samli, 2013). Local brands can compete successfully by using local cultural capital, heritage, and targeting and positioning strategies that reflect a deeper understanding of local culture, traditions, identity, tastes, and needs (Bhardwaj et al., 2010; Roy & Chau, 2011). Creating a connection with the local culture may be a way to build perceptions of localness for local brands. Given this unresolved debate, there is clearly a need to investigate whether consumer perceptions of globalness or localness affect consumers' image of and attitude toward a global brand, a local brand, and brand alliances.

Brand alliances are an understudied area offering significant potential for theory and practice development (Lafferty, 2009; Voss & Gammoh, 2004; Votolato & Unnava, 2006). Hitherto, academic research on brand alliances has focused on three major areas. The first area explores attitudes related to original brands and their influence over attitudes towards brand alliances. Most published studies have focused either on alliances between one well-known brand and one unknown brand, or alliances between two renowned brands (Rao, Qu, & Ruekert, 1999; Rao & Ruekert, 1994; Simonin & Ruth, 1998). Some studies have found a partner brand improves consumer evaluation of a host brand (Rao, Qu, and Ruekert 1999; Voss and Tansuhaj 1999; Washburn, Till, and Priluck 2000; Voss and Gammoh 2004). The second area analyzes the effects of brand alliances on original brands. Consumers' attitudes toward brand alliances positively influence their subsequent attitudes toward each individual brand (Simonin & Ruth, 1998). In general, these studies conclude that brand alliances positively influence consumers' evaluations of original brands (Gammoh, Voss, & Chakraborty, 2006; Lafferty & Goldsmith, 2005). The third area examines the level of congruity between the original brands, the way in which brands fit together. Consumers' positive attitude toward individual brands leads to positive brand alliances evaluations. In addition, consumers evaluate brand alliances according to the congruity of the individual brands in high-involvement conditions (Walchli, 2007). Consequently, little attention has been paid to the potential of global-local brand alliances because the assumption is that these brand alliances are unlikely to succeed.

This study will assess through a comprehensive analysis to what extent brand dimensions such as brand knowledge, brand experience, brand origin, and brand consumer imagery together influence consumer's image of and attitude toward a global and a local brand, and consequently these latter constructs influence the overall consumer image and attitudes toward a brand alliance comprised of these individual brands. Global-local brand alliances represent a new area of opportunity in a more competitive global market. This type of alliance has the potential to simultaneously denote brand globalness and localness, representing a fusion of global success and local cultural links.

1.7 Outline of the thesis

The thesis is structured in seven chapters and written in American English. Chapter 1 presents the background of this research and a contextual analysis of the business environment in Mexico during the last three decades. In addition, the research question is presented, the research design and methods are described, and the significance of this study is explained. Chapter 2 presents the literature review on global brands, local brands, brand dimensions, brand alliances, consumer identity, and consumption orientation. The literature review on branding examines theoretical and empirical studies about the main concepts of this research, namely global brands, local brands, brand dimensions, and brands alliances. The literature review on consumer behavior examines the influence of consumer identity and consumption orientation in the relationship between the main concepts.

Chapter 3 explains the mixed methods approach applied in this research. First, different research paradigms are explored, and then a research design is selected for this research. Subsequently, the qualitative study involving online interviews with Mexican consumers is described. In this chapter, the data collection process and thematic analysis are examined in conjunction with important issues including research validity and reliability processes. At the end of the chapter, some ethical considerations of the qualitative study are outlined.

Chapter 4 presents the results of the online interviews with Mexican consumers. First, the profile of the participants is described in terms of gender, age, industry, position, and years of experience. Then, the thematic analysis of the online interviews with Mexican consumers is developed for the global brands, local brands, brand alliances, and the moderating variables consumer identity, consumption orientation, and product category. The analysis begins with the presentation of a list of category codes and individual codes generated during the thematic analysis in relation to each construct of the preliminary conceptual model. Subsequently, the analysis of the findings is presented, including relevant quotations from the participants. In the last section, the main implications of this analysis are discussed. At the end of the chapter, a conceptual model is presented based on the literature review and the insights of the online interviews.

Chapter 5 explains the quantitative study involving a survey utilized to assess the conceptual model. The operationalization and measurement of each construct are presented. Next, the survey methods are examined, and the selected method is justified. The selection of the brands and product categories for the four versions of the questionnaire is explained. In addition, the identification of actual and potential brand alliances across different product and service categories is also detailed considering brand rankings of global and local brands available in Mexico as well as business newspapers and magazines. The sampling method and questionnaire design are outlined. The data analysis strategy using SEM is explained. In the last part, important consideration with relation to ethical reasons during the conduction of the quantitative study are discussed.

Chapter 6 presents the assessment of the conceptual model. A preliminary analysis of the dataset is developed including the profile of respondents and response rate. Then, additional analysis is performed to ensure the suitability of the data for SEM, the main method of analysis of this research. The analysis follows a three-step process. First, the questionnaire items are analyzed using exploratory factor analysis (EFA). Second, the measurement models for global brands and local brands are assessed. For each construct, the related items from the questionnaire are analyzed utilizing confirmatory factor analysis (CFA). These constructs are then refined using a process of construct validation. Third, the structural model is fitted to the data and fit indexes are examined. The effect of selected moderating variables is then assessed using a multi-group analysis. Subsequently, analysis of the mediation effects of the main constructs in the model is conducted, followed by the evaluation of an alternative model to the conceptual model.

Chapter 7 presents an overview of the study, an analysis of findings along with their significance for the research question, hypotheses, and literature review. Then, the contributions of this study to the literature on global brands, local brands, and brand alliances, methodology, and relevance to brand managers and practitioners are discussed. Subsequently, the limitations of this study related to the design and conduct of this research are detailed, as well as the areas for further research are outlined and explained. In the conclusion section, the researcher highlights the last contributions of this study.

Chapter 2

Brand alliances between global and local brands: Literature review

This chapter presents the review of the literature related to brand alliances between global and local brands. It examines the theoretical and empirical research about the main concepts of this research, namely global brands, local brands, brand dimensions, brand globalness and localness, and brand alliances. Subsequently, it analyzes concepts with an influence in the relationship between the main concepts, namely type of brand alliance, product category, consumer identity, and consumption orientation.

This chapter is organized in ten sections. First, the theoretical framework of this research is conceptualized and analyzed. Second, the researcher presents a review of the literature regarding global brands. This section examines relevant literature of global brands in terms of awareness and image, number of markets covered, and profitability in these markets, an analysis of the most important positive and negative associations of these brands, and their role as symbols of the global consumer culture. Third, literature of local brands is analyzed regarding territoriality, availability, and customization of a local brand, the most important positive and negative associations of these brands, and their role as symbols of the local consumer culture.

Fourth, the researcher examines brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery as global and local brand dimensions. Fifth, an analysis of the effects of perceived consumer's image of globalness or localness of brands across different markets and product categories is presented. Sixth, the affective and behavioral components in consumers' attitude toward global and local brands are considered. Seventh, relevant literature on brand alliances is examined addressing types of alliances, their importance, attitudes towards this type of alliances, level of fit between the original brands, and effects of brand alliances on the original brands or spillover effects.

Eighth, the researcher presents a literature review about product category. An analysis of similarities and differences between global and local brands across different product categories including products and services is presented. The relationship between culture and product category is also examined and the possible effects on global-local brand alliances. Ninth, the self-identification of consumer as global or local citizens is discussed and the importance of cultural connections of global and local brands. In the last section, it is examined the influence of consumption orientation in terms of cosmopolitanism and ethnocentrism on consumer's image and attitude toward global brands, local brands, as well as global-local brand alliances.

2.1 Theoretical framework: Brands and culture

This research integrates two theoretical approaches: associative network theory and consumer culture theory. This research will use the associative network theory to assess to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a global-local brand alliance.

In the associative network theory, knowledge reflects the information consumers have already learned and stored in memory about brands, companies, products, services, and other entities (Hoyer, MacInnis, Pieters, Chan, & Northey, 2018). Knowledge content is not stored in memory as a set of random facts, instead the content is structured in schemas or scripts (J. R. Anderson, 1983). A schema is the group of associations or associative network linked to a concept, an object, a person, or a brand (Bettman, 1979). For example, a schema for the concept tequila has many associations such as agave, 64 calories per shot, lemon and salt, margaritas, and parties. Indeed, a brand image is a specific type of schema that represents the most salient associations linked to a brand different from others (Hoyer et al., 2018). Therefore, the associative network theory will allow this research to identify the most relevant associations categorized as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery and assess their influence in the construction of consumer's image of and attitude toward global brands, local brands, and brand alliances.

The fundamental assumption of the associative network theory is that consumers use brand names, logos, colors, product attributes, as well as celebrities' endorsement and events sponsored by the brand as retrieval cues for information about a brand (J. R. Anderson, 1983). In the branding literature, previous research has regularly used the associative network theory as a framework for explaining consumer-based brand evaluations (Keller, 1993, 2003) and consumer brand choice (D. Aaker, 1991; Erdem & Swait, 1998, 2004).

Kevin Keller's (1993) conceptualization of consumer-based brand equity model is based on the associative network theory. His discussion of consumer-based brand evaluations reflects the theoretical foundations of the associative network theory. In his model, two dimensions of brand knowledge to be examined are brand awareness comprised of brand recall and recognition, and brand image comprised of perceptions of a brand as reflected by a network of brand associations in consumer memory (Keller, 1993). Therefore, consumers looking for some product attributes can simply search for a brand name associated with this set of attributes.

Likewise, Jennifer Aaker's (1997) brand personality framework is based on the associative network theory. In her framework, brand personality refers to the set of human characteristics associated with a brand. In other words, brand personality is the process through which human traits or characteristics are linked to a brand, encouraging consumers to think about a brand in terms of person like qualities. As a result, she categorized the set of associations included in a

brand personality schema in five dimensions: sincerity, excitement, competence, sophistication, and ruggedness (J. Aaker, 1997).

Additionally, this research will use consumer culture theory to analyze to what extent consumer identity, in terms of global and local citizenship, and consumption orientation, in terms of cosmopolitanism and ethnocentrism, have a moderating effect on the relationship between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands, as well as the relationship between the consumer's image and attitudes toward global and local brands and the consumer's image and attitudes toward brand alliances.

Consumer culture theory is the study of consumption choices and behaviors from a social and cultural perspective, instead of an economic or psychological approach (Arnould & Thompson, 2005). Instead of focusing on the structure of economic markets, the concept of consumer culture concentrates on the norms, values, and meanings associated with a society dominated by consumption (Ritzer & Jurgenson, 2010). This theory addresses the dynamic relationships between consumer actions, the marketplace, and cultural meanings (Arnould & Thompson, 2005). As a result, consumer culture theory is often associated with qualitative methodologies such as interviews, case studies, ethnographic, and 'netnographic' methods appropriate to study the experiential, sociological and cultural aspects of consumption. However, these methods are not a prerequisite to contribute new knowledge to the consumer culture theory (Arnould, 2006).

The consumption of products, services, and marketing symbols is central to consumer culture, and until now the perpetuation and reproduction of this system is largely dependent upon the exercise of free personal choice in the private sphere of everyday life (Holt, 2002). Consumer culture also analyzes the promotional images, texts, and products that consumers and groups use to make collective sense of their situations and to conduct their experiences and lives through the construction of consumption practices, identities, and meanings (Kozinets, 2001, 2002). These consumption meanings are embodied and negotiated by consumers in certain social situations, roles, and relationships (Üstüner & Holt, 2010). Furthermore, consumer culture describes an intertwined network of global connections through which local cultures are increasingly permeated by multinational corporations and global media (Crane, 2002; Kjeldgaard & Askegaard, 2006).

The following sections analyze the literature of global brands and local brands and their role as symbols of the global consumer culture and local consumer culture respectively. In addition, an analysis of the effects of perceived consumer's image of globalness or localness of brands across different markets and product categories, and the affective and behavioral components in consumers' attitude toward global and local brands is presented. Later, it is examined the influence of consumer identity, in terms of global or local citizens, and consumption orientation, in terms of cosmopolitanism and ethnocentrism, on consumer's image of and attitude toward global brands, local brands, as well as global-local brand alliances.

2.2 Global brands

This section presents a literature review in regard to global brands. It examines relevant literature of global brands from a consumer's perspective. In addition, an analysis of the most important positive associations of these brands such as quality, prestige, innovation, sophistication, and status, as well as negative associations such as market dominance, social irresponsibility, or eradication of local cultures is presented. Also, this section analyzes the role of global brands as symbols of the global consumer culture, delivering an image of superiority, sophistication, and exclusivity that frequently results in high levels of esteem among consumers. Table 2.1 presents key research studies focused on global brands definitions, respective associations, and the use of global brands as symbols of the global culture.

2.2.1 Definitions of global brands

Global brands can be defined as brands extensively available across international markets and with high levels of recognition around the world (Dimofte et al., 2008). These brands have widespread worldwide availability, awareness, acceptance, and demand, and usually have the same brand name with solid positioning, look, feel, and personality in different markets by coordinating centralized marketing strategies and programs (Özsomer & Altaras, 2008). Many consumers positively associate global brands with both perceived brand quality and prestige (Pappu, Quester, & Cooksey, 2007; Steenkamp et al., 2003).

Globalization along with a major presence of multinational companies in more local markets has facilitated the accessibility of diverse brands from one country, to consumers in other overseas markets (Hsieh, 2002). A key opportunity of globalization for multinational companies is the possibility to achieve economies of scale. A global brand can reduce costs in many business areas, including research and design, production, and distribution (Schuiling & Kapferer, 2004). Changing from multiple local brands to a single global brand may generate an important reduction in costs of packaging and communication (Craig & Douglas, 2000b). Furthermore, some multinational firms may leverage economies of scale to achieve greater competitive advantages such as enhancing brand financial performance and reducing prices (Kotabe & Helsen, 2010) as well as developing a unique brand with worldwide awareness, accessibility, and solid positioning (Alden, Steenkamp, & Batra, 1999; Holt et al., 2004). However, this approach can lead to excessive centralization, insensitivity to local markets needs and wants, damaged brand equity or image, and inadequate local implementation (Schuiling, 2001).

In addition, global brands are defined as brands that can be found in multiple countries using the same brand name and implementing centrally coordinated marketing strategies (Steenkamp et al., 2003). A unique positioning is important in some product categories with brands targeting market segments with similar tastes, needs, wants, and aspirations around the world (Özsomer & Simonin, 2004; Steenkamp & de Jong, 2010; Steenkamp & Ter Hofstede, 2002). For example, in the fabric softener category, P&G competed in the European Union with a unique brand, whereas Unilever competed in this market with multiple local brands (Schuiling & Kapferer, 2004).

Table 2.1. Key studies on global brands

Author(s)	Sample	Research design	Analysis technique	Independent variables	Dependent variables	Key findings
Holt, Quelch, & Taylor (2004)	<i>Study 1:</i> 1,500 consumers, 41 countries. <i>Study 2:</i> 1,800 consumers, 12 countries.	A two-stage research project, three global brands in six product categories. <i>Study 1:</i> Focus-groups. <i>Study 2:</i> Survey.	Confirmatory factor analysis. Structural equation modeling (CFA & SEM)	Global brands	Consumer's image of global brands	Four dimensions of global brands: quality, global myth, social responsibility, American values Quality signal, global myth, social responsibility are significant, American values is not. Four global consumer segments: global citizens, global dreamers, antiglobals, global agnostics.
Johansson, & Ronkainen (2005)	25,813 participants, 1997 and 1999. France, Germany, Italy, Spain, Sweden, UK, USA.	Factor analysis of Y&R database Brand Asset Valuator. 150 brands, 12 product categories each country.	ANOVA Linear regression	Global brand Local brand	Perceived quality Brand familiarity Brand esteem	Global brands have image of higher quality than local brands. Global brands have higher levels of esteem than local brands.
Dimofte, Johansson, & Ronkainen (2008)	<i>Pretest:</i> 135 & 131 university students. <i>Study 1 & 2:</i> 719 & 756 USA consumers	<i>Study 1 & 2:</i> Online consumer panel. Likert 7-point scale.	Exploratory factor analysis (EFA) ANOVA	<i>Study 1 & 2:</i> Global brand Local brand	<i>Study 1 & 2:</i> Consumer's image of global brand Consumer's attitude toward global brand	Identify the meaning of a global brand. Five dimensions of global brand image. 56 global brand associations. Association of quality is not strong as earlier studies propose.
Bhardwaj, Kumar & Kim (2010)	405 students from India.	Survey self-administered questionnaire.	ANOVA	Global brand Local brand	Brand awareness Emotional value Perceived quality Brand loyalty Purchase intention	Greater brand awareness for global brands. Global brands offer higher emotional value and quality compared to local brands. Higher brand loyalty and purchase intention toward global brand than local brand.
Roy & Chau (2011)	200 students from Australia.	Survey self-administered questionnaire	Two-way mixed ANOVA	Global brand Local brand	Brand awareness Perceived quality Brand loyalty Purchase intention	Global brands have higher awareness, perceived quality, and loyalty than local brands. Brand awareness effect on brand loyalty is mediated by perceived quality.
Davvetas & Diamantopolous (2018)	<i>Study 1:</i> 295 consumers from Austria <i>Study 2:</i> 370 visitors of a Slovakian website	Six product categories. <i>Study 1:</i> Personal survey <i>Study 2:</i> Online survey self-administered questionnaire.	Confirmatory factor analysis. Structural equation modeling (CFA & SEM)	Global brand Local brand Actual brand Fictitious brand	Global versus local brand preference	Product category is an important determinant of consumer choices between global and local brands. Global brands are perceived as better than local brands when purchase involves significant product risk and provides functionality rather than experiential enjoyment.

2.2.2 Global brand associations

The analysis of global brand has been strongly focused on the identification of the most important associations of these brands from consumers' perspective. The strong connection of global brands with perceptions of prestige and high quality have been addressed in prior studies (Alden et al., 2006; Batra et al., 2000; Holt et al., 2004; Özsomer, 2012; Steenkamp et al., 2003). In relation to quality, consumers frequently correlate the amount of people buying a global brand and the level of quality of the product, assuming global brands offer better features than local alternatives, and this perception often supports the rationale to accept higher prices (Holt et al., 2004). Consumers believe that global firms compete worldwide by developing new products and services, implementing innovative technologies earlier than local companies. For some consumers, global brands are more exciting because these brands continually introduce new products, whereas local brands are more limited in the development of new products. Therefore, country-of-origin associations are still relevant, but consumers' attitudes are increasingly driven by perceptions of brand's globalness (Holt et al., 2004).

In addition to quality, global brands are frequently linked to status or high prestige (Batra et al., 2000). Some studies have shown that prestige is the second driver of global brand preference (Holt et al., 2004; Steenkamp et al., 2003). The association of global brands with high prestige has been accredited to the symbolic link between global brands and lifestyles of the consumers in developed markets where these brands frequently originate (Alden et al., 2006; Batra et al., 2000; Özsomer, 2012). Furthermore, global brands often function as symbols of status because these brands usually have higher prices and greater scarcity than the local counterparts, and then, predictably become attractive among consumers focused on conspicuous consumption in developing status-focused countries (Batra et al., 2000).

Some studies have found that high prestige and perceived quality are key advantages of global brands with respect to local brands, particularly in developing countries (Batra et al., 2000; Steenkamp et al., 2003). In these countries, consumers frequently choose global brands as symbols of purchase power and communication of social distinctions, principally status. Although some studies contest the relationship between global brands and perceived quality, these challenging findings are limited to consumers in developed countries such as the United Kingdom, Germany, and France (Schuiling & Kapferer, 2004).

Global brands also offer affective benefits by enhancing consumers' self-esteem and a perceived social superiority because these brands act as symbols of wealth, status, and fashionable taste (Roy & Chau, 2011). Furthermore, consumers may perceive themselves and be perceived by others in a more positive social position because of the use of prestigious brands which at the same time create positive emotional reactions. In developing countries where high social mobility is occurring there is a great need for symbols of status, and therefore affective effects of brand prestige are extremely relevant (Batra et al., 2000). Consequently, global brands are strongly preferred in terms of prestige, perceived quality, and awareness by high status seekers (Roy & Chau, 2011).

In addition, global brands are frequently perceived as symbols of consistency, innovation, safety, and quality-related characteristics that reinforce consumers' confidence in the brand's capacity to deliver its promise (Xie et al., 2015). Global brands often have high standards of product research and development, supply systems, and strategies of promotion which help them look more appealing and trustworthy when compared with local brands (Dogerlioglu-Demir & Tansuhaj, 2011). Brand prestige is also related to past performance of the brand, supporting customers' expectations about the brand's intention and capacity to accomplish promises (Johansson & Ronkainen, 2005). Furthermore, corporations should carefully maintain brand prestige by sustaining integrity and reliability because prestige is a strategic resource easy to damage. As a result, consumers may be more eager to trust prestigious global brands, and then this prestige may be a key driver of trust for global brands (Xie et al., 2015).

Additionally, prior research has found that favorable brand evaluation lead to positive types of affect such as happiness or interest, whereas unfavorable evaluation result in negative types of affect such as anger, disgust, or guilt (Dimofte et al., 2008). Therefore, consumers react more affectively toward global brands because they may feel more enthusiastic about their purchase, experience less anxiety related to their selection, and expect higher satisfaction based on perceptions of higher quality (Xie et al., 2015). Although research has suggested that brand trust and brand affect are two important predictors of brand choices, loyalty, and consumer preferences (Chaudhuri & Holbrook, 2001), the expected higher trust and affect generated by global versus local brands has not yet been extensively studied in the literature of global brands.

Nonetheless, previous research suggests that brand managers and practitioners should be more cautious about global brands because consumers may not have any inherent motives for preferring global brands (De Mooij, 1998). There are global brands with negative images and consumers avoid global brands when local alternatives are available (Holt et al., 2004) because global brands sometimes are perceived as symbols of market domination and possess negative associations such as climate change, monopolistic market structure, or corporate social irresponsibility. Consumers expect global corporations to address social issues associated to their business sectors. In fact, an increasing number of consumers are taking into account in their purchase decision if they feel that global corporations have corporate social responsibility programs addressing key local social issues such as public health, worker rights, and the environment (Bhattacharya & Sen, 2004). Usually, negative attitudes toward global brands and globalization originate from the fear of local culture eradication and pro-Western values imposition by multinational firms (Martin, 2006). Therefore, global brands including McDonald's, Coca-Cola, or Nike can be seen either as icons of a globalized lifestyle or symbols menacing local competition (Ritzer & Ryan, 2014; Thompson & Arsel, 2004).

2.2.3 Global brands as symbols in the global culture

Global brands are becoming one of the most valuable intangible assets that multinational corporations nowadays may have. These brands marketed worldwide are symbols of the global consumer culture, delivering an image of superiority that frequently generates higher levels of

affection than local brands (Holt et al., 2004; Johansson & Ronkainen, 2005). As a result, global brands are appreciated more for what they symbolize than for what they actually do (Kjeldgaard & Askegaard, 2006). Global brands linked to music, cultural tourism, movies, entertainment, ethnic food, and media may work as a means of individual and group expressions, and play a role as symbols of a specific cultural identity because they are associated to cultural values that permeate consumer's identity (Holt, 2004). Global brands have become cultural icons that create bonds between the consumer's cultural values and the culture surrounding these brands (Guzmán & Paswan, 2009).

In addition, consumers may prefer global brands to indicate group membership, for example global cosmopolitanism (Alden et al., 1999). The consumption of global brands is perceived as a way to belong to or demonstrate participation in an aspirational global consumer culture (Belk, Ger, & Askegaard, 2003; Steenkamp et al., 2003). Global brands do not necessarily create homogenization but rather may generate the construction of transnational communities linked through common references to these brands, creating an imagined global identity that consumers share with like-minded people (Holt et al., 2004). Therefore, multinational corporations contend to deliver cultural narratives with global appeal.

Global brands make consumers feel part of something supreme and may generate a sense of identity and self-identification as citizens of the world. These brands allow consumers to express their aspirations associated with global brands. From a consumer perspective, local brands may demonstrate who the consumer is; whereas global brands show who the consumer wants to be (Holt et al., 2004). Indeed, new developments in telecommunications and technologies are bringing the world together and breaking down national borders as signals of cultural identification allowing global brands to become more promising (Strizhakova et al., 2008).

Emerging global media comprised by television, newspapers, and magazines reaching worldwide audiences promote appealing lifestyles, reflect a better quality of life, stimulate a desire for better brands, and increase similarity in lifestyles across the world (Pitta & Franzak, 2008). Thus, a global identity indicates that consumers identify with a global lifestyle and feel belonging to the global community. So, global brands convey a global culture, appeal cosmopolitan consumers, and encourage the aspiration to live in a global community (Farías, 2015).

Another important factor leading to positive consumer responses toward global brands is the support of global retailers. These retailers are incentivized to offer global brands to their consumers in order to build a competitive advantage based in the psychological value of global consumption options (Sweeney & Soutar, 2001). For example, consumers in developing countries are willing to support global retailers because it conveys positive emotions associated with the retailers' perceived globalness and generates psychological benefits of feeling accepted (Swoboda et al., 2012). Consequently, the positive associations of global brands retailers reinforce the consumers' sense of participation and belonging to a global community and a global citizenship. This research will assess to what extent consumer's image of and attitudes toward a global brand influence the overall consumer's image of and attitude toward a brand alliance comprised by a global and a local brand.

2.3 Local brands

This section presents a literature review regarding local brands. It examines relevant literature of local brands from a consumer's perspective. Nowadays, there is no consensus between scholars and practitioners about what a local brand is and the criteria to categorize a brand as a local brand. Moreover, an analysis of the most important positive associations of these brands such as uniqueness, trustworthy, reliable, healthy, traditional, valuable and simplicity is presented. Also, the role of local brands as symbols of the local consumer culture is analyzed, incorporating an image of originality, respect for local traditions and values, and pride in representing the local culture that frequently results in strong emotional links and loyalty among consumers. Table 2.2 presents key research studies focused on local brands definitions, respective associations, and the use of local brands as symbols of the local culture.

2.3.1 Definitions of local brands

Global brands compete with their local counterparts in many geographical markets. Local brands are manufactures and promoted locally with limited distribution, and usually are available exclusively within the borders of a national market (Van Gelder, 2003). Local brands are developed for and customized to the specific needs and wants of local markets (Özsomer, 2012). Local brands frequently have high level of awareness and close relationships with consumers in their home countries. Local brands hold significant advantages such as high levels of awareness, long-term emotional bonds with consumers, and wide distribution networks developed over the years in the local market (Kapferer, 2002). Therefore, strong local brands have built a close relationship with local consumers, creating the challenge for new global brands and retailers to influence consumers to use their products and brands (Bhardwaj et al., 2010).

Local brands are labelled as only available in a country or a limited geographical region (Dimofte et al., 2008), are mainly associated to the local market and symbolize the local culture or home country (Batra et al., 2000; Özsomer, 2012). If a local brand is perceived as an icon of the local culture, then the local brand is linked to prestige, positive brand quality, and purchase likelihood (Punyatoya, 2013). However, this perception differs from culture to culture. For example, In India, consumer ethnocentrism has no moderation effect because foreign brands are favored over brands perceived as local in this emerging market (Batra et al. 2000).

In general, local products struggle to sustain a positive and appealing image in comparison to global brands despite environmental, organizational, and structural advantages of keeping a local identity (Kapferer, 2002). Some examples of these competitive advantages are nationalistic emotions among consumers in the country, corporate strategy and culture, and frequency of purchase respectively. Some consumers may have more favorable attitudes toward local brands because these brands are owned by a local company, and they want to support the local economy (Winit et al., 2014). This consideration is increasingly important in the current international business environment with a rising level of nationalism in key markets such as the United States and United Kingdom.

Consumer sometimes prefer local brands looking for benefits arising from a solid connection to the local market, including perceptions of authenticity, cultural sensibility, and sensitivity to local consumer's needs and wants, and the pride generated by consuming brands that promote and support the national economy and cultural heritage (Özsomer, 2012; Schuiling & Kapferer, 2004). Local brands may also benefit from their capacity to offer consumers a desired identity along with emotional reasons (Dimofte et al., 2008). Brand associations connected to one's self-identity have become a significant source of brand value, but these identity-expression benefits have not yet been extensively addressed in the literature of global brands versus local brands (Chernev, Hamilton, & Gal, 2011).

New local brands make accessible some products that were previously associated only to exclusive brands, offering attractive new brand names and products to the average consumer searching through the shelves of their regular supermarket for a good price, and to the new generations whose preference have not been formed (Kapferer, 2002). For example, three French local whisky brands are the market leaders in France and they are growing in market share: Label 5, Clan Campbell, and William Peel. These English brand names are appealing to local young consumers following consumption trends in night clubs. Local brands do not need to look parochial or regional.

2.3.2 Local brand associations

Neither practitioners or academics have paid much attention to local brands. Some experts have identified and analyzed the most important associations of these brands from consumers' perspective. Local brands have their own strengths, such as associations of uniqueness, originality, and pride of representing the home country or culture (Özsomer, 2012). In some markets such as the United Kingdom, Germany, France, and Italy, local brands have high consumer awareness, a strong brand equity, and they are perceived as more reliable, traditional, healthy, valuable, and simple than global brands (Schuiling & Kapferer, 2004). From a consumer's perspective, local brands may be preferred when consumers associate these brands to regional traditions and customs, opinion leaders and celebrities in their own community, and local events (Y. Zhang & Khare, 2009). Local brands reflect and assist in the construction of the character of the local market. Consequently, some of these brands are perceived as local icons in their home markets and are associated with symbols of the local heritage, culture, and country (Dimofte et al., 2008). Nevertheless, the most significant competitive advantage for local brands is trust because it offers a unique relationship with consumers that has been built and strengthened over years or decades.

Table 2.2. Key studies on local brands

Author(s)	Sample	Research design	Analysis technique	Independent variables	Dependent variables	Key findings
Kapferer (2002)	<i>Case 1:</i> Three FMCG companies in Europe. <i>Case 2:</i> Three leading whisky local brands in France spirits market	Analysis of secondary data, market research reports commissioned by companies.	Case study.	Local brands Global brands Brand portfolios	Brand strategies of MNCs in globalization. Local brand development. Local brands with English-sounding names.	Three different brand strategies: keep only one brand per segment, exploit local brand equities and standardize process, balanced portfolio between local and global brands. Factors in favor of local brands: structural factors competitive factors, portfolio strategy, and environmental factors like nationalistic feelings.
Schlosser (2002)	Food sector in Tunisia, Vietnam, Lebanon and former East Germany.	Interviews with marketing managers.	Case study	Local brands Global brands New market segments New product categories	Effects on local brands when global brands are introduced into their market.	Short- and long-term effects on local brands in emerging markets: Alliance with a global brand allows a local brand keep perception of 'local' and add associations of quality and modernity. Decline on low-end local brands either by imbalances in terms of communication budget or sales promotions. Positioning local brand in high-end segment legitimized by market expectations. The return of a local brand after a period of rejection and decline based on innovation.
Schuiling & Kapferer, (2004)	9,739 people interviewed from 1999 to 2000 United Kingdom, Germany, France, Italy.	Factor analysis of Y&R Brand Asset Valuator. Food sector, 744 brands, 12 categories.	Exploratory factor analysis (EFA) Linear regression	Brand awareness Brand image: quality, trust, value, basic, and reliability.	Local brand differences and competitive advantages relative to global brands.	Local brands have higher awareness than global brands among consumer. Local brands have an image of good quality, better value and trust than global brands. Trust is a competitive advantage for local brands.
Dimofte, Johansson, & Ronkainen (2008)	<i>Pretest:</i> 135 & 131 university students. <i>Study 1:</i> 719 USA consumers. <i>Study 2:</i> 756 USA consumers.	<i>Pretest:</i> Convenience sample. Interviews. Content analysis.	Exploratory factor analysis (EFA)	<i>Pretest:</i> Global brand Local brand	<i>Pretest:</i> Global versus local brand meaning and associations	Identify the meaning of a local brand. Local brands have their own strengths: uniqueness, cultural originality, and pride of representing country. Association of quality is not mentioned by participants.
Özsoyner (2012)	846 consumers from Turkey (480), Singapore (202), Denmark (164).	Mall-intercept survey to middle-income consumers. Likert 7-point scale.	Multigroup confirmatory factor analysis. Structural equation modeling. (CFA & SEM)	Brand globalness Local Iconess	Brand quality Brand prestige	Local iconness is a driver of prestige for local brand in both emerging and mature markets. Likelihood to purchase a global brand decreases when consumers have a high-quality local brand. Prestige of a local brand increases the purchase likelihood of the local brand.

Prior studies of local brands have mixed perspectives about consumers' perceptions of quality. Local brands have an image of high quality, slightly higher than global brands, in developed-country markets (Schuiling & Kapferer, 2004). Some consumers associate local brands with high quality because these brands have a profounder understanding of local quality needs and are perceived as symbols of authenticity (Ger, 1999). In addition, local brands have a positive effect on the functional value of local retailers including quality value and price value in emerging markets (Swoboda et al., 2012). However, some studies did not find a significant association between local brands and perceived quality (Steenkamp et al., 2003). Other studies found consumers perceive local brands with different degrees of quality across product categories (Özsomer, 2012). Consumers perceive local brands with high quality in some product categories where culture is relevant such as food and beverages, in contrast to product categories with strong emphasis on innovation and technology.

Local brands may implement a foreign positioning strategy to compete successfully with global brands in their home markets (L. Zhou, Yang, & Hui, 2010). In cases where consumers might have a negative view of local brands such as representing lower quality, local companies may make an effort to create a global look for their brands (Dogerlioglu-Demir & Tansuhaj, 2011). In some cases, local brands deliberately select global cues as part of their brand elements (Kapferer, 2002). Local companies are aware of this situation and frequently create foreign brand names for their local products to make appear like global alternatives. These companies believe that foreign appeals generate a perception of high quality and increase social status for their brands (Eckhardt, 2005). The three most important factors to consider in the selection of a new brand name are brand positioning, product benefits, and cultural values (Fan, 2002). The creation of new brand names can be a valuable process because it may provide an opportunity to reshape the brand in the new market and create a unique global-local image that enhances the original's brand equity. For example, Sigma Alimentos, the food division of the Mexican corporation Alfa has a broad range of products, from cooked meats, dry meats, dairy, and other categories, and some products have appealing foreign brand names such as Bernina, Longmont, and Otto Kunz, creating an image of higher quality, sophistication, and foreign origin.

However, some experts suggest the use of foreign images as a strategy among local companies to appeal local consumers is increasing the confusion respect to the authenticity of these origin image appeals (S. Zhang & Schmitt, 2001). The increasing number of foreign-looking local brands with disguised lower quality performance may potentially diminish the consumers' trust in perceived brand foreignness leading to a loss of brand value. Some consumers perceive foreign brand images as no longer distinctive in product evaluations and the following purchase decisions (Baron & Kenny, 1986). As a result, consumers in emerging markets have increasing difficulty to differentiate foreign brands and foreign-looking local brands, increasing the level of distrust among some consumers toward brands with foreign image.

In relation to prestige, some studies propose that consumers can perceive local brands with higher prestige with respect to their global counterparts, based on the stronger connections of local brands with local culture, national identity, and heritage (Ger, 1999). For example, a study

found that American and Korean consumers perceive a positive linkage between local brand and prestige (Steenkamp et al., 2003). Another study also found a strong relationship between prestige and local brands in emerging and developed countries (Özsomer, 2012). In contrast, other studies found that consumers in emerging markets more frequently associate global brands with high prestige considering the symbolic link between global brands and lifestyles of the consumers in developed markets where these brands frequently originate (Batra et al., 2000; Dimofte et al., 2008).

Local brands display respect for and unique match with local culture, traditions, customs, and pride in supporting the local economy (Fariás, 2015). Local brands are often perceived as more authentic, practical, with a more close relationship between consumers and brands (Winit et al., 2014). Local brands may reach the status of local icons, play the role as symbols of the country, local culture, and traditions (Dimofte et al., 2008; Özsomer, 2012). In addition, local brands are particularly more responsive to local consumers' needs and wants than global brands (Schuiling & Kapferer, 2004), considering their strong links and better understanding of the local cultural context (Schlosser, 2002; Steenkamp et al., 2003).

Local brands are often more trusted than global brands in developed countries (Schuiling & Kapferer, 2004). Local brands are endowed with trust and loyalty because consumers rely a lot on trust and confidence in well-known brands, and the advice of friends and local experts (Kapferer, 2005). This competitive advantage is based on the preference and support of local salesforce and distributors. In some business sectors such as food, beverages, and spirits, the close relationship of these stakeholders may be more effective than the advertising campaigns of global brands (Schlosser, 2002). In some cases, leading local brands have the largest distribution networks, and are endorsed with the feeling of confidence based on multigenerational use of the same brand (Kapferer, 2000). The recommendation from loyal consumers to relatives and friends is very influential in many of these product categories. As a result, these local brands are part of the local life. Similarly, local brands have a stronger image of reliability than global brands, and this attribute is closely correlated with the level of trust (Schuiling & Kapferer, 2004). Consumers perceive local brands to be more reliable and honest than their global counterparts, and this is an critical advantage for local brands because it generates a unique relationship with consumers built and nurtured over the years.

Another important competitive advantage for many local brands is market segmentation based on price (Kapferer, 2002). In emerging markets, global brands are unaffordable and only a small segment of the market can pay global brand products. For example, in Mexico, appliances of global brands such as Bosch or General Electric are very expensive, and the distribution is limited to the most important cities such Mexico City, Guadalajara, Monterrey, and Puebla. As a result, the local brand Mabe has developed products with high quality, adequate level of innovation, and a competitive price, consolidating a strong leadership in this business sector. Value is perceived as a significant association for local brands linked with the fact that usually prices of local brands are lower than prices of global brands, creating a perception of better value for money among consumers.

When a local brand has a dominant market share position, this is frequently associated with foremost brand awareness, high performance image, and high profitability due to emotional links with the local consumers (Kapferer, 2005). Therefore, local brands can maximize the unique strength of emotional ties generated by brand names, logos, advertising campaign slogans linked to a famous local city, popular names, or iconic symbols. It is important to realize that local populations have a considerable pride in their country and national feelings are strong in many developed and emerging markets. For example, the well-known tequila brands Sauza and Cuervo are the surnames of the founder families of these emblematic companies, whereas the tequila brand name Jimador is a reference to the iconic farmer in Mexico who harvests blue agave or other agaves, which are utilized primarily to produce tequila and mezcal respectively. A jimador requires the skill of recognizing ripe agave, which ripens in between 8 and 12 years, because unripe agave can have a bitter or overly sweet taste, ruining the distilled spirits made from this agave. As a result, the selection of these brand names creates an appealing name in terms of national feelings or expertise in the production of these distilled spirits.

Nevertheless, many multinational companies have eliminated local brands from their brand portfolios, or sold them to small and medium national companies, because these brands create cost complexities such as different types of packaging and advertising campaigns messages across countries. The objective of these companies is to keep one brand per segment with a standardized marketing mix in order to create barriers to entry, a unique image worldwide, and achieve important economies of scale (Schuiling & Kapferer, 2004; Timberlake, 2014). Multinational corporations have been focused on the performance analysis of brands and their strategic role only in rational measures such as cost complexities, ignoring other non-rational aspects such as national pride, confidence, and trust relevant not only to some stakeholders such as local salesforce and distributors, but also to consumers (Godey & Lai, 2011). Some studies propose multinational companies to avoid penalizing local brands that may have strong positioning in terms of uniqueness, quality, prestige, trust, confidence, and loyalty, but have currently some weaknesses in terms of total turnover and profits (Schuiling & Kapferer, 2004). On the contrary, multinational companies, focused on global brands in order to maximize profits, may alienate local consumers by eliminating iconic local brands from their brand portfolios or merging local brands under a global brand.

2.3.3 Local brands as symbols in the local culture

Traditionally, the dominant consumer culture has been the local consumer culture. Even these days, the local consumer culture has a strong influence in the lives of many consumers around the world (Crane, 2002). Consumers who embrace local culture intend to have greater significance on their lives through the consumption of locally designed and manufactured brands and products. These consumers value the locally owned brands because these brands are comparatively rich in unique local content for an extensive range of product categories (Steenkamp & de Jong, 2010). Furthermore, the market globalization has led to a reappraisal for the local culture among consumers who oppose to the homogenization of brands, products, services, and symbols everywhere (Steger, 2003).

In contrast, some consumers believe that brands permeated with local cultural content have lost importance in an era of global diffusion of ideas, social and cultural life on a global scale, expansion across markets, and the growth of a shared global consciousness (Ritzer, 2007). Although some studies propose that global brands generate consumer perceptions of brand superiority in terms of prestige and quality (Craig & Douglas, 2000a; Kapferer, 2005; Roy & Chau, 2011), other studies find evidence that consumers prefer brands with strong local connections (Dimofte et al., 2008; Holt et al., 2004), and consumers have no intrinsic preference for global brands because local culture has a key role on individual identity and consumer behavior (Samli, 2013). These consumers take pride in their local culture, symbols, brands, and companies, and these factors need to be analyzed further.

Additionally, persons want to feel part of something tangible, physical, and local. People also want to feel connected to the place they live and participate in local events, giving more value to family, friends, and local communities. There is a new set of consumers looking for the smaller pleasures of life in their locality. The desire to be strongly connected to the local community is a counter-trend to globalization (Roberts, 2010). These consumers prefer local brands because they perceive more authenticity in these local alternatives, resulting from their key role as symbols of local consumer culture (Thompson & Arsel, 2004). They may also feel more simply identified with local lifestyles, attitudes, and behaviors (Alden et al., 2006).

Moreover, the rejection of globalization trends is a reactive response to create boundaries against the outside, represented by global brands as symbols of hegemony and alienation (Holton, 2000). Other consumers support local brands as a self-preserving strategy in a fast-moving world where past certainties are quickly vanishing and new cultural influences are rejected or feared (Ritzer, 2007). For example, nostalgic people find difficulties in accepting the present or the future as being equally good if not better than the past (Steenkamp & de Jong, 2010). In the past, the business environment, companies, and brands were mainly local for the majority of consumers, whereas the present and the future involve an increasing number of global companies and brands. Indeed, nostalgic people is challenged by local companies adapting their brands portfolio to the rising threats of global brands (Kotabe & Helsen, 2010). Consequently, these consumers may encounter an important sense of alienation as they face a lack of cultural certainty, or a reduction of well-defined rules about nowadays everyday life and how to interpret their experience (Arnett, 2002).

In this perspective, brands and retailers should consider be more local in their perspective if they want to build closer relations with their consumers. Indeed, new technological advances have the potential to assist brand managers find a relevant role of their brands in their community. The increasing accessibility to internet via mobile devices such as cellular phones, tablets, and laptops allows real-time engagement, it may generate advantages for the local brand to get connected with consumers. Because people have a desire to connect more with the locality, brands may take advantage of mobile internet, geo-tagging, and augmented reality campaigns to appeal consumers to local alternatives and promotions in their area (Roberts, 2010). This may create more demand on retailers to stock local brands rather than global brands. Consequently, brands

should strongly focus on building relationships with local consumers by using a proactive and personalized approach.

Companies need to embrace the local community and enroot their brands in the local atmosphere. As a result, local brands may be competitive and develop strong relationships with domestic consumers using local cultural capital, targeting consumers with local preferences and positioning a brand based on a profounder understanding of local culture, tastes, and needs (Bhardwaj et al., 2010; Roy & Chau, 2011). Some studies suggest local iconness may be a possible counter strategy for local brands to compete against global brands (Steenkamp et al., 2003). Iconic brands are defined as consumer brands that transmit specific values held by some groups or members of a society (Holt, 2004). Local iconness refers to the degree to which a brand symbolizes the needs, values, and aspirations of the members of a home country. Relevant aspects of local iconness include perceptions of a brand being a good symbol of the home country, portraying what the country is all about, and personifying the local culture, (Özsomer, 2012). As a result, local icons may succeed because they establish a deep connection with the local culture (Holt, 2003). Brands becoming local icons may reach leading positions partly because of associations with a group and its culture and high levels of group symbolism (Torelli, Tat Keh, & Chiu, 2008). This research will evaluate to what extent consumer's image of and attitudes toward a local brand influence the overall consumer's image of and attitude toward a brand alliance comprised by a global and a local brand.

2.4 Global and local brand dimensions

Previous studies have addressed only specific attributes or associations of global and local brands separately. In the case of global brands, the most important positive associations linked to these brands are quality and prestige (Alden et al., 2006; Batra et al., 2000; Holt et al., 2004; Özsomer, 2012; Steenkamp et al., 2003), innovation (Xie et al., 2015), sophistication (Dimofte et al., 2010, 2008), and status (Batra et al., 2000; Holt et al., 2004; Steenkamp et al., 2003), whereas the negative associations are market dominance, social irresponsibility, or eradication of local cultures (Holt et al., 2004; Martin, 2006; Serafeim, 2014). Moreover, other studies have analyzed the role of global brands as symbols of the global consumer culture, integrating an image of superiority that frequently results in high levels of affection among consumers (Holt et al., 2004; Johansson & Ronkainen, 2005).

Similarly, in the case of local brands, the most important positive associations of these brands are trustworthy, reliable, healthy, traditional, valuable and basic/simple (Schuiling & Kapferer, 2004), as well as wide-ranging associations in terms of quality and prestige across different developed and emerging local markets (Özsomer, 2012; Steenkamp et al., 2003). Furthermore, other studies have analyzed the role of local brands as symbols of the local consumer culture, incorporating an image of authenticity, practicality (Winit et al., 2014), uniqueness, originality, respect for local traditions and values, and pride of representing the local culture and economy that frequently results in strong emotional links and loyalty among consumers (Farías, 2015; Özsomer, 2012).

However, in the literature, there is a lack of a more comprehensive analysis beyond these specific associations in relation to global and local brands. The possibility of examining brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery as dimensions of global and local brands comprising the previous associations, which have been studied independently, have not been studied together before. Hence, this research will examine to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a brand alliance comprised by these individual brands. In the following sections, these dimensions of global and local brands will be explained in detail.

2.4.1 Brand knowledge

Brand knowledge is the cognitive representation of the brand (Peter & Olson, 2001). Brand knowledge refers to the personal meaning about a brand stored in consumer's memory, including specific, evaluative, and descriptive brand-related information (Keller, 2003). Earlier brand knowledge research has focused on more tangible, product-related information for brands whereas recent research has focused more on the abstract, intangible characteristics of brand knowledge not related to the physical product or service specifications (Keller, 2003). Some key dimensions of brand knowledge are: images, awareness, benefits, attributes, thoughts, feelings, experiences, and attitudes, (Keller, 2003). These multiple dimensions of brand knowledge influence consumer responses. For instance, certain types of feelings, attitudes, or thoughts, happen as a result of strong brand familiarity and awareness with a brand.

Two dimensions of brand knowledge to be examined are brand awareness comprised of brand recall and recognition, and brand image comprised of perceptions of a brand as reflected by a network of brand associations in consumer memory (Keller, 2013). Consequently, consumers looking for some product attributes can simply search for a brand name associated with this set of attributes. For example, in the automotive industry, many companies offer a four-wheel transmission but Audi has a technological advanced branded version, Quattro, signaling superior performance, making this attribute of the product category more visible and important in the consumer's decision process and positively affecting consumer preferences (D. Aaker, 2003). In an ideal way, a brand name can be easily remembered, highly indicative of both product category and related attributes or benefits, interesting, creative, transferable to a broad range of products and geographical markets, relevant over time and competitively protectable (Keller, 2013). Consumers can link positive or negative associations to the brand name through direct experience or other sources of information including family, friends, word of mouth, events and advertisement.

Brand knowledge may be generated in multiple of ways. Marketers often associate their brands with people, places, things, or other brands as a way to build or leverage knowledge that might otherwise be difficult or costly to generate more directly through traditional product marketing programs (Keller, 2013). This may create new brand associations or affect the existing ones. However, connecting the brand to other entities may positively or negatively affect the brand.

Therefore, these brand knowledge dimensions along with diverse potential sources may create or change brand associations.

In relation to brand associations, a few studies have developed a comprehensive analysis of the most significant cognitive and affective associations about global brands across different demographics such as age, gender, education, and ethnicity (Dimofte et al., 2010, 2008). Analysis started with a set of 56 functional and symbolic associations tested on previous studies of global brands (Holt et al., 2004; Hsieh, 2002; Johansson & Ronkainen, 2005). After a factor analysis, these experts found five dimensions of global brand associations: reach (availability, recognition, and similarity around the world), aspiration (individual achievement, excitement, sophistication, unique); low-risk (high quality, convenience, security), ethics (environmental and social responsibility, ethical standards, market dominance), and standardization (same everywhere, no adaptation).

Hitherto, there is only one similar study for local brands in the literature. A study presents a secondary data analysis using the Young & Rubicam worldwide brand database. The experts studied 12 product categories in the food business sector including the four largest European markets: The United Kingdom, Germany, France, and Italy. After an analysis of the brand image, based on 48 brand associations available in the database, these experts found that local brands are significantly perceived as more reliable, trustworthy, traditional, healthy, valuable and simple than global brands (Schuiling & Kapferer, 2004). In this context, this research will involve well known global brands and iconic local brands. It is anticipated that brand awareness will be high in terms of brand recall and recognition. Consequently, this research will analyze to what extent brand knowledge in terms of brand associations influence consumer's image of and attitudes toward a global brand and a local brand involved in a global-local brand alliance.

H_{1.a}: Global brand knowledge (GBK) positively influences the consumer's image of a global brand (GBI) involved in a global-local brand alliance.

H_{1.b}: Global brand knowledge (GBK) positively influences the consumer's attitude toward a global brand (GBA) involved in a global-local brand alliance.

H_{2.a}: Local brand knowledge (LBK) positively influences the consumer's image of a local brand (LBI) involved in a global-local brand alliance.

H_{2.b}: Local brand knowledge (LBK) positively influences the consumer's attitude toward a local brand (LBA) involved in a global-local brand alliance.

2.4.2 Brand experience

Brand experience refers to the internal, subjective consumer responses in terms of cognitions, feelings, and sensations, and behavioral responses induced by brand-related stimuli comprised of design and packaging, identity, communications, and environments related to the brand (Brakus, Schmitt, & Zarantonello, 2009). Earlier studies have mainly focused in the conceptualization of brand experience considering the cognitive information processing model. Consumer studies have revealed that experiences are generated when consumers search for information about products and services, when they purchase products or receive services, and

when they consume these acquisitions (Solomon, 2002). Product experiences are created when consumers interact with products, for example, when consumers search for the characteristics of the products, examine, and evaluate these features with respect to other alternatives. Product experience may be direct when the consumer has a physical contact with a product or interaction with a service, or indirect when a product or service is shown in advertisements (Hoch, 2002).

Online contexts tend to be active, complex, crowded market spaces characterized by plethora of information, and an emphasis on technological innovation (Helm, 2007). The virtual characteristics of the online environment and the lack of physical clues increase the challenges of intangibility and uncertainty (Kollmann & Suckow, 2008). However, online environments open up the possibility for interactivity and a real-time brand experience where customers are empowered to engage with the brand and with other customers (Moynagh & Worsley, 2002). Online brand experience seized the subjective and internal response to the contact with an online brand (C. Meyer & Schwager, 2007). Positive online brand experience arises when the value of positive interactions with the brand exceeds the value of negative ones (Christodoulides, De Chernatony, Furrer, Shiu, & Abimbola, 2006). In the long-term, brand relationships represent an important outcome of the online brand experience (Morgan-Thomas & Veloutsou, 2013).

However, a more extended conceptual analysis of brand experience is required to identify the underlying dimensions of brand experience. The concept of brand experience takes into account the essence of branding better than analytic and cognitive oriented brand concepts such as brand value, brand personality, brand attitudes, brand associations, and brand equity (Schmitt, 2009). Consumers want to know whether brands may provide attractive experiences for them looking for certain features, associations, and personality. They want brands engaging their senses and touching their hearts, brands exciting or intriguing their curiosity, brands going beyond simple functionality and utility, and transcending the analytical and cognitive model by incorporating sensory, emotional and creative dimensions (Schmitt, 2009).

Brand experiences are multidimensional and arise in a variety of settings. Brand experiences are a complex construct involving four dimensions: affective, sensory, behavioral, and intellectual responses (Brakus et al., 2009). Therefore, brand managers do not only have to focus on traditional brand-related activities but also on the processes to support the consumer experience such as advertising and communication (Frow & Payne, 2007). In addition, brand experience is related to delivering the brand promise and providing consistent actions across all consumer touchpoints to stimulate strong emotional responses (Brodie, Whittome, & Brush, 2009; Dall'Olmo Riley & de Chernatony, 2000). If consumers experiences are positive and pleasant, then maybe they would like to repeat them and become more loyal (Brakus et al., 2009).

Brand managers have mainly focused on the functional attributes of their brands, but they have failed to pay enough attention on how to deal and respond to emotional attributes (Shaw & Ivens, 2002). Although functional benefits are indispensable to achieve consumer satisfaction delivering a consistently distinctive product experience, brand managers may differentiate their brands delighting consumers with an vivid brand experience as emotions stimulated during consumption seem to have a strong impact on consumers' memory (Mosley, 2007). Brand managers able to

deliver a unique and distinctive experience by focusing on both, the functional and emotional attributes of their brands (L. Berry, Carbone, & Haeckel, 2002; Haeckel, Carbone, & Berry, 2003; Morrison & Crane, 2007) and assuring reliability in all touchpoints between their brands and customers (C. Meyer & Schwager, 2007; Shaw & Ivens, 2002) can build brand loyalty and even generate brand evangelism (Deming, 2007; Pullman & Gross, 2004; Schmitt, 2003).

Brand experiences may produce strong emotional responses from consumers and these may generate satisfaction, commitment, or loyalty. A recent research found that affective commitment mediates the relationship between brand experience and brand loyalty (Iglesias, Singh, & Batista-Foguet, 2011). Brand loyalty enables customer retention efforts and creates resistance among loyal consumers to explore alternatives due to competitive strategies (Reichheld & Scheffer, 2000). Brand loyalty may help increase market share, and brand-loyal customers are eager to pay a higher price because of a higher perceived value (Chaudhuri & Holbrook, 2001). Customers decide whether to engage in a long-term relationship with the brand based on the psychological and economic links that customers may have towards the brand, (Kumar & Advani, 2005).

Most of the research on brand experience has focused on category experiences and utilitarian product attributes, not on the experiences that brands may provide. When consumers search, buy, and consume brands, they are exposed to functional or utilitarian product attributes. However, they are also exposed to other types of stimuli, such as packaging, colors, shapes, typography, background design elements (Candi, Jae, Makarem, & Mohan, 2017; Hamzah, Syed Alwi, & Othman, 2014), slogans, mascots, and brand characters (Keller, 2013). These brand-related stimuli are essential elements of the brand's design and packaging, identity, marketing communications, and environments where the brand is promoted or sold. Consequently, brand experience may be examined across different contexts such as retailers, services, destinations, sponsored events, among others.

In the case of retailers, the current literature of retailing has focused on specific aspects of consumer experience including atmospheric and service interfaces and outcomes such as consumer satisfaction and service quality (Verhoef et al., 2009). A recent study identifies that only three dimensions of the brand experience construct appear to contribute to the brand experience on supermarkets, departmental stores, discount stores, and specialty stores: sensory, affective, and behavioral experiences (Ishida & Taylor, 2012). In this study, consumers do not relate cognitive activities with retailer brands, they do not experience a stimulation of their curiosity and problem solving. Rather, they essentially engage in cognitive thinking with brands of products they purchase from the retailer.

In relation to service brands, a study proposes relational experience as a fifth dimension of the brand experience construct taking into account the brand's influence on consumers' feelings of belonging to a brand community, feelings of being part of a brand family, and feelings of not being left alone (Nysveen, Pedersen, & Skard, 2013). The significant effect of the relational experience confirm that some service companies may standardize the customer interaction elements to ensure that the relational experience translates into a consistently strong and positive brand experience. This standardization can be crucial when consumer expect a consistent experience

across the different touchpoints of the company, for example supermarkets and discount stores. In other cases, taking into account the increased importance of consumer-to-consumer interaction as a source of brand experience, service providers may enhance consumers' brand experience by effectively nurturing brand communities (McAlexander, Schouten, & Koenig, 2002) and promoting social networking touchpoints (Schau, Muñiz, & Arnould, 2009).

In the context of destination brands, a study tested the four dimensions of brand experience considering the singularities of this business sector (Barnes, Mattsson, & Sørensen, 2014). The study identifies that visitors' outcomes are mainly driven by how their senses encounter rich stimuli from the destination, including the sounds and smell of a street market, the taste of the ethnic food, the feel of the beach sand beneath their feet, or the bright colors of the native outfits. Affective experiences are also important, for example feeling welcome in the hotel or feeling in love of the country's landscapes, but there are not always triggers for traveler outcomes in every visit. In contrast, behavioral experiences such as outdoor activities including skiing in a mountain or sailing in the ocean, and intellectual experiences such as museum exhibitions or acquisition of souvenirs are not significant in the brand experience (Barnes et al., 2014).

In the case of sponsored events, consumers tend to perceive events as less intrusive, motivating them to attend cultural and sport events sponsored by corporate or individual brands, and interact with company and brand representatives (Altschwager & Conduit, 2013; Martensen, Grønholdt, Bendtsen, & Jensen, 2007). The capacity of sponsored events to produce greater consumer involvement through innovative, engaging, and interactive activities is generating important attention among marketing scholars and practitioners (Close, Finney, Lacey, & Sneath, 2006; P. Crowther & Donlan, 2011; Wood, 2009). Despite this growing interest, research related to brand experience and event marketing is still limited. A recent study has found a positive influence of event marketing on brand equity mediated by brand experience considering various event marketing approaches such as trade shows, event sponsorship, and pop-up brand stores (Zarantonello & Schmitt, 2013). This study has tested the brand experience construct, but it does not reflect the interactivity, novelty, and high-involvement features of event marketing (Close et al., 2006; Drengner, Gaus, & Jahn, 2008; Wohlfeil & Whelan, 2006). A subsequent study proposes that brand experience in events is generated from four interconnected processes comprised of bodily performance, stimulation of multiple senses, discovery or learning, and social interaction which activate four different dimensions of brand experience: social experience, perceptual experience, epistemic experience, and embodied experience (Tafesse, 2016). These four dimensions interrelate subjective, contextual, and co-creative interpretations of brand experience able to stimulate positive, cognitive, emotional, and embodied brand responses.

For this study, four dimensions of brand experience will be assessed: feelings, sensations, cognitions and behavioral responses stimulated by global and local brands. The research will analyze these dimensions of brand experience across different product and service categories. Also, this research will evaluate to what extent brand experience influence consumer's image of and attitudes toward a global brand and a local brand considering both direct and indirect consumer experiences with these brands involved in a global-local brand alliance.

- H_{1.c}: Global brand experience (GBE) positively influences the consumer's image of a global brand (GBI) involved in a global-local brand alliance.
- H_{1.d}: Global brand experience (GBE) positively influences the consumer's attitude toward a global brand (GBA) involved in a global-local brand alliance.
- H_{2.c}: Local brand experience (LBE) positively influences the consumer's image of a local brand (LBI) involved in a global-local brand alliance.
- H_{2.d}: Local brand experience (LBE) positively influences the consumer's attitude toward a local brand (LBA) involved in a global-local brand alliance.

2.4.3 Brand familiarity

Brand familiarity reflects the extent of a consumer's encounters with a brand (Alba & Hutchinson, 2000). Consumers may have direct and indirect exposition to familiar brands. Consumers may have tried or use a familiar brand, they may have friends, family, or colleagues who have used the brand and expressed feelings and opinions about the brand, they may have seen past advertising campaigns for the brand, or they may be aware of how the brand is designed, packaged, manufactured, and positioned in the media (Campbell & Keller, 2003). In contrast, consumers lack various brand associations for unfamiliar brands because they have not had any direct or indirect exposition to these brands.

Brand familiarity refers to experiences related to a brand accumulated by the consumer over the time, including information search, exposure to advertising campaigns, interactions with sellers, product usage, and purchase decision-making (Oakenfull & McCarthy, 2010). Brand familiarity also refers to the consumer knowledge about a brand into a product category, including comparisons of different product-related and non-product related attributes and which brands own exclusive attributes (Baker, Hunt, & Scribner, 2002). Consumers are less inclined to search for additional information when they are familiar with a specific brand in the product category.

A consumer possesses a certain level of brand familiarity due to previous interactions with a brand (Loginova, 2010). However, consumer's knowledge about the product category is vital in this process. Consumers with high levels of knowledge about a product category may easily recognize which brands are familiar and which are not (Graeff, 2007). Consumers familiar with a brand may easily relate their needs and wants into appropriate features of this brand, whereas consumers unfamiliar with the brand struggle in stating their preferences (Loginova, 2010). In contrast, consumers with very limited knowledge about a product category can hardly identify well-known brands, new brands, and fictitious brands.

Brand familiarity is influenced by the strength of associations evoked in consumer memory by the brand name and other brand elements. Therefore, consumers' brand knowledge structures are more sophisticated, stronger, and accessible for familiar brands, in contrast to weaker, more limited, and harder to retrieve structures for unfamiliar brands (Campbell & Keller, 2003). As a result of these knowledge differences, many studies have highlighted that familiar brands have greater advantages over unfamiliar brands considering information processing and attitudes. Consumers require less energy and time to process information about familiar brands because

the information is recalled and stored without difficulty, and these brands are usually preferred and more positively perceived (Dahlén & Lange, 2004; Lange & Dahlén, 2003). Furthermore, familiar brands are less sensitive to brand association interference from competitors and have more persuasive power (Kent & Allen, 1994; Kent & Kellaris, 2001). These advantages are becoming relevant in competitive markets with an increasing number of familiar and unfamiliar brands, strong interference generated by multiple brands in a product category, and potential confusions in attribute recall for a specific brand.

Familiar brands are more conceptual and perceptual relevant than unfamiliar brands because consumers effortlessly may identify and recognize these brands, familiar brands enjoy more cognitive and affective benefits (Delgado-Ballester, Navarro, & Sicilia, 2012). Some studies offer evidence of a positive relation between brand familiarity and brand recall. Familiarity with a brand allows consumers to keep in mind strong connections between the brand and advertising campaigns, making easier to recall the attributes of familiar brands (Campbell & Keller, 2003). In addition, new characteristics are connected more strongly to familiar brands, which could ease the retrieval of advertisement claims (Kent & Kellaris, 2001).

Furthermore, the consumers' exposition to moderately consistent brand messages enriches the structure of associations for familiar brands because consumers are more likely to engage in wider processing (Delgado-Ballester et al., 2012). However, for unfamiliar brands, motivation to process information is not dependent on the level of congruity between messages because any incoming information may be perceived as important and new (Campbell & Keller, 2003). An important condition to build equity for unfamiliar brands may be to expose consumers to brand messages, independently of the level of congruity in the messages, because there are no substantial differences in the number of brand associations, favorability in brand associations, and attitude toward the brand across different consistency conditions, except for brand recall (Delgado-Ballester et al., 2012). The main challenge for these brands is to be evoked in order to generate brand awareness. Therefore, an initial step in the creation of brand knowledge is the use of high consistent messages because it is possible to generate a higher level of brand recall than with a moderated or low level of consistency in the messages.

The relation between brand associations retrieval and brand familiarity is different between consumers with different cultural and media habits environments. Brand image processing is cultural conditioned and influenced by customs, traditions, media habits, and dominating lifestyle of the country (Mikhailitchenko, Javalgi, Mikhailitchenko, & Laroche, 2009). Consumers immerse in a cultural environment with a strong predilection to reading newspapers and books require less visualization, while consumers with media habits oriented toward reading image-rich magazines and watching TV create image-based information patterns (Branthwaite, 2002). Consumers from imagery-intensive media environments tend to process brand-related imagery presented in advertisements. In contrast, consumers with intensive reading media habits have a preference to process textual rather than imagery information included in advertisements.

In this context, advertising campaigns rich in images do not produce similar levels of brand associations retrieval among consumers with diverse levels of brand familiarity and media habits

environments (Mikhailitchenko et al., 2009). Well-known brands with higher familiarity among consumers need communication strategies targeted at simplifying brand associations retrieval than less familiar brands. In addition, global companies should also assess the degree of intensity of images of the cultural environment of their different geographic and demographic markets. Familiar brands can take advantage of media alternatives with higher levels of verbal information, whereas unfamiliar brands and new brands rely more on messages with more images because they are more beneficial considering potential brand associations retrieval at low levels of brand familiarity (Mikhailitchenko et al., 2009).

Furthermore, brand familiarity can even play a role as a safeguard against the negative impact of adverse information on brands. When consumers receive new information that contests their prior attitudes, they firstly defend their prior attitudes by seeking positive information stored in their memory (Pham & Muthukrishnan, 2002). During a brand crisis, for example a product recall, prior consumers' direct or indirect exposition to a familiar brand will allow them to easily retrieve positive attitudinal information and reduce the influence of the crisis information. In contrast, for unfamiliar brands, previous consumers' exposition to the brand is very limited, then consumers will evaluate the brand based on the crisis information, and they will be more likely to change their perceptions and attitudes toward the brand. Therefore, the effects of a brand crisis are mediated by perceived relevance of the crisis, and moderated by consumers' prior familiarity with the brand (Dawar & Lei, 2009).

Recent studies propose that global brands have a higher level of esteem among consumers than local brands, but only when brand familiarity is the same (Johansson & Ronkainen, 2005). Although local brands might be more familiar than global brands, when consumers have the same level of familiarity, the global brands have higher esteem because familiarity with a global brand is achieved with more cognitive effort while familiarity with local brands involve less processing (Alba & Hutchinson, 2000). This is consistent with previous studies emphasizing the positive feelings and comfort that accompany brand familiarity (Laroche, Cleveland, & Maravelakis, 2002; Supphellen & Rittenburg, 2001). Despite consumers may be less familiar with brands from distant countries, globalization may reduce this effect (Johansson & Ronkainen, 2005).

Brand familiarity is included in this research because previous studies propose that brand familiarity may be a precondition for some types of feelings, ideas, or attitudes, for example, whether or not a brand is perceived as global (Campbell & Keller, 2003; Keller, 2003). Other studies assess the moderating effect of brand familiarity on the relationship among consumer perceptions of quality, prestige, and purchase likelihood for global and local brands (Özsomer, 2012; Steenkamp et al., 2003). Across different geographical markets, these studies find that familiarity with the global brand may increase purchase likelihood of the global brand, whereas familiarity with the local brand has the opposite effect on the purchase likelihood of the global brand. In this context, the present research will evaluate to what extent brand familiarity influence consumer's image of and attitudes toward a global brand and a local brand involved in a global-local brand alliance.

- H_{1.e}: Global brand familiarity (GBF) positively influences the consumer's image of a global brand (GBI) involved in a global-local brand alliance.
- H_{1.f}: Global brand familiarity (GBF) positively influences the consumer's attitude toward a global brand (GBA) involved in a global-local brand alliance.
- H_{2.e}: Local brand familiarity (LBF) positively influences the consumer's image of a local brand (LBI) involved in a global-local brand alliance.
- H_{2.f}: Local brand familiarity (LBF) positively influences the consumer's attitude toward a local brand (LBA) involved in a global-local brand alliance.

2.4.4 Brand origin

The influence of country of origin has an important effect on the evaluation of perceptions of price, quality, and purchase intentions only when country information is presented in combination with a strong brand image and consumer ethnocentrism (Pecotich & Rosenthal, 2001). Consumers are inclined to make inferences based on the brand's country of origin. The brand may be linked to the country or geographic location from which it originates and generate secondary associations (Keller, 2013). Many countries have become known for expertise in some products categories or for the particular image communicated, such as Germany in the car industry and France in the wine sector. Consumers can select brands from diverse countries based on their perceptions about the prestige or quality of the products from these countries (Erdem, Swait, & Valenzuela, 2006; Strizhakova, Coulter, & Price, 2011). In addition, country of origin allows consumers to recall information of the product as they become familiarized with the products of a country. Consumers are mainly inclined to use country of origin to make decisions easier when the volume of information about a brand is large or otherwise is hard to integrate. However, country of origin is a complex and multidimensional concept that generates different sets of associations and attitudes among consumers (Pecotich & Ward, 2007). Furthermore, there are country of origin effects on products in general, for certain product categories, and for specific brands (Phau & Prendergast, 2000). For example, brands may diminish perceived risk by becoming reliable and trustworthy symbols of product quality (Erdem et al., 2006). A company may use many marketing mix elements to communicate the quality of a product, for instance a sophisticated advertising campaign, a high price, or exclusive distribution channels linked to the country of origin. The country of origin could be particularly useful on product evaluation in markets where the product quality may be different in a particular product category (Gürhan-Canli & Maheswaran, 2000).

In the literature, country of origin has been analyzed at three levels, as overall, aggregate, and specific product-country image. The overall country image is related to the stereotypes and people's attitudes toward a specific country (Hsieh, 2004). For example, the United States can be perceived by some consumers as an imperialistic, individualistic, multicultural and innovative country. These country stereotypes are important because they have impact on consumers' product evaluations and purchase intentions (Phau & Prendergast, 2000). Also, these country stereotypes can be triggered by the presence of country of origin in the information available without consumers' intentions to use this information when developing product or country

evaluations (Liu & Johnson, 2005). As a result, only strong brands can dilute these stereotypical inferences. In contrast, aggregate and specific product-country images refer to the attitudes consumers may hold at product category and individual brand levels respectively (Hsieh, 2004). For example, an aggregate product-country image may be evoked when consumers evaluate the “made in” label such as appliances made in China whereas a specific product-country image is recalled when consumers assess an individual brand such as an Audi made in Mexico.

Lately, other experts propose a more simple assessment of country image with two dimensions: macro country images related to the consumers’ informational, inferential, and descriptive opinions about a specific country in terms of economy, politics and technology and the micro country images regarding the consumers’ opinions about the products of this country (Pappu et al., 2007). Examples of macro and micro country images are the economic development of the country and the quality of products produced in the referred country respectively. In addition, the relative impact of these country images on consumers’ perceptions may also be measured overall or for a specific product category such as cars, computers, and televisions.

Country image may influence important dimensions of brand equity including loyalty, perceived quality, and brand associations. Furthermore, brands from the same country share associations or images considered as country equity (Shimp, Samiee, & Madden, 1993). In the global market, a brand image may be originated from country image and brand popularity. Therefore, popular brands from a certain country may create intangible liabilities or assets, positive or negative images, shared by other brands produced in the same country in the short-term or long-term (Kim & Chung, 1997). However, the country equity might be restricted to a specific product category or some product categories in which the country image can strongly influence, positively or negatively, the equity of brands with products manufactured there (Thakor & Katsanis, 1997). As a result, when consumers know that brands usually associated with Germany, Japan or the United States manufacture their products in countries such as Brazil, China or India, the consumers’ perceptions may change significantly. Also in the case of renowned global brands, consumers’ perception of brand value in terms of quality, design, innovation, good service and prestige, as well as their purchase intentions are influenced by the brand name and country of origin (Cerviño, Sánchez, & Cubillo, 2005; Hui & Zhou, 2002).

In some cases, country image is transferable between product categories. Consumers’ country image in relation to a familiar product category can be linked to new products offered from the same country (Agarwal & Sikri, 1996). Indeed, the transference of positive associations to the new product categories is bigger when there is a similarity between the renowned and the new product category is high. For instance, Germany is strongly associated with innovative, high-performance and prestige brands in the car industry, such as Audi, BMW, Mercedes-Benz and Porsche (Yagci, 2001). Therefore, consumers can transfer easier these positive associations to new brands into similar product categories such as motorcycles and racing bikes. Additionally, consumers’ experience with brands from a particular country may also affect the ways in which they use country image to evaluate brands and their level of loyalty towards these brands (Pappu et al., 2007). As a result, the Germany’s country image in a foreign market such as United States

may be affected by the information related to the most renowned brands from this country in the American market, and positive news about these brands may improve or strengthen the country image in the long-term.

Another challenge is how consumers actually appreciate country of origin and under what circumstances it is relevant in their perceptions and attitudes towards brands. In an increasing globalized world, the concept of country of origin is likely to become very blurring at times. Recent research about country of origin includes brand image, brand name, culture, level of involvement of consumers, and country stereotypes (Pharr, 2005). Consumers nowadays have access to an extensive variety of foreign brands, particularly as global alliances and foreign suppliers are generated because of the production of numerous brands outside the countries that originally manufactured and designed these brands (Essoussi & Merunka, 2007). Although many companies may still base their headquarters on the country of origin, some iconic brands are no longer made in the same country. As a result, brand origin or country of brand may be considered as the country associated with a brand or the place where the headquarters of the brand is perceived to be located, regardless of the place where it is manufactured (Samiee, Shimp, & Sharma, 2005). For example, multinational companies often position their brands in relation to their national origins regardless of where products are made such as German Mercedes Benz cars assembled in Mexico or Nike athletic shoes made in Vietnam. The use of the headquarters location as the brand origin is an attractive positioning because, although some products are manufactured and supplied from many countries, they are delivered to consumers with a single image and home country identity.

In addition, the decomposition of the country of origin into country of ingredients, country of design, and country of production is relevant to the study of country of origin effects on consumer product acceptance in a multidimensional approach rather than addressing with the typical term "made in". The importance of country of production, country of ingredients, and country of design in product quality evaluations depends on the technological complexity of the product and the demographics of the consumer such as age, gender, level of education, and the level of familiarity with the product category (Insch & McBride, 2004). Furthermore, consumer reactions are more positive when country of design, country of production, and country of ingredients are congruent. For example, consumer attitude toward a product may be more positive when the product is manufactured and designed in a country with a positive country image using parts from the same country (Chao, 2001). However, country of production and country of ingredients are less relevant on quality evaluations when the brand origin is present (Thakor & Lavack, 2003). Only the consumers categorized as experts, early adopters or innovators are concerned about the country of manufacture or country of ingredients (Chen, 2004). Consequently, the rest of consumers use the brand origin in their product evaluations.

Consumers in developed countries have an important preference for domestic products whereas consumers in developing countries have a strong predilection for foreign branded products over domestic (Batra et al., 2000). Furthermore, in emerging markets consumers consider the overall image of the country of production as more important than the image of the country of design

(Essoussi & Merunka, 2007). In contrast to an important number of studies conducted in developed countries, there is no much information about the role of brand origin for global brands in comparison with local or domestic brands in developing countries. Therefore, an important research question is whether brand origin affect consumers' image of and attitude toward global and local brands, what product categories and why.

Moreover, in the literature about brand alliances, there is an emergent interest to study both relevance and congruence about the country of origin of the host and partner brands. The majority of academic research in the brand alliance literature examines the involvement of two domestic partner brands (Hao, Hu, Bruning, & Liu, 2013). Few studies explore the effects of brand alliances between brands with different countries of origin. Some experts have found that country of origin stereotypes positively affect brand evaluations (Phau & Prendergast, 2000). In another study, researchers have shown the positive influence of country of origin fit on consumer's attitudes toward brand alliance (Bluemelhuber, Carter, & Lambe, 2007). Consumers rely on perceptions about quality of products made in each of the partner countries when they are presented with information about country of origin of a transnational brand alliance. However, these studies assess country image only at a macro level and are limited to specific product categories, but they are not looking at the influence of brand origin between a global and a local brand. Therefore, this research will assess to what extent brand origin considering location of headquarters, design, production, and ingredients influence consumer's image of and attitude toward a global brand and a local brand involved in a global-local brand alliance.

H_{1.g}: Global brand origin (GBO) positively influences the consumer's image of a global brand (GBI) involved in a global-local brand alliance.

H_{1.h}: Global brand origin (GBO) positively influences the consumer's attitude toward a global brand (GBA) involved in a global-local brand alliance.

H_{2.g}: Local brand origin (LBO) positively influences the consumer's image of a local brand (LBI) involved in a global-local brand alliance.

H_{2.h}: Local brand origin (LBO) positively influences the consumer's attitude toward a local brand (LBA) involved in a global-local brand alliance.

2.4.5 Brand consumer imagery

Brand personality refers to the set of human characteristics associated with a brand (J. Aaker, 1997). In other words, brand personality is the process through which human traits or characteristics are linked to a brand, encouraging consumers to think about a brand in terms of person like qualities. For instance, consumers may describe the brand personality of Godiva chocolates as aspirational, gourmet, sophisticated, and upper class while the brand personality of Absolut vodka has been described as casual, creative, fashionable, and young. In contrast to product-related attributes with functional benefits for consumers, brand personality has a self-expressive or symbolic function (Keller, 2013). In addition, there are two approaches about brand personality: what companies and brand managers would like consumers to feel and think about a brand, and what consumers actually do feel and think about the brand (Plummer, 2000). These

two approaches about brand personality may be articulated in two concepts. The first refers to a brand personality statement, that is to say, the company's communication goals for the brand articulated as a key part of the creative strategy. The second refers to the brand personality profile, that is to say, the consumer perceptions of the brand (Plummer, 2000).

The association of human personality characteristics with a brand may be possible because human characteristics of people can be regularly transferred to inanimate objects (Plummer, 2000). Anthropomorphism refers to the attribution of exclusively human features and characteristics to nonhuman beings and creatures, material objects or states, natural and supernatural phenomena, and even abstract concepts (Epley, Waytz, & Cacioppo, 2007). Anthropomorphism frequently occurs in marketing because marketers occasionally propose to infuse human characteristics to the brand, and sometimes consumers eagerly perceive human features in brands and products. For example, Hershey has given humanlike features to their M&M characters to make this brand more distinctive and memorable.

Consumers often use norms of interpersonal relationships to conduct their behavior when they interact with brands like a business partner or a friend (Aggarwal, 2004). For example, banks and insurance firms promote their corporate brands as trusted partners. In addition, companies can promote their brands in a servant or partner role (Aggarwal & McGill, 2012). For example, fast-moving consumer goods companies offering home care products including kitchen and bathroom cleaners promote their brands as an efficient servant for their consumers. Indeed, consumers may allot very exact roles to brands, considering brands as committed partners, marriages of convenience, or polygamous relationships (Aggarwal & Shi, 2018). For example, consumers may associate Kellogg's and Krispy Kreme as healthy and unhealthy partners respectively.

In addition, advertisers use different strategies to permeate a brand with personality traits, for example, personification, anthropomorphization, and the creation of consumer imagery (J. Aaker, 1997). With these techniques, the characteristics of personality that are associated with a brand, similarly to the personality traits associated with a person, are relatively permanent and distinctive. Some studies suggest that firms that employ brand personality as a part of the positioning strategy may influence consumer perceptions in a more long-term way than other communication strategies when brand personality is correctly and consistently communicated (Becheur, Bayarassou, & Ghrib, 2017; Srivastava & Sharma, 2016). This differentiation enables consumer choice and simplifies the decision-making process, enhances the image of a brand, and increases awareness and loyalty (Plummer, 2000). Consequently, brand personality influences consumer's choices taking into account the fit between brand and consumer personalities (Phau & Lau, 2001).

Brand personality traits can be generated and changed by direct or indirect contact that a consumer may have with the brand (Plummer, 2000). Some brand personality traits are directly transferred from any person associated with the brand such as company founders, CEOs, spokespersons, celebrities, endorsers, and animated characters (Ambroise, Pantin-Sohier, Valette-Florence, & Albert, 2014; Parker, 2009). These multiple sources enrich the overall brand personality perceived by consumers. For example, there is a reciprocal strong transference of brand attributes between celebrities, CEOs, and corporate brands, creating a more favorable

impact on consumers' perceptions and attitudes (Scheidt, Gelhard, Strotzer, & Henseler, 2018). Other brand personality traits are indirectly transferred to the brand through attributes related to the product, product category, brand name, logo, slogans, and colors. In studies of brand personality, research has shown that consumers may adapt their initial trait inferences about brands when they encounter new information (Johar, Sengupta, & Aaker, 2005).

Brand personality can be created through diverse marketing strategies, including consumer imagery, advertising, sponsorships, packaging, and symbols (Phau & Lau, 2001). Consumer imagery is a stereotyped image of the expected consumer for a brand described in terms of personality and lifestyle (D. Aaker, 1991). For example, Sprite may be portrayed as being for irreverent young consumers and Whittaker's for gourmet confectionary consumers. Consumer imagery simply represents a prototypical person associated to the brand based on real consumers or idealized consumers. Personality traits may be transferred to a brand by means of consumer imagery that is offered in advertising. Consumer imagery may be delivered in advertising campaigns by utilizing a celebrity, spokesperson, or presenter, or portraying models or actors using the brand and placed in situations or settings that trigger emotions or feelings the advertiser wants to associate with the brand (J. Aaker, Fournier, & Brasel, 2004). It seems that nonverbal features of an advertisement may transmit connotations to brands both directly and indirectly through the selection of product images and consumer imagery respectively (Hayes, Alford, & Capella, 2008).

In addition, brand personality involves demographics such as age, gender, level of education, and income. These demographics are mainly deduced directly from the brand's consumer imagery, endorsers, and employees (J. Aaker, 1997). Gender is particularly important to brands that have symbolic value for consumers attempting to strengthen their own femininity or masculinity (Grohmann, 2009). For example, Special K can be perceived as feminine influenced by a distinctive consumer-imagery, whereas Jeep Grand Cherokee can be perceived as masculine. Similarly, considering the brand presence into the market over the time, Tesla can be described as young, whereas Cadillac and Lincoln can be described as older. Saks Fifth Avenue may be conceived as high class, whereas Sears is perceived as middle class considering price strategies.

However, some brand personality traits are relatively shared across different cultures and others are very particular of a culture (J. Aaker, Benet-Martínez, & Garolera, 2001). American culture-specific dimension of ruggedness aligns well with specific American values such as self-assertion, personal achievement, strength, masculinity, and toughness (J. Aaker, 1997). In contrast, Spanish culture place a great importance on promoting cooperation, harmony, and the welfare of others (J. Aaker et al., 2001). Spanish specific dimension of passion is supported by cultural studies identifying links between consumer's emotions, sociocultural factors including Catholic-related values and honor, and differences in temperament and personality (Basabe et al., 2000; Benet-Martínez & Waller, 1997; Rodriguez Mosquera, Manstead, & Fischer, 2000).

A study in consumer psychology has examined to what extent consumer imagery and brand personality may be used interchangeably (Parker, 2009). In this study, brand personality and consumer imagery are compared using the brand personality scale (BPS) to measure brand

personality and consumer imagery with the same set of personality dimensions and indicators. After portraying each brand personality, the participants used the same scale to describe the consumer imagery (Parker 2009). This study demonstrates a positive association between consumer imagery and brand personality. Additionally, this study proposed two main reasons to use the BPS personality traits for consumer imagery research. Firstly, the scale is generated from research utilizing a process of scale development to assess person, self, and product concepts which are frequently used in congruity research. Secondly, this scale has been used in consumer imagery research.

Consumer imagery seems to be the most significant influencer of brand personality perceptions (Hayes et al., 2008). This study supports previous research highlighting three reasons of the importance of consumer imagery. First, consumers may transfer personality traits directly from a consumer imagery to a specific brand, whereas other brand associations need the consumer to make deductions about the brand's personality traits. Second, in some occasion consumers utilize brands and products as a part of their self-expression, and the consumer imagery linked with these brands assists them to identify and select brands that hold or represent the features they desire to communicate to others. Third, abstract brand associations, including consumer imagery, have higher influence than functional features on the creation of a brand personality profile (Hayes et al., 2008). Consequently, this research will evaluate to what extent brand consumer imagery influence consumer's image of and attitude toward a global brand and a local brand involved in a global-local brand alliance.

H_{1.i}: Global brand consumer imagery (GBC) positively influences the consumer's image of a global brand (GBI) involved in a global-local brand alliance.

H_{1.j}: Global brand consumer imagery (GBC) positively influences the consumer's attitude toward a global brand (GBA) involved in a global-local brand alliance.

H_{2.i}: Local brand consumer imagery (LBC) positively influences the consumer's image of a local brand (LBI) involved in a global-local brand alliance.

H_{2.j}: Local brand consumer imagery (LBC) positively influences the consumer's attitude toward a local brand (LBA) involved in a global-local brand alliance.

2.5 Consumer's image of globalness and localness of brands

In recent years, there is an evolving interest in studying the effects of perceived consumer's image of globalness or localness of brands across different markets and product categories. Table 2.3 presents key research studies focused on perceptions of globalness and localness of brands. Research on branding proposes that brand globalness is a different brand construct that is evaluated and considered in the brand evaluation process (Özsomer, 2012; Steenkamp et al., 2003). That is to say, globalness may enhance or decrease brand value depending on product category, country, and consumer characteristics. The perception of globalness may be built in two different forms. First, consumers learn that the brand may be found in other countries through media exposure of overseas sports or cultural events, word of mouth from relatives or friends living or returning from abroad, or their own traveling overseas (Steenkamp et al., 2003). Second,

companies can construct globalness for a brand through advertising themes, endorsers, brand names, packaging and other symbols linked with a global, urban, modern lifestyle (Alden et al., 2006). Multinational corporations can create some brand elements or use consumer imagery to communicate explicit or implicitly the globalness of a brand even if it is not available worldwide.

Furthermore, perceived brand globalness represents the past and present marketing strategies of a company in different markets. The perception that a brand is offered in other markets not only delivers direct information about product recognition, accessibility, and coverage, but also delivers indirect information on product features (Özsomer, 2012). The perceived globalness of a brand has a significant effect on consumer evaluation of brand attributes (Punyatoya, 2013). However, many contextual factors such as brand ownership and product category may impact on consumption alternatives and generate within-country heterogeneity (Douglas & Craig, 2011). Similarly, the availability of a brand in other markets stimulates consumer inferences about quality and prestige as a function of the perceived supply and demand.

Perceived globalness can depict a high demand for advanced expertise and superior quality that is derived from economies of scale to satisfy the demand of many markets. Multinational corporations often advertise the worldwide availability and acceptance of their global brands as a way to communicate their quality (Steenkamp et al., 2003). Indeed, this perceived globalness as a signal of quality may be mainly valuable for leading local brands in emerging markets where the quality of local brands varies extensively in some product categories. For example, departmental stores in Mexico such as Palacio de Hierro and Liverpool frequently use foreign brand names for their own store brands in product categories such as clothes, shoes, and accessories. As a result, these stores can deliver an image of higher quality than products with brand names in Spanish, and then consumers accept a higher price.

Similarly, if consumers abroad acquire and consume a brand, consumers may perceive this brand as a symbol of high prestige. Some consumers use global brands as symbols to express an innovative self-image, project themselves as global citizens, and display a cosmopolitan identity in their groups of reference (Strizhakova & Coulter, 2015; Xie et al., 2015). In addition, these brands are also easily connected with global events including the Olympic Games, the FIFA World Cup, and the NFL Super Bowl and celebrities such as Michael Phelps, Cristiano Ronaldo, or Tom Brady. In the majority of the cases, the prestige associated to these global events and celebrities can be transmitted to the sponsored global brand. Additionally, global brands give consumers the opportunity to obtain and show participation in an aspirational global consumer culture (Alden et al., 2006). Global brands often are purchased to display membership in consumer groups around the world (Kipnis, Broderick, & Demangeot, 2014). Some authors propose that global media exposition, increased travel overseas, and other factors are generating broadly recognized meanings and symbols represented by global brands (Xie et al., 2015). Consequently, this communicates membership to a global consumer community with multiple positive implications.

Recent studies have proposed that perceived brand globalness influences in a positive way brand cognitive and emotional associations in emerging markets (Guo, 2013; Strizhakova & Coulter, 2013; Swoboda et al., 2012; Winit et al., 2014). This preference for global brands in developing

countries is powerfully influenced by global self-identification (Guo, 2013; Steenkamp & de Jong, 2010). Consumers in developing countries believe that global brands are trendy and may offer more social prestige and higher quality than local brands (Strizhakova et al., 2008; L. Zhou et al., 2008). Preference for global brand displays that consumers' global susceptibility has an effect on them to prefer global brands rather than local options resulting from a desire to be associated with the global culture (Strizhakova & Coulter, 2013; L. Zhou et al., 2008).

Some experts suggest that corporations seize these image-enhancing effects by positioning brands as global in their communications, using elements such as logo, brand name, themes and images in the design of messages (Alden et al., 1999). Although some studies propose that perceived brand globalness may generate consumer perceptions of brand superiority, in terms of prestige and quality (Kapferer, 2005; Roy & Chau, 2011), it can be challenged. The emergence of global brands does not imply that perceived brand globalness is the only pathway to succeed. There is also evidence that numerous consumers may prefer brands with solid local connections (Dimofte et al., 2008; Holt et al., 2004), and consequently, some consumers do not have intrinsic preferences for global brands, and corporate strategic concentration on global brands need to be reexamined (De Mooij, 1998).

Despite the advent of global culture, local culture is still a dominant influence on consumer behavior (Samli, 2013). Furthermore, several scholars have expressed skepticism about the existence of a global consumer culture and its resulting strengthening of global brands, proposing instead that consumers are more interested in seeking local cultural alternatives that are not standardized across different markets (Ger, Belk, & Lascu, 1993). These authors also propose that localized aspects of consumption return to the previous level once the innovation of global brands lose effectiveness or intensity.

Additionally, local brand managers can accomplish competitive success by utilizing local heritage, cultural capital, and using strategies of targeting and positioning that reflect a major understanding of local culture, traditions, identity, needs, and tastes (Bhardwaj et al., 2010; Roy & Chau, 2011). In order to create bonds with the local culture and country, companies may build perceptions of localness for national brands. The main associations related to a local brand include its originality, uniqueness, and local cultural orientation; hence, when consumers from developed countries know that a local brand is expanding overseas, they not only may fear a loss of purity, loss of commitment to the local market, and the brand's iconic localness, but also a sense of betrayal or anger (Özsomer, 2012). In contrast, in developing countries, when consumers know that a local brand is performing well overseas, they may feel stimulated their respect and pride for the local talent.

Table 2.3. Key studies on globalness and localness of brands

Author(s)	Sample	Research design	Analysis technique	Independent variables	Dependent variables	Key findings
Steenkamp, Batra, & Alden (2003)	617 consumers from Korea and USA. USA: 247 women. Korea: 370 households.	USA: Mail survey. Random sample from a leading sampling firm list. Korea: Personal interviews. Randomized cluster sampling.	Multigroup confirmatory factor analysis. Structural equation modeling. (CFA & SEM)	Perceived brand globalness (PBG). Brand local icon value.	<i>Mediating constructs:</i> Brand quality Brand prestige Brand purchase likelihood.	PBG is positively related to brand quality and prestige. Brand local icon value has a positive impact on brand prestige. Brand local icon value effect on perceived quality is not significant.
Özsomer (2012)	846 consumers from Turkey (480), Singapore (202), Denmark (164).	Mall-intercept survey to middle-income consumers. Likert 7-point scale.	Multigroup confirmatory factor analysis. Structural equation modeling. (CFA & SEM)	Brand globalness Local Iconess	Brand quality Brand prestige Brand purchase likelihood	Brand globalness is positively associated with both brand quality and prestige in both emerging and mature markets. Local iconess is positively related to prestige of local brand in both emerging and mature markets.
Swoboda, Penemann, & Taube (2012)	1188 households in China: Beijing, Shanghai and Chengdu.	Two focus group with Chinese students from. Home-interview survey. Likert 7-point scale. 120 foreign and domestic retail brands. Three retail sectors: grocery, fashion, and service retailing. 12 retailers per sector.	Confirmatory factor analysis (CFA) Multilevel modeling (hierarchical modeling)	Perceived brand globalness (PBG) Perceived brand localness (PBL)	<i>Mediating constructs:</i> Functional associations. Psychological associations. Consumer's expenditure in retailers.	Perceived brand globalness influences positively functional and psychological associations in emerging markets. Two moderating effects: brand familiarity and city. USA and Europe retailers linked to both functional and psychological associations, Asian retailers to functional associations.
Xie, Batra, & Peng (2015)	287 consumers from China.	Rail station-Intercept survey. Pencil and paper questionnaire. Brands in electronic product category (cell phones, computers, televisions).	Confirmatory factor analysis. Structural equation modeling. (CFA & SEM)	Perceived brand globalness (PBG) Perceived brand localness (PBL)	Brand identity expressiveness Brand quality Brand prestige Brand trust Brand affect Behavioral intentions	PBG has a positive effect on both brand quality and prestige. PBL has a positive effect on brand prestige, not significant impact on quality. PBG have strongest impact on prestige.

The goals of consumers in emerging markets are not to distinguish themselves from consumers of developed markets but to highlight their similarities to these consumers (Batra et al., 2000) and their presence in global markets through the accessibility of their local brands in overseas markets. In contrast, consumers from developed countries may desire their local icons to be unique, original, and available only in their local markets. For developed market consumers, brands lose authenticity when local brands are perceived to become global and available abroad (Grayson & Martinec, 2004). Whereas emerging-market consumers can be motivated for more similarity and authentication, consumers in developed countries may be motivated by a need for uniqueness. Consequently, in emerging countries, a brand going away from the local market increases iconness and is a driver of prestige (Özsomer, 2012).

Considering this unanswered debate, there is clearly a need to examine whether consumer perceptions of globalness or localness affect consumers' image of and attitude toward a global, a local brand, and brand alliances. Therefore, this research will assess the similarity or difference between the brand dimensions impacting the consumer's image of a global brand and a local brand involved in a global-local brand alliance.

H_{3.a}: The consumer's image of a global brand (GBI) is influenced by the same brand dimensions than the consumer's image of a local brand (LBI) involved in a global-local brand alliance.

In addition, it will evaluate the mediation effect of consumer's image of a global brand on the relationship between global brand dimensions and consumer's image of a brand alliance.

H_{6.a}: Consumer's image of a global brand (GBI) partially mediates the relationship between global brand dimensions and consumer's image of a brand alliance (BAIG, BAIL).

Similarly, it will analyze the mediation effect of consumer's image of a local brand on the relationship between local brand dimensions and consumer's image of a brand alliance.

H_{7.a}: Consumer's image of a local brand (LBI) partially mediates the relationship between local brand dimensions and consumer's image of a brand alliance (BAIG, BAIL).

2.6 Consumer's attitude toward a global or a local brand

Global brands are perceived as sources of symbolic values including prestige, excitement, status, modernity, and social approval (Özsomer, 2012; Steenkamp et al., 2003). The consistent personality of numerous global brands, their need to sustain a worldwide reputation, and their long-term brand investments, may reduce consumers' perception of risk (Özsomer & Altaras, 2008). In this context, some studies identify an emotional dimension in consumers' preference for global brands associated to the consumer's positive feelings generated by global brands (Dimofte et al., 2008), and find evidence of emotional value related with global brands (Swoboda et al., 2012). Table 2.4 presents key research studies focused on consumer's attitudes toward global and local brands.

A stream of the literature suggests that consumers in emerging countries have an increasing interest on global brands for symbolic, status enhancing or status preference reasons. This preference for global brands based on status has been reported in emerging countries, including India, China, Brazil, Russia (Dalmoro, Pinto, Borges, & Nique, 2015; Swoboda et al., 2012). Despite the strength of these findings in the literature, this symbolic and status preference for global brands especially brands originated in the United States, Germany and Japan, among consumers in emerging markets, seems to have been neglected in the literature (Batra et al., 2000). Therefore, additional research on consumer's preference for global brands by symbolic and social status implications is needed. The lack of interest on this effect in recent studies of global brands could be because this effect seems likely to be much stronger in emerging than developed markets, where most of the research has been originated (Batra et al., 2000).

The consumption of global luxury brands depends on consumers' personal traits and economic maturity of the market (Üstüner & Holt, 2010). Consumers may buy global brands based on self-oriented motivations, including expressing or pleasing themselves, and other-oriented motivations, including distancing from the masses and exhibiting wealth. In emerging countries, wealthy consumers are usually motivated to exhibit wealth to differentiate themselves from less rich consumers (Shukla, 2010). In contrast, in mature markets, wealthy consumers may no need to exhibit wealth to separate themselves from the masses (Kapferer, 2010). As an alternative, they may desire to be linked to their exclusive groups and consume global brands to indulge themselves and communicate their identities.

Moreover, consumers in emerging economies today want to partake in the global consumer community through accessing worldwide brands (Dalmoro et al., 2015; Guzmán & Paswan, 2009). However, not all consumers have enough income, leading to an aspirational desire for many global brands. Owning these global brands and having knowledge of fashion trends and popular culture are considered as sources of social status. Therefore, some trends for global brands acquiring higher status than local brands can be recognized in emerging markets, (N. Zhou & Belk, 2004). First, global brands are usually less accessible and more expensive than local brands in emerging countries, turning them into more desirable brands from a reference group perspective (Batra et al., 2000). In addition, consumers in emerging countries are comparatively less wealthy than their counterparts in developed markets, and this sometimes may generate a sense of inferiority and insecurity. Some authors have examined this process in specific cases, for example, the inferiority complex of Indians (Batra et al., 2000; Punyatoya, 2013).

Therefore, consumers in emerging countries often seek to emulate the fashionable American and European lifestyles and consumption practices and thus purchase the brands they have been exposed to through TV programs and movies, foreign tourists, relatives and friends living abroad, and their own travel overseas. The control and production of popular culture lies in wealthy countries such as the United States, France, Germany, and United Kingdom (Batra et al., 2000). Consequently, the flow of media images is typically from these economic and cultural markets to the emerging markets, making brands that symbolize wealthy lifestyles seem highly wanted.

In some countries, nationalist governments and traditional institutions often criticize the consumption of popular culture, fashion trends, and global brands as corrupting, hedonistic, and alien values (Crane, 2002). This process makes these cultural and consumption trends very attractive to younger consumers, who perceive these brands as symbols of individuality, wealth, status, modernity, rebellion against the *status quo* and traditional institutions, and freedom of choice. Consequently, the attitude of these consumers is frequently characterized by a loss of pride and trust in local brands and local culture, and disdain for local alternatives (Ger & Belk, 1996).

In contrast, by connecting with local culture, local brands may acquire potential advantages from their profounder understanding of local tastes and needs and a broader adaptability to local market needs (Dimofte et al., 2008). An iconic brand with cultural value is more affectionally motivating than a noncultural iconic brand (Holt, 2004). Additionally, some studies have found that consumers perceive local brands as more original, unique, affective, and culturally representative than global brands (Schuiling & Kapferer, 2004; Swoboda et al., 2012). These new studies highlight the importance of studying brand localness.

Previous research does not consider brand globalness and localness as the opposite extremes of the same scale (Özsomer, 2012; Steenkamp et al., 2003; Xie et al., 2015). A local brand is not considered simply as the opposite of a global brand (Dimofte et al., 2008). Brands may carry both globalness and localness either by mixing global accessibility with domestic origin, Coca-Cola and Apple for Americans, or by in some ways adjusting to some extent to the local market despite being global, McDonald's highlights the use of local ingredients in some markets it operates (Xie et al., 2015). Therefore, this research will assess the similarity or difference between the brand dimensions impacting the consumer's attitude toward a global brand and a local brand involved in a global-local brand alliance.

H_{3.b}: The consumer's attitude toward a global brand (GBA) is influenced by the same brand dimensions than the consumer's attitude toward a local brand (LBA) involved in a global-local brand alliance.

In addition, it will evaluate the mediation effect of consumer's attitude toward a global brand on the relationship between global brand dimensions and consumer's attitude toward a brand alliance.

H_{6.b}: Consumer's attitude toward a global brand (GBA) fully mediates the relationship between global brand dimensions and consumer's attitude toward a brand alliance (BAA).

Similarly, it will analyze the mediation effect of consumer's attitude toward a local brand on the relationship between local brand dimensions and consumer's attitude toward a brand alliance.

H_{7.b}: Consumer's attitude toward a local brand (LBA) fully mediates the relationship between local brand dimensions and consumer's attitude toward a brand alliance (BAA).

Table 2.4. Key studies on attitudes toward global and local brands

Author(s)	Sample	Research design	Analysis technique	Independent variables	Dependent variables	Key findings
Steenkamp, Batra, & Alden (2003)	617 consumers from Korea and USA. USA: 247 women. Korea: 370 households.	USA: Mail survey. Random sample from a sampling firm list. Korea: Personal interviews. Randomized cluster sampling.	Multigroup confirmatory factor analysis Structural equation modeling (CFA & SEM)	Perceived brand globalness (PBG). Brand local icon value.	<i>Mediating constructs:</i> Brand quality Brand prestige Brand purchase likelihood.	PBG is positively related to brand quality and prestige, and through them, to purchase likelihood. PBG effect on purchase likelihood is limited for ethnocentric consumers. Moderating effect of consumer ethnocentrism.
Özsomer (2012)	846 consumers from Turkey (480), Singapore (202), Denmark (164).	Mall-intercept survey to middle-income consumers. Likert 7-point scale.	Multigroup confirmatory factor analysis Structural equation modeling (CFA & SEM)	Brand globalness Local Iconess	Brand quality Brand prestige Brand purchase likelihood	Brand globalness increases quality perceptions, which in turn increases purchase likelihood of global brand. Local iconess increases prestige of the local brand which in turn increases the purchase likelihood of the local brand.
Swoboda, Penemann, & Taube (2012)	1188 households in China: Beijing, Shanghai and Chengdu.	Two focus group with Chinese students from. Home-interview survey. Likert 7-point scale. 120 foreign and domestic retail brands. Three retail sectors: grocery, fashion, and service retailing. 12 retailers per sector.	Confirmatory factor analysis (CFA) Multilevel modeling (hierarchical modeling)	Perceived brand globalness (PBG) Perceived brand localness (PBL)	<i>Mediating constructs:</i> Functional associations. Psychological associations. Consumer's expenditure in retailers.	PBG and PBL positively influence consumer's expenditure through functional and psychological associations. PBG contributes to a higher expenditure among global identity consumers than local identity consumers.
Xie, Batra, & Peng (2015)	287 consumers from China.	Rail station-Intercept survey. Pencil and paper questionnaire. Brands in electronic product category (cell phones, computers, televisions).	Confirmatory factor analysis Structural equation modeling (CFA & SEM)	Perceived brand globalness (PBG) Perceived brand localness (PBL)	Brand identity expressiveness Brand quality Brand prestige Brand trust Brand affect Behavioral intentions	PBG and PBL increase brand identity expressiveness. PBL have strongest impact on identity expressiveness. Identity expressiveness has significant effect on both trust and affect.
Halkias, Davvetas, & Diamantopoulos (2016)	253 consumers in Austria.	Experiment, a between-subjects study. Six product categories. Brands from America, Europe, and Asia. Self-administered questionnaire.	Structural equation modeling (SEM)	Perceived brand globalness (PBG) Perceived brand localness (PBL) Country of origin: country competence, country warmth	Brand attitudes Purchase intentions	Country perceptions influences brand attitudes. PBG / PBL and COO have complementary and mutually reinforcing effects on brand attitudes. Country competence influences brand attitudes. PBG affects brand attitudes for brands from a warm country. PBL has stronger influence on brand attitudes than PBG.

2.7 Brand alliances

This section presents a literature review in regard to brand alliances. It examines relevant literature of brand alliances from a consumer's perspective. There is still a discussion between scholars and practitioners about the definition of brand alliances and the types of brand alliances. In addition, the importance of brand alliances is examined in three areas: the attitudes related to original brands and their influence over attitudes towards brand alliances, the effects of brand alliances on original brands, and the level of congruity between the original brands. Also, the positive and negative effects of brand alliances are analyzed. Table 2.5 presents key research studies focused on brand alliances definitions, development of analytical frameworks, importance of brand alliances, as well as positive and negative effects of brand alliances.

Among the empirical brand alliances studies is predominant the use student samples, a few studies use more representative samples including consumers. Some studies use only one item to specify a construct; constructs with four or more items may improve the findings of these studies. The assessment of construct reliability and validity mainly relies on well-defined criteria. For instance, only few studies examine moderating variables for causal relationships in structural equation modeling. Consequently, the use of exploratory factor analysis (EFA), confirmatory factor analysis (CFA), structural equation modeling (SEM), and multi-group analysis in the context of brand alliances is still limited. In addition, many of these studies only use hypothetical co-branded products for evaluation, but the direct and spillover effects of actual co-branded products present in the market have been studied only rarely.

2.6.1 Definitions of brand alliances

Brand alliances refer to cooperative marketing activities that include short- or long-term fusions of two or more individual brands (Rao & Ruekert, 1994; Simonin & Ruth, 1998). Brand alliances may be presented physically by using two or more brands on a product, for example HP and Intel, or symbolically by connecting brand names, logos, or other brand elements in advertising and promotional campaigns, for example Bacardi and Coca-Cola (Rao et al., 1999). Brand alliances have become a common market growth and branding strategy. Additionally, transnational brand alliances attempt to reduce the introduction cost, accelerate potential adoption (Abratt & Motlana, 2002), create instant awareness for local customers (Voss & Tansuhaj, 1999) and preference considering the country of origin (Bluemelhuber et al., 2007). Consequently, global companies are opting for brand alliances in order to accomplish corporate growth objectives or respond to the competitive changes in their business sectors.

Table 2.5. Key studies on brand alliances

Author(s)	Sample	Research design	Analysis technique	Independent variables	Dependent variables	Key findings
Rao & Ruekert (1994)				Individual brands Primary brand Secondary brand Individual brand name Joint brand name	Purpose of brand names, brand alliances, and delivery of tangible and intangible attributes.	Analytical framework for assessing quality signaled by each brand name. Quality sensitivity, consumer ability to evaluate quality, potential allies, and opportunity costs are key issues to assess for a brand alliance.
Levin, Davis, & Levin (1996)	70 USA university students	Experiment. 2 x 2 (2 well-known brands, 2 fictitious brands). 1 - 10 rating scales.	MANOVA	Co-branding Well-known brand name Unknown or fictitious brand name	Importance of brand names in a co-branding strategy. Overall evaluation of strategy impact subsequent image of the brands.	An unknown primary brand name with a well-known second brand name has a more positive image than a well-known primary brand name and a secondary unknown brand name. Subsequent primary brand name image is affected by the secondary brand name, whereas the last one is mainly affected by own image.
Park, Jun, & Shocker (1996)	<i>Study 1:</i> 235 USA university students. <i>Study 2:</i> 90 USA university students	<i>Study 1:</i> Six between-subject experimental groups and two control groups. Likert 7-point scale. <i>Study 2:</i> Two between-subject experimental groups and one control group.	Mean and T-test analysis	Composite Brand Alliance or Extension (CBE) Header brand Modifier brand	Composite brand alliance. Spillover from CBE to brands. Contributions of attribute-level complementarity and attitudinal favorability of the modifier brand.	A brand alliance has a better attribute profile combining two brands with complementary attributes, than a brand extension of the primary brand, or a brand alliance with two highly favorable but not complementary brands. The positions of the constituent brand names in the composite brand name are important in the formation of the composite's attribute profile and its feedback effects on the constituent brands.
Simonin & Ruth (1998)	<i>Pretest:</i> 183 USA university students. <i>Main study:</i> 350 staff members and students.	<i>Pretest:</i> 7 alliances, automobile and microprocessor brands. <i>Main study:</i> 16 brand alliances, 7-point bipolar semantic differential scales.	Structural equation modelling (SEM)	Ingredient Branding Pre-attitude toward brands A and B Product fit Brand fit	Attitude toward brand alliance Post-attitude toward brands A and B	Brand image fit and attitudes toward each brand strongly influence attitude toward brand alliance. Spillover effects of the brand alliance on consumer attitudes toward each brand. Asymmetry in familiar/unfamiliar brand effects. Unfamiliar compared with familiar brands receive greater spillover effects from the brand alliance. Familiarity moderates attitude toward brand alliance, and spillover effects on partners.
McCarthy & Norris (1999)	<i>Pretest:</i> 73 USA university students. <i>Study 1:</i> 258 USA university students. <i>Study 2:</i> 270 USA university students.	<i>Pretest:</i> 72 brands, 18 product categories. <i>Study 1 & 2:</i> 2 x 2 x 2 (2 branded ingredient, 2 host brand quality, 2 brand product category) between subject design. Likert 9-point scale.	ANOVA and ANCOVA	Ingredient Branding Branded ingredient. High-quality and moderate-quality host brands.	Product quality perception. Product evaluation. Purchase likelihood.	Branded ingredients increase product quality perceptions of moderate-quality host brands, but not of high-quality host brands. Branded ingredients have no effect on purchase likelihood. Branded ingredient effects are mediated by product quality perceptions.

Table 2.5. Key studies on brand alliances (cont.)

Voss & Tansuhaj (1999)	<p><i>Study 1:</i> 60 students from Japan in USA university.</p> <p><i>Study 2:</i> 259 USA university students.</p>	<p><i>Study 1:</i> Two between-subject experimental groups and one control group. Likert 9-point scale.</p> <p><i>Study 2:</i> One experimental group and one control group. Likert 9-point scale.</p>	MANCOVA	<p>Co-branding</p> <p>Unknown foreign brand</p> <p>Well known domestic brand</p>	<p>Perceived quality</p> <p>Country of origin stereotype</p> <p>Brand evaluation</p> <p>Attitude toward parent firm.</p>	<p>Consumer evaluations of an unknown foreign brand are more positive when involved in a brand alliance.</p> <p>Brand alliances improve consumer evaluation of the parent firm.</p> <p>Brand alliances do not eliminate effects of country of origin stereotypes.</p> <p>Brand alliances with well-known local brands allow introduction of unknown foreign brand</p>
Levin & Levin, (2000)	<p><i>Study 1:</i> 80 USA university students.</p> <p><i>Study 2:</i> 48 USA university students.</p> <p><i>Study 3:</i> 58 USA university students.</p>	<p><i>Study 1:</i> 2 x 2 x 2 (2 restaurants, 2 high/low description, 2 positive/negative description) design.</p> <p><i>Study 2:</i> 2 x 2 x 2 (2 restaurants, 2 high/low description, 2 rated context) design.</p> <p><i>Study 3:</i> 2 x 2 x 2 (2 strength of alliance, 2 positive/negative description, 2 context cue) design. Likert 9-point scale.</p>	ANOVA	<p>Co-branding</p> <p>Primary brand</p> <p>Secondary brand</p>	<p>Evaluation of primary brand based on context features.</p> <p>Ambiguity in the description of the primary brand.</p> <p>Strength of brand alliance.</p>	<p>If two brands linked in a brand alliance are described by the same set of attributes, then consumers try to reduce or eliminate contrasts.</p> <p>If the primary brand involved in a brand alliance is less described than the secondary brand, then consumers try to increase assimilation.</p>
Washburn, Till, and Priluck (2000)	139 USA university students.	<p>Experiment, 2 x 2 x 2 (brand equity of each brand) and one -within-subject factors (time, before and after product trial) between-subject design.</p> <p>4 different co-brands</p> <p>Likert 7-point scale.</p>	ANOVA	<p>Co-branding</p> <p>Constituent brand</p> <p>Composite brand</p>	Brand value before and after product trial	<p>Significant differences between brand equity ratings before and after product trial and variation by co-brand combination.</p> <p>Product trial moderate value of co-branding.</p> <p>Brand equity value of high equity brands paired with other high equity brand remain stable.</p> <p>Low equity brands improve their value paired with a high or low equity brand.</p> <p>Co-branding improve consumer's perception of a brand regardless of whether partner is a high/low equity brand.</p>
Abratt & Motlana (2002)	A French yogurt maker and a Canadian frozen food company allied with local South African firms.	Analysis of secondary data, market research reports commissioned by companies.	Case study	<p>Co-branding</p> <p>International foreign brands</p> <p>Local brand</p>	Brand alliance	<p>Co-branding utilized to introduce new international brands into South African market.</p> <p>Co-branding is an effective strategy in terms of brand transition.</p> <p>Co-branding is effective for brand recognition and acceptance of the lesser-known brand.</p> <p>For multinational companies with global brands, co-branding raises the chances of product success in local markets.</p>

Table 2.5. Key studies on brand alliances (cont.)

<p>Desai & Keller (2002)</p>	<p><i>Pretest 1:</i> 182 USA students. <i>Pretest 2:</i> 85 USA students. <i>Pretest 3:</i> 56 USA students. <i>Pretest 4:</i> 42 USA students. <i>Main study:</i> 262 USA university students.</p>	<p><i>Pretest 1-4:</i> Likability and similarity of concepts between co-brand and self-brand. Strength of association between ingredient attribute and cobrand. Extension categories for six brands. <i>Main study:</i> 2 (slot-filler or new attribute) x 2 (self-branded/cobranding ingredient) x 3 (category replicate) x 3 (order) mixed design. Likert 9-point scale.</p>	<p>ANCOVA</p>	<p>Ingredient Branding Host brand Self-brand ingredient Cobranding ingredient</p>	<p>Slot-filler expansion New attribute expansion Target attribute Expansion category</p>	<p>Self-branding as an alternative way of ingredient branding, considering viability and benefits. Cobranding ingredients facilitate an initial slot-filler expansion, but subsequent extension evaluations are less favorable than if the host brand had initially expanded with a self-branded ingredient. An ingredient brand can help the host brand successfully introduce a totally new attribute, inherited from the ingredient category, into the host category. Strength of linkage of the ingredient brand to the host brand is more important than the attitude toward the ingredient brand.</p>
<p>Baumgarth (2004)</p>	<p><i>Pretest:</i> 120 Germany university students. <i>Main study:</i> 342 staff members and students.</p>	<p><i>Pretest:</i> 7 alliances automobile and microprocessor brands. <i>Main study:</i> 16 brand alliances, 7-point bipolar semantic differential scales.</p>	<p>Structural equation modelling (SEM)</p>	<p>Co-branding Pre-attitude toward brands A and B Product fit Brand fit</p>	<p>Attitude toward brand alliance Post-attitude toward brands A and B</p>	<p>Co-brand evaluation depended on both brand attitudes and fit evaluations, brand fit was the most important. Pre- and post-attitudes had a strong influence, a significant spill-over effect of the co-brand on the post-attitudes existed. Three moderating variables into consideration: brand familiarity, brand consciousness, and need for cognition.</p>
<p>Lafferty, Goldsmith, & Hult (2004)</p>	<p>463 USA university students.</p>	<p>Two social causes and two brands. 8 causes and 12 brand names. 7-point bipolar semantic differential scales.</p>	<p>Confirmatory factor analysis (CFA) Structural equation modelling (SEM)</p>	<p>Co-branding Pre-attitude toward brand and social cause Product category fit Brand name fit</p>	<p>Attitude toward the cause-brand alliance (CBA). Post-attitude toward brand and social cause.</p>	<p>Both partners benefit from a good CBA. There are spillover effects of the cause-brand alliance on consumer attitudes toward the social cause and the brand. Pre-existing attitudes toward the social cause and the brand have a significant influence on the success of a CBA. Fit between the social cause and the brand name is antecedent for a successful CBA. Familiarity with the social cause does not moderate attitude toward alliance.</p>
<p>Voss & Gammoh, (2004)</p>	<p><i>Study 1:</i> 103 USA university students. <i>Study 2:</i> 137 USA university students.</p>	<p><i>Study 1 & 2:</i> A between-subject experimental design. Likert 7-point scale.</p>	<p>EFA, ANOVA, and MANOVA</p>	<p>Co-branding Previously unknown focal brand Effect of an alliance with one or two well-known brand allies.</p>	<p>Perceived quality of unknown brand. Attitude toward an unknown brand. Effect on perceived quality and attitude toward an alliance with one or two well-known brand allies.</p>	<p>Higher values on utilitarian, hedonic, and perceived quality measures when one or two well-known brand allies are present than focal brand alone. No significant difference on utilitarian, hedonic, and perceived quality measures between one or two allies. Addition of a second ally did not provide a further improvement.</p>

Table 2.5. Key studies on brand alliances (cont.)

Washburn, Till, and Priluck (2004)	134 USA university students.	2 x 2 x 2 (high/low brand equity of brand 1, high/low brand equity of brand 2, before and after product trial) between-subject design Likert 7-point scale. Product evaluation on a 1 - 10 rating scale.	ANOVA	Ingredient Branding High-equity brand Low-equity brand	How brand equity of one partner affects the other. Consumer evaluation of search, experience, and credence attributes of the alliance brand.	Evaluation of search attributes is similar for all brand alliances. Evaluation of experience and credence attributes differs between brand alliances with high or low equity brands. Product trial only moderates experience attributes, no effect on search and credence attributes. Brand alliances have positive effect on the subsequent brand- equity of each brand.
Lafferty & Goldsmith (2005)	463 USA university students.	2 (high/low cause familiarity) x 2 (pre-exposure / post-exposure) mixed design. 7-point bipolar semantic differential scales.	ANOVA	Co-branding High/low cause familiarity. Pre-exposure/post-exposure to cause-brand alliance	Attitude toward social cause and brand.	Both partners benefit from a cause-brand alliance (CBA), though differentially. The role of cause familiarity as a moderator of the effect of CBA on brand attitudes is less relevant if the brand is high in familiarity and has relatively positive attitudes before the alliance.
Votolato & Unnava (2006)	221 USA university students.	2 x 2 x 2 (negative information: moral vs. competence, relation type: company vs spokesperson, host brand culpable vs. not culpable) between-subjects design. 9-point bipolar semantic differential scales.	Mean and correlation analysis	Co-branding Host brand; fictitious company. Partner brand: fictitious company or spokesperson.	Negative spillover effects from one brand to another. The impact of two types of negative attributes: incompetence and immorality.	Attitudes toward negative competence information about a company are more negative than attitudes toward negative moral information about the company. In contrast, attitudes toward negative moral information about a spokesperson are more negative than attitudes toward negative competence information about spokesperson. Negative information about the partner did not spillover to the host brand when the host is not viewed as culpable of the negative act.
Bluemelhuber, Carter, & Lambe (2007)	128 USA university students.	Eight brand alliances 7-point bipolar semantic differential scales	Multiple linear regression	Ingredient Branding Attitudes toward brand A and B Product fit & brand fit Country of origin fit	Attitude toward the cross-border brand alliance of A and B	Attitudes toward the brands positively influence attitudes toward a cross-border brand alliance. Product fit and brand fit positively influence attitudes toward alliance. Brand familiarity does not directly affect attitudes toward alliance. Moderating effect of brand familiarity.
Walchli (2007)	80 USA university students.	2 x 3 (low/high involvement, level of between-partner congruity) between-subjects design. Self-administered questionnaire. Likert 10-point scale.	ANOVA and MANOVA	Co-branding Levels of between-partner congruity: congruity, moderate incongruity, and high incongruity.	Potential quality Personal appeal/trial Professional assessment	Co-branded concepts processed under the high involvement condition exhibit a nonmonotonic congruity-evaluation, highest evaluation at moderate incongruity level. In low involvement condition, there is a negative congruity-evaluation relationship for quality, personal appeal/trial, and professional assessment.

Table 2.5. Key studies on brand alliances (cont.)

Lafferty (2009)	Study 1: 275 USA university students. Study 2: 170 USA university students.	Study 1: 2 x 3 (familiar/unfamiliar brand, important, less important, no cause) between-subject design Study 2: 2 x 2 (familiar/unfamiliar brand, high/low fit) between-subject design 7-point bipolar semantic differential scales.	ANOVA	Co-branding Brand familiarity. Importance of the social cause. Importance of brand. Fit of social cause and brand.	Attitude toward brand and company. Purchase intentions.	The more important a social cause is perceived, the more positively a cause-brand alliance influence attitudes toward the brand, company, and purchase intentions for familiar and unfamiliar brands. Importance of the social cause is more relevant than fit between social cause and brand, particularly for unfamiliar brand.
Lanseng & Olsen (2012)	180 USA university students.	3 x 3 (brand concepts: functional-functional, expressive-expressive, functional-expressive; product category fit: high, moderate, and low) between-subject design. 7-point bipolar semantic differential scales.	ANCOVA	Brand concept consistency. Product category fit	Attitudes toward the brand alliance	Consumers prefer alliances consisting of two functional brands over expressive brand alliances and mixed brand alliances. Consumers do not evaluate positively an alliance of two expressive brands. Product category fit is important for functional and mixed-brand concept-based alliances. Product category fit is not important for expressive brand alliances.
Hao, Hu, Bruning, & Liu (2013)	278 Canada university students.	2 x 2 (expectancy: high, low; relevancy: high, low) mixed design. 7-point bipolar semantic differential scales.	ANOVA and MANOVA	Expectancy congruence Relevancy congruence Country of origin	Attitudes toward the brand alliance Evaluation of brand alliance product	Expectancy and relevancy congruence influence attitudes toward brand alliance. A positive spillover effect of brand alliance on both partner brands in the high-relevancy and high-expectancy condition. A negative spillover effect occurred in the low-expectancy and low- expectancy condition. Country of origin has a positive influence on attitudes toward a brand alliance and evaluation of product.
Li & He (2013)	260 Taiwan language school students.	2 brand alliances: foreign-local and local-foreign brand order. 5-point bipolar semantic differential scales. Item-to-total	Correlations Confirmatory factor analysis (CFA)	Foreign brand attitude Local brand attitude	Attitudes toward international brand alliance	Brand order has a significant effect on attitudes toward international brand alliances. A brand (foreign or local) has a stronger impact on brand alliance attitude when brand appears at the preceding position of the alliance than when appears at the following position. Moderating effects of both brand order and consumer ethnocentrism.
Samuelsen, Olsen, & Keller (2015)	271 business school students	2 (brand alliance fit: high, low) x 2 (situational involvement: high, low) x 2 (argument quality: strong, weak) between subject design. Likert 7-point scale.	ANOVA	Fit between brand alliance partners Situational involvement Advertisement argument quality	Attitudes toward brand alliance	Fit between alliance partners can play different roles as persuasion variables. High fit might not be enough for positive brand alliance attitudes for involved consumers. Brand alliance attitudes were significantly higher for strong arguments than for weak arguments in the low-fit conditions.

Brand alliances are presented in different forms including ingredient branding and co-branding (Helmig, Huber, & Leeflang, 2008). Ingredient branding is when a material, component or part contained within other product is highlighted and co-branding is the association of two brand names to create a merged brand name for a new product. Vertical brand alliance, or ingredient branding, is the integration of one product within another by companies of different value chain level (Desai & Keller, 2002). In contrast, horizontal brand alliance or co-branding refers to the production and distribution of a product by companies at the same level in the value chain (Helmig et al., 2008). Furthermore, a co-branded product may emerge in a product category in which both companies are already recognized, in the case of Ericsson and Sony mobile phones, only one company is well-known, in a potential chocolate bar co-branded by Hershey's and Jack Daniel's, or a category in which neither company is currently offering products, such as a potential low-calories chocolate cake mix by Cadbury and Special K.

Co-branding refers to a medium- to long-term brand alliance strategy in which one product may be identified simultaneously by two brands (Kippenberger, 2002). Co-branded products have four characteristics (Helmig et al., 2008). First, the involved brands should be independent before, throughout, and after the introduction of the co-branded product into the market. Second, the owner companies should implement this strategy intentionally. Third, the association between the two brands must be visible to consumers. Fourth, the original products of these brands must be into the market at the same time. In addition, there are different levels of involvement of the original brands in relation to the shared value creation. The participant brands can collaborate to reach a higher level of awareness, achieve a value endorsement through an alignment of their value propositions to reinforce their brand reputations, or combine their complementary and strong brands to create a product that has more value than the sum of the parts (Kippenberger, 2002). Participant brands with lower level of involvement can achieve a lower value creation but the number of possible participants is larger. In contrast, participant brands with higher level of involvement can achieve a higher value creation but the number of potential participants is smaller.

2.6.2 Importance of brand alliances

Brand alliances are an understudied area offering significant potential for theory and practice development (Lafferty, 2009; Voss & Gammoh, 2004; Votolato & Unnava, 2006). Hitherto, academic research on brand alliances has focused on three major areas. The first area explores attitudes related to original brands and their influence over attitudes towards brand alliances. Most published studies have concentrated either on alliances between one recognized brand and one unknown brand, or alliances between two renowned brands (Rao et al., 1999; Rao & Ruekert, 1994; Simonin & Ruth, 1998). Some studies have found a partner brand improves consumer evaluation of a host brand (Rao, Qu, and Ruekert 1999; Voss and Tansuhaj 1999; Washburn, Till, and Priluck 2000; Voss and Gammoh 2004). Therefore, when a partner brand is present, consumer assessments of an unknown host brand are more complex than when the unknown brand stay alone.

Furthermore, the level of product quality is important for both host and partners brands. Ingredient brands positively and consistently affect moderate-quality host brands, but only sporadically have positive effects on higher-quality host brands (McCarthy & Norris, 1999). Specifically, the high product quality of a brand partner may be transmitted only to a host brand with moderate quality, may improve the positive assessment of the co-branded product, and may narrow or eliminate the competitive advantage of other high-quality host brands. Consumers' brand awareness of the partner brands has a positive direct effect. The addition of a renowned ingredient brand enhances consumer product appraisals of unknown or well-known host brands more than an unknown brand (A. M. Levin, Davis, & Levin, 1996). Similarly, consumer assessments of a brand alliance are enhanced if an unknown foreign brand partner is linked to a well-known domestic brand (Voss & Tansuhaj, 1999).

In relation to brand alliances including a renowned national or an unidentified private ingredient brand, the brand alliance obtains a positive assessment if it involves a renowned national ingredient brand (Vaidyanathan & Aggarwal, 2000). In alliances that alter the level of an existing product feature, an established ingredient brand eases early alliance acceptance, but an unknown ingredient brand permits more favorable subsequent category alliance evaluations (Desai & Keller, 2002). However, alliances that add a completed new characteristic or attribute to the product should include a well-known ingredient brand to receive higher assessments of the initial product and the subsequent alliances.

The second area analyzes the effects of brand alliances on original brands. Consumers' attitudes toward brand alliances positively influence their subsequent attitudes toward each companion's brand (Simonin & Ruth, 1998). Less-known brands have a weaker influence on the consumers' attitude toward brand alliances than well-known brands, but receive stronger effects from the alliances (Lafferty, Goldsmith, & Hult, 2004). In addition, brand alliances can increment successive evaluations of a previously unknown brand if this brand is linked with a renowned brand (Voss & Tansuhaj, 1999). Similarly, brand alliances can bring positive effects to two high-equity partner brands. Although lower-equity brands benefit most from alliances, high-equity brand do not experience a decline of reputation, even when they are linked to a low equity partner (Washburn et al., 2000; Washburn, Till, & Priluck, 2004). Therefore, the brand equity of a national brand is not reduced as a consequence of a partnership with an unknown private brand (Vaidyanathan & Aggarwal, 2000).

In general, these studies conclude that brand alliances positively influence consumers' evaluations of original brands (Gammoh et al., 2006; Lafferty & Goldsmith, 2005). However, negative information about a brand alliance may generate negative effects into the original brands (Helmig et al., 2008). Negative effects from brand alliances to the parent brand are produced by the failure of the product; how distant the alliance is to the original product category of the parent brand; and how inconsistent the brand concept is within the alliance. Also, negative perceptions about one original brand, such as social irresponsibility or incompetence, affect the other one (Votolato & Unnava, 2006).

The third area examines the level of congruity between the original brands, the way in which brands fit together. Consumers' positive attitude toward individual brands leads to positive brand alliances evaluations. A brand alliance with two matching brands has a better attribute profile in consumers' minds than a direct brand extension of the host brand or a brand alliance with two highly positive but not matching brands (Park, Jun, & Shocker, 1996). In addition, consumers evaluate brand alliances according to the congruity of the partner brands in high-involvement conditions (Walchli, 2007). Positive evaluations emerge from positive previous attitudes toward each partner brand, and positive perceptions of the similarity or compatibility of the two product categories and brand notions (Baumgarth, 2004; Lafferty et al., 2004). For functional brand alliances, where two brands are allied based on product-related attributes, product category fit is important, whereas for expressive brand alliances where two brands are allied based on consumers' goals, situation and benefits, brand concept fit is more relevant (Lanseng & Olsen, 2012).

Also, there is an association between brand equity and allied brands. The high brand equity of the partner brands enhances the apparent brand equity of the alliance and thereby produces positive evaluations (Washburn et al., 2000, 2004). For example, when a brand of brownies is allied with a high quality chocolate chips brand, the evaluation of the brownies brand is higher than paired with a low-quality chocolate chips brand, even though participants are taught to evaluate each component separately (A. M. Levin et al., 1996). As a result, there is a form of assimilation where consumers affect is transferred from one brand to another. Consumers assume that a high-quality brand usually allies itself only with other high-quality brands because companies would like to evade damaging their brand's prestige and reputation by entering into an unfortunate alliance. However, the magnitude of this effect will depend on the degree to which the brand alliance informs the consumer about unknown qualities of the new product (I. P. Levin & Levin, 2000).

2.6.3 Positive and negative effects of brand alliances

Brand alliances may offer benefits including brand name recognition and image. A brand alliance allows the owner companies to enlarge and strengthen the current set of brand associations including friendliness, prestige, innovation, and particular attributes, providing them with an efficient and effective way to differentiate and position their brands and secure a competitive advantage in the market place (McCarthy & Norris, 1999). For example, a brand alliance between Dreyer's and Mars allows Dreyer's to use Snickers, Twix, Milky Way and M&M's as ice cream flavors stimulating consumer's perceptions about quality and exclusivity (D. Aaker, 2003).

A brand alliance with the right partner or partners allows companies to facilitate new product introduction, take advantage of new market opportunities, decrease risks and costs, and enhance competitive position in current markets (Desai & Keller, 2002). In addition, brand alliances can provide important competitive advantages to the owner companies such as higher sales as a result of either expansion in current markets or enter to new sector or geographical markets,

improved benefits for consumers, higher level of confidence from consumers, premium prices, access to innovative technology, and lower costs to enter into new markets (Kippenberger, 2002).

Nonetheless, brand alliances are complex, they are not free from risk and might negatively affect involved brands. Managing brand alliances results in a reduction in the owner companies' direct control over their respective brand asset, and it involves lining up the interests of at least two different companies (Helmig et al., 2008). Furthermore, negative effects might occur when consumers consider the two brands are not complementary or the corporate personalities are incompatible resulting in the dilution or loss of distinctive features of the allied brands (Kippenberger, 2002). Therefore, it is vital to evaluate the complementarity of the brands involved into the alliance in relation to brand associations, brand origin, and product category from the consumer's perspective.

2.6.4 International brand alliances

The literature about international brand alliances is very scarce. An earlier study analyzed the introduction of two international brands in the South African market through a brand alliance with local brands (Abratt & Motlana, 2002). The study found that these brand alliances are effective to create brand recognition and acceptance of an unknown international brand in a local market. For multinational corporations, brand alliances between an international brand and a local brand increments the probabilities of a successful introduction of new products when the international brand is unknown in some local markets. However, this study utilized two case studies based on secondary data and market research reports commissioned by the companies involved in the alliances.

Subsequent studies examined the effects of brand alliances on the original brands. A study found that co-brand assessment depended on both brand attitudes and fit evaluations, but brand fit was the most important (Baumgarth, 2004). Also, pre- and post-attitudes had a strong influence, and a significant spill-over effect of the co-brand on the post-attitudes existed. Another study proposed that less-established brands may be perfect candidates for co-branding if they possess a particular connotation in a niche that is not offered by the solid partner brand (Helmig et al., 2008). In this case, an analysis should identify the fit level for multiple-brand concept dimensions.

In addition, another study examined the attitudes toward cross-border brand alliances between two international brands. Transnational or cross-border brand alliances refer to a particular form of brand alliances where one of the companies is headquartered in a different country than the host country company and market (Bluemelhuber et al., 2007). The study found that country of origin fit has a substantial effect on attitudes toward cross-border brand alliances, and this effect is stronger than brand fit when consumers are not familiar with the foreign brand. Also, product fit and brand fit positively influence attitudes toward the alliance, whereas brand familiarity does not directly affect attitudes toward alliance. Brand familiarity only has a moderating effect in the relationship between attitudes toward each individual brand, product fit, brand fit, and country of origin fit, and the overall attitude toward the cross-border brand alliance.

More recent studies have analyzed the level of congruity between the original brands. An earlier study found that consumers favor alliances that include two functional brands over expressive brand alliances and mixed brand alliances (Lanseng & Olsen, 2012). Consumers do not evaluate positively an alliance of two expressive brands. Product category fit is important for alliances that are functional and mixed-brand, but it is not important for expressive brand alliances. Another study suggested that expectancy and relevancy congruence influence attitudes toward brand alliance (Hao et al., 2013). Also, there is a positive spillover effect of brand alliance on both partner brands in the conditions of high-relevancy and high-expectancy. However, a negative spillover effect occurred in the low-relevancy and low-expectancy condition. In addition, country of origin has a positive effect on attitudes toward the brand alliance and evaluation of product.

Furthermore, another study evaluated the relevance of brand order among international brand alliances. The study proposed that brand order has an important effect on attitudes toward international brand alliances (Li & He, 2013). A foreign or local brand has a stronger influence on brand alliance attitude when brand is located at the preceding position of the alliance than when appears at the following position. As a result, there are moderating effects of both consumer ethnocentrism and brand order.

However, little attention has been paid to global-local brand alliances in the literature. Brand alliances are the ideal situation to examine the importance of global brands and local brands contributions. The global and local brands are explicitly present in the alliance at the same time and in the same space, packaging or campaign ads. This research will assess to what extent consumer' image of a global brand impact consumer' image of globalness and localness of a global-local brand alliance.

H_{4.a}: Consumer's image of a global brand (GBI) positively influences the consumer's image of globalness of a brand alliance (BAIG).

H_{4.b}: Consumer's image of a global brand (GBI) positively influences the consumer's image of localness of a brand alliance (BAIL).

Similarly, this research will assess to what extent consumer' image of a local brand impact consumer' image of globalness and localness of a global-local brand alliance.

H_{4.c}: Consumer's image of a local brand (LBI) positively influences the consumer's image of globalness of a brand alliance (BAIG).

H_{4.d}: Consumer's image of a local brand (LBI) positively influences the consumer's image of localness of a brand alliance (BAIL).

In addition, this research will assess to what extent consumer' attitude toward a global and a local brand impact consumer' attitude toward a global-local brand alliance.

H_{5.a}: Consumer's attitude toward a global brand (GBA) positively influences the consumer's attitude toward a brand alliance (BAA).

H_{5.b}: Consumer's attitude toward a local brand (LBA) positively influences the consumer's attitude toward a brand alliance (BAA).

Finally, this research will analyze to what extent type of brand alliance, in terms of actual and potential brand alliances, have a moderating effect on the relationship between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands, as well as the relationship between the consumer's image and attitudes toward global and local brands and the consumer's image and attitudes toward brand alliances.

H_{8.a}: The effect of global brand dimensions on consumer's image of a global brand (GBI) and attitude toward a global brand (GBA) is greater for actual alliances than potential alliances.

H_{8.b}: The effect of local brand dimensions on consumer's image of a local brand (LBI) and attitude toward a local brand (LBA) is greater for actual alliances than potential alliances.

H_{9.a}: The effect of consumer's image of a global brand (GBI) and a local brand (LBI) on consumer's image of a brand alliance (BAI) is greater for actual alliances than potential alliances.

H_{9.b}: The effect of consumer's attitude toward a global brand (GBA) and a local brand (LBA) on consumer's attitude toward a brand alliance (BAA) is greater for actual alliances than potential alliances.

Additionally, this research will analyze to what extent product category, consumer identity, and consumption orientation have a moderating effect on the relationship between brand dimensions and the global and local brands, as well as the relationship between the individual brands and the global-local brand alliance. These variables will be examined in detail in the following sections.

2.8 Product category

Nowadays, consumers are increasingly confronted with a choice between global and local brands in many product categories. In the current competitive global market, it is crucial to comprehend how consumers make this choice and why other consumers prefer global brands or local brands according to the product category. Product category associations or points-of-parity are the associations linked to all brands in a specific product category, such as high in calories, sweet, and a treat. Brand-specific associations or points-of-difference are the associations unique to the brand, but still focused on either product-related attributes such as chunky ingredients, fresh, and colorful packaging, or hedonic attributes such as exciting, luxury, and sophisticated (John, Loken, Kim, & Monga, 2006).

Consumers with more experience with a brand should be able to retrieve more brand-specific associations from memory, and a lower proportion of product category associations. On the other hand, consumers with less experience with a brand will have few brand-specific associations in memory, and therefore, should be able to retrieve more product category associations (Oakenfull & McCarthy, 2010). As a result, brand strategies intended to convert occasional consumers into frequent consumers may require brand communication messages that, over time, evolve from a focus on product category associations to more brand-specific associations. Furthermore, if the objective is to build higher brand equity among frequent consumers, emphasis should be placed on enriching the depth and nature of the imagery associations (Keller, 2013).

The level of attraction for local and global brands among consumers may be dependent on the product category. Local brands can be more attractive for products consumed at home, such as beverages and foods. Local brands are important competitors in the food and drink categories where local tastes and a strong affection for traditional and low-priced local brands challenge global brands (Schuh, 2007). In contrast, global brands are more appealing for product categories of hedonic products because they are higher in aspirational value and are usually associated with sophistication, luxury, status, modernity, and technology (Batra et al., 2000; Dimofte et al., 2008; Strizhakova et al., 2008; N. Zhou & Belk, 2004), such as innovative and conspicuous products.

Some studies examine the moderating role of product category, for example beverages and food categories versus personal care and clothes categories, to increase understanding of the rivalry between global and local brands (Özsomer, 2012). Global brands are associated with fashion trends, status, technology and innovation, whereas local brands are linked to local cultural values (N. Zhou & Belk, 2004). Global brands are positively associated by many consumers with quality and prestige in product categories such as hi-tech and luxury products (Pappu et al., 2007; Steenkamp et al., 2003). In contrast, local brands are strongly linked to the country and local culture considering heritage and cultural symbolism. Food and beverages have an essential role in local culture, tastes, and traditions. Local iconness is expected to be related to originality and perceived quality only in product categories more in line with local habits, needs, expectations, quality, and tastes (Özsomer, 2012). Therefore, strong local symbolism and cultural connections are more wanted and easy to create for culture-bound categories such as beverages and food (Özsomer, 2012).

Culture is more complex to standardize than design, production, distribution, and technology. Local brands predominate in product categories such as food, including fresh and frozen snacks, foods, confectionary and cookies, beer, liquors, media, because of a better reaction to local needs, and tastes through local flavors, ingredients, and advertising campaigns (Fariás, 2015). In particular, the complexity of food and beverage categories is extraordinary. Food and beverage preferences diverge intensely across the world because of basic differences in local customs, tastes, and access to local, fresh ingredients and products. Typically, a product that is closely associated to its culture should use a local branding strategy (Douglas, Craig, & Nijssen, 2001; Kapferer, 2002). Hence, product categories associated to local needs are positively linked to local brand success.

In the case of services, consumers are inclined to build a face-to-face relationship with the brand representatives and advisors. In service categories such as banks, hotels, airlines, restaurants, travel agencies, and telecommunications, local brands compete based on robust face-to face relationships with their consumers (Dawar & Frost, 1999). In the case of banks, education, health care, insurance, media, and telecommunications, local brands signify many years of experience and consumers have developed strong bonds with these brands over time, sometimes throughout generations. In these product categories, local brands embrace significant advantages, including high awareness, brand familiarity, and enduring emotional bonds (Kapferer, 2002). In addition,

product categories related to brand experience and long-term relationships are positively linked to local brands (Farías, 2015).

A trustworthy brand consistently maintains its promise of value to consumers by means of product design, manufacturing, distribution, and promotion. In Europe, brand associations of trust and reliability are stronger for local brands than global brands among consumers (Schuiling & Kapferer, 2004). Similarly, brand associations of trust and reliability are considerably higher for local banks than global banks (Pinar, Girard, & Eser, 2012). Trust has a cumulative effect over time on loyalty in high-service and high-involvement product markets (Farías, 2015). As a result, there are important opportunities for local brands in product categories that require a high level of trust and reliability such as airlines, automotive, banks, food, health care, insurance, office and stationary stores, and toys. Therefore, product categories related to trust are positively associated with local brands.

Companies from emerging markets have limitations in terms of innovation, technology, human capital, and worldwide-recognized brands (Magnusson, Westjohn, & Zdravkovic, 2011). Also, these companies may have limitations on financial capital with the respective deceleration on the implementation of marketing strategies (Wright, Filatotchev, Hoskisson, & Peng, 2005). In Latin American countries, consumers perceive brands as a sign of quality, facilitating their purchase decisions. In high-tech product categories such as automotive, computers, and electronics, global brands are predominant because these products are more universal in terms of adoption and use (Pitta & Franzak, 2008). Mexicans have a strong preference for global brands in product categories such as cars, computers, mobile phones, televisions, cameras, and video equipment (The Nielsen Company, 2016). In this context, there are small opportunities for local brands in high-tech product categories in Latin America (Farías, 2015). Therefore, product categories associated with high-technology are negatively associated with local brands.

In the literature of brand alliances, a previous study proposes that for functional brand alliances, where two brands are allied based on product-related attributes, product category fit is important, whereas for expressive brand alliances where two brands are allied based on consumers' goals, situation and benefits, brand concept fit is more relevant (Lanseng & Olsen, 2012). However, this study focuses on brand alliances between global brands examining the level of product category fit and brand concept consistency between the original brands. Therefore, this research will analyze to what extent product category have a moderating effect on the relationship between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands, as well as the relationship between the consumer's image and attitudes toward global and local brands and the consumer's image and attitudes toward brand alliances.

H_{8.c}: The effect of global brand dimensions on consumer's image of a global brand (GBI) and attitude toward a global brand (GBA) is greater for product alliances than service alliances.

H_{8.d}: The effect of local brand dimensions on consumer's image of a local brand (LBI) and attitude toward a local brand (LBA) is greater for product alliances than service alliances.

H_{9.c}: The effect of consumer's image of a global brand (GBI) and a local brand (LBI) on consumer's image of a brand alliance (BAI) is greater for product alliances than service alliances.

H_{9.d}: The effect of consumer's attitude toward a global brand (GBA) and a local brand (LBA) on consumer's attitude toward a brand alliance (BAA) is greater for product alliances than service alliances.

2.9 Consumer identity

Branding refers to an economic and cultural process in which brand value depends on cultural perceptions of the worth and meaning of a brand (Sinclair, 2008). In addition to the positioning of a brand or unique image, these perceptions may involve widely shared expressive and emotional attachment of consumers. Brand imagery related to a specific country can provoke powerful feelings and emotional attachments, depending on the personal background and the context of the specific market scenery (Vida & Reardon, 2008). This identification usually lasts even when national brands are overpassed by global companies, since the brand's association with the nation is an important source of value or brand equity (Sinclair, 2008).

Culture may influence a person's attitudes, behaviors, and values, and plays a substantial role in a person's knowledge representations (Mikhailitchenko et al., 2009). Culture is progressively being absorbed into the economy, and branding has a vital part in the transference of value through images (Lash & Urry, 1994). Brands are more than the products or services offered, brand surpasses the product as its context of consumption (Arvidsson, 2005). As a result, an important part of the brand equity is strongly associated to the cultural relations a brand creates with its current or potential consumers.

People obtain particular attention and identification patterns through participation in socialization processes typical of a culture (Nisbett & Miyamoto, 2005). Brand managers cannot arbitrarily impose any kind of image to a brand, they must use what is already in the culture (Sinclair, 2008). In some markets, global brands compete with strong national or even local brands, and tactically involve them in ways not always obvious to consumers, especially adapting their global brands in accordance to local cultural realities and tastes. For instance, the positive brand image that Mercedes-Benz possess is not something simply a result of advertising, but lies on particular cultural perceptions of design, quality, and engineering associated to the national automotive industry (Edensor, 2002).

Additionally, brands have the capacity to disseminate popular traditions and narratives of national belonging, shared signs of nationhood conveyed in media, and become mediators of membership of the nation. As a result, brands are associated with particular countries, also often convey mythic associations that evoke particular forms of expertise and qualities (Edensor, 2002). For example, in the product category of motorcycles, Harley-Davidson is clearly recognized as American, while in the automotive industry Jaguar, Land Rover, and Mini are still appreciated as British. These associations are symbolic, not actual because Jaguar and Land Rover are now

owned by Tata Motors, an Indian company, and Mini by BMW, a German company. Similarly, a Volkswagen car is perceived as German independently it is assembled in Mexico or Brazil. Furthermore, nowadays strong brands, rather than the state, have become the significant reference point for national identity and nationalism addresses people in their capacity as members of the nation, not as citizens but as consumers, based on affect, trust, and shared meanings incorporated in national belonging (Arvidsson, 2005).

In this context, individuals as members of the country behave as consumers rather than as citizens, choosing national belonging rather than accepting it as an imposition, and they express this choice by purchasing brands embedded in an daily popular national culture that they identify with as their own (Sinclair, 2008). Thus, brands can express belongingness to a nation. Brand narratives and images may be strong drivers of myth, including myths of identity, especially when these myths motivate and are performed in acts of daily consumption of particular brands that encourage the consumer to identify with the populist world of the nation (Holt, 2004). As part of the construction of a national culture and identity, there is a development of vocabulary, slogans, and a repertoire of images (Löfgren & Willim, 2005). This process is not limited to the expressions and iconography related to the brand, but the cultural connections of global and local brands.

An example of how brands allow consumers to express belongingness to a national culture is the case of immigrants. Many immigrants experience a multifaceted and contradictory set of feelings activated by opposite forces after arriving in their new country. They face an acculturation process through which they assimilate the behaviors, values, and attitudes of the society of the new country (J. Berry, 2001). In this process, they should integrate into the ordinary society of the new country and thus adopt its conducts, occasionally at the cost of leaving behind everything related to their country of origin. This procedure is not simple at all, and immigrants may try to make sense of their new social connections by emulating their cultural roots and building certain degree of cultural proximity. Simultaneously, there is frequently a desire to preserve their cultural identity through cultural ties and values with the home culture (Paswan & Ganesh, 2005; Sierra & McQuitty, 2007).

These consumers try to make sense of a multifaceted atmosphere by identifying with a group with which they feel contented, and often this is performed through artifacts, rituals, and other symbolic elements from the home country (Goulding, 2001; Schindler & Holbrook, 2003; Sierra & McQuitty, 2007). Some studies suggest that these associations are stronger among people from developing countries (Batra et al., 2000; Guzmán & Paswan, 2009). Immigrants' efforts to tie their identity with the place and time left behind will make them to perceive the brands from their home country in an exceedingly unrealistic, inflated manner (Guzmán & Paswan, 2009). Similar emotions, often referred as homesickness or nostalgia, could also be experienced by tourists and exchange students though maybe to a smaller extent (Holbrook & Schindler, 2003). Although originally immigrants may be enthusiastic about the experiences in the new country, after a while they may want to practice customs from their home country. For example, Mexicans traveling overseas may occasionally seek a Mexican eatery in the visited country or listen to Mexican music while spending time with friends.

Heritage and language are part of cultural identity. Iconic brands have become legends and may have an important role in the construction and permanence of the local culture by the use of images, symbols and textual appeals. The value of these brands is sustained on some sources of brand equity such as loyalty, familiarity, perceived quality and associations, and more broadly grounded on the local brand image, and national belongingness. The heritage of the brand and the brand elements aligned to this source of brand equity are carefully maintained. Heritage does not inevitably mean old-fashioned, then logos, colors, and packaging may be updated occasionally, but brand managers should be attentive in preserving consistency of brand image.

The effect of imagery on consumers' attitudes may be moderated by culture and situations where imagery is generated (Liang & Cherian, 2010). Companies which own these brands are taking advantage of the trust, affect and shared meanings collectively produced by people who create an imagined community of consumers, and identify themselves as belonging to a country and its popular culture (Arvidsson, 2005). In the literature, only anecdotal evidence and journalistic opinions has been develop to explain the context of consumption of some brands as an expression of national belongingness (Sinclair, 2008). There is no previous research about how consumers are motivated to consume brands to express belongingness to a nation or how these brands can generate resonance in the popular culture of a nation.

Therefore, this research will analyze to what extent consumer identity, in terms of global and local citizenship, have a moderating effect on the relationship between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands, as well as the relationship between the consumer's image and attitudes toward global and local brands and the consumer's image and attitudes toward brand alliances.

H_{8.e}: The effect of global brand dimensions on consumer's image of a global brand (GBI) and attitude toward a global brand (GBA) is greater for global citizens than local citizens.

H_{8.f}: The effect of local brand dimensions on consumer's image of a local brand (LBI) and attitude toward a local brand (LBA) is greater for local citizens than global citizens.

H_{9.e}: The effect of consumer's image of a global brand (GBI) and a local brand (LBI) on consumer's image of a brand alliance (BAI) is greater for global citizens than local citizens.

H_{9.f}: The effect of consumer's attitude toward a global brand (GBA) and a local brand (LBA) on consumer's attitude toward a brand alliance (BAA) is greater for global citizens than local citizens.

2.10 Consumption orientation

In the literature about globalization, there is a growing interest to examine the processes and consequences of cross-national transmission of symbols, lifestyles, media forms, and attitudes (Crane, 2002). Furthermore, brands as symbols are an emergent object of study of both global and local cultures. Some studies suggest that an important segment of consumers worldwide are assimilating globally diffused symbols, media images and preferences that flow mainly from the United States and are replacing their traditional, local cultures (Holton, 2000; Pieterse, 1995). As

a result, some scholars propose that this leads to the construction of a global consumer culture (Alden et al., 1999). Part of this trend is cosmopolitanism. It is the propensity of people to position themselves beyond the local community. Consumers seek cultural capital, or social status, by obtaining cosmopolitan characteristics. Also, cosmopolitans, consumers with high cultural capital, tend to evade the narrow culture of their local environments in favor of original and exhilarating experiences, such as exotic music and food (Holt, 1997, 1998) or living and working abroad (Thompson & Tambyah, 1999). Cosmopolitans are people unconstrained by the biases of their home culture, whereas locals view their home culture as final reality, standing gratified in their provincial ways of life (Hannerz, 1990). Cosmopolitans are made, but not born, and they are in a state of continuous change. Furthermore, cosmopolitans are consumers who pursue to extend their cultural horizons by submerging themselves in a range of local cultural practices. Cosmopolitans include consumers whose orientation surpasses any specific setting or culture (Cannon & Yaprak, 2002), and are risk taking, ground-breaking, less vulnerable to normative influences, and in terms of demographics, they are quite young, well-educated, urbans, and have international experience (Riefler, Diamantopoulos, & Sigauw, 2012).

In contrast, others scholars argue that local cultures still have a strong influence (Kapferer, 2002). As a result, there is a determined wish of some segments of consumers to maintain the local culture and to discard the influences perceived as global (Ger, 1999). Indeed, many consumers prefer local consumption imagery because they are more simply associated with local values, behaviors, lifestyles, and attitudes (Crane, 2002). For example, there are “live local” movements in the United States and other countries where there is a reorientation of consumers toward their locality, with an enlarged value located on things such as local produce sold at farmers’ markets, local stores, and community activities and events engaging the residents (Roberts, 2010). Part of this trend is consumer ethnocentrism. It refers to the belief held by consumers about the morality and appropriateness of acquiring foreign-made products (Shimp & Sharma, 1987).

Ethnocentrism represents the tendency of people to understand other social groups from the viewpoint of their own group, and to evade persons who are culturally different while without any criticism accepting individuals who are culturally like themselves. Then, consumer ethnocentrism provides the person with a sense of identity, an understanding of what purchase behavior is adequate or improper to the group, and feelings of belongingness (Shimp & Sharma, 1987). The values and symbols of consumer's ethnic or national group become objects of attachment and pride. As a result, ethnocentric consumers are proud of their local culture, symbols, brands, and companies. They are less open to overseas cultures and are less cosmopolitan (Steenkamp et al., 2003). Consumer age has been recognized as a variable that meaningfully associates with ethnocentrism (Orth & Firbasová, 2003). For example, elder consumers are inclined to be more ethnocentric than youth consumers (Witkowski, 1998).

Consequently, the early literature has viewed the two concepts as opposites, implying that cosmopolitans do not have much interest in their local contexts, including local events, people, or news whereas ethnocentric consumers focus on local activities, products, and relationships. More recent literature recognizes a middle position, where some segments of consumers adopt

elements of global culture and integrate them into local culture. Some articles refer to this process as glocalization, the interpenetration of the global and the local that results in unique outcomes in diverse geographic regions (Ritzer & Ryan, 2014). For instance, young consumers cultivate a local identity considering the conditions, traditions, and environment of the place where they have grown up and lived, and they mostly use this identity in their day-to-day interactions with family, relatives, friends, neighbors and community (Arnett, 2002). In addition to their local identity, young people simultaneously establish a global identity that creates a sense of belonging to a worldwide culture and comprises an awareness of the practices, styles, events, and information that are part of the global culture (Kjeldgaard & Askegaard, 2006). Similarly, multiculturalism in various countries delivers opportunities for more people to cultivate cosmopolitan tendencies while physically staying within their home culture (Caldwell, Blackwell, & Tulloch, 2006). Some consumers consider that a global brand may embrace the values and traditions of the local culture through the use of significant local elements such as images, symbols and textual appeals to reinforce the respect for local heritage (Kipnis, Kubacki, Broderick, Siemieniako, & Pisarenko, 2012). These elements often symbolize the connection between consumers and their national culture, region, or even personal life.

Cultural studies propose that consumers commonly have a general predilection for a specific response, but some differences across these factors may happen (Alden et al., 2006). Consumer preferences for products coming from the same country differ depending on the product category. Consumer preference for local products and disinterest for foreign products is not consistent across diverse national markets, and the relationship between consumer preferences and consumer ethnocentrism, for both domestic and foreign brands, varies also across product categories (Balabanis & Diamantopoulos, 2004; Balabanis, Diamantopoulos, Mueller, & Melewar, 2001). Some recent studies propose that the degree of consumer ethnocentrism is different from country to country even from region to region (Kaynak & Kara, 2013). Therefore, the more ethnocentric consumers are, the less interested they are in the acquisition of foreign products and services, thinking that purchasing non-local products and services is wrong and non-nationalistic because it may affect local economy and cause more unemployment. High ethnocentric consumers prefer brands owned by local companies and they may have more favorable attitudes toward brands owned by local companies that have reached an international or global scope (Winit et al., 2014). Similarly, cosmopolitan consumers using brand globalness as a signal of quality have more positive attitudes for local brands, but not foreign or global brands, and as a result, these consumers may more easily identify with globally successful firms from their home country (Riefler, 2012).

Consequently, consumer ethnocentrism and cosmopolitanism are important in shaping consumers' preferences for local and international brands (Crane, 2002). As a result, consumption orientation studies attempt to explain consumer preferences for global, local or hybrid alternatives (Alden et al., 2006; Steenkamp & de Jong, 2010). Nevertheless, insights into why consumers vary in their attitudes towards global and local brands are limited. Moreover, in the study of consumers' attitudes toward brand alliances is relevant to understand whether

consumers have consistent or different consumption orientations considering factors such as product category.

Therefore, this research will analyze to what extent consumption orientation, in terms of cosmopolitanism and ethnocentrism, have a moderating effect on the relationship between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands, as well as the relationship between the consumer's image and attitudes toward global and local brands and the consumer's image and attitudes toward brand alliances.

H_{8.g}: The effect of global brand dimensions on consumer's image of a global brand (GBI) and attitude toward a global brand (GBA) is greater for cosmopolitan consumers than ethnocentric consumers.

H_{8.h}: The effect of local brand dimensions on consumer's image of a local brand (LBI) and attitude toward a local brand (LBA) is greater for ethnocentric consumers than cosmopolitan consumers.

H_{9.g}: The effect of consumer's image of a global brand (GBI) and a local brand (LBI) on consumer's image of a brand alliance (BAI) is greater for cosmopolitan consumers than ethnocentric consumers.

H_{9.h}: The effect of consumer's attitude toward a global brand (GBA) and a local brand (LBA) on consumer's attitude toward a brand alliance (BAA) is greater for cosmopolitan consumers than ethnocentric consumers.

After a review of the literature, it has been recognized that the majority of academic research has focused on the analysis of global brands (Craig & Douglas, 2000a, 2000b; Holt et al., 2004; Özsomer et al., 2012). In contrast, little research has been done to examine the specifics of local brands. Previous studies mostly analyze global and local brands independently or comparatively. In addition, some studies compare global versus local brand equity but mostly in the context of particular market segments or product categories (Roy & Chau, 2011). However, little research has been done about the potential of brands alliances between global and local brands because it is assumed that global-local brand alliances are unlikely to succeed.

Although some studies have concentrated on brand alliances involving global brands addressing the attitudes towards this type of alliances (Abratt & Motlana, 2002; Bluemelhuber et al., 2007), the level of congruity between the original brands (Hao et al., 2013; Lanseng & Olsen, 2012; Li & He, 2013), and the effects of brand alliances on the original brands (Baumgarth, 2004; Helmig et al., 2008; Lafferty & Goldsmith, 2005), additional investigation of global-local brand alliances is necessary. In addition, little attention has been paid to the analysis about the uniqueness, strength, and types of associations delivered by each brand to a brand alliance. Therefore, this research intends to fill these gaps.

This study will assess the level of influence of brand knowledge, brand experience, brand origin, and brand consumer imagery on the consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance. It also will evaluate the level of influence of these

individual brands on the consumer's image of and attitude toward a global-local brand alliance. The study will assess two actual brand alliances and two potential global-local brand alliances already offered in the Mexican market but not currently involved in a brand alliance, across different product and service categories.

Moreover, this study will analyze to what extent type of brand alliance, product category, consumer identity, and consumption orientation have a moderating effect on the relationship between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands, as well as the relationship between the consumer's image and attitudes toward global and local brands and the consumer's image and attitudes toward brand alliances. Finally, this research will analyze the potential of global-local brand alliances to represent a synthesis of globalness and localness.

Chapter 3

Research design of qualitative study

This chapter explains the research design and methods applied in this thesis to address the research problem. In Chapter 2, the researcher identified that a significant part of the literature in branding and consumer behavior has focused on the analysis of global brands. In contrast, little research has been done to examine the specifics of local brands. Although some studies have focused on brand alliances between well-known and unknown brands, the level of congruity/fit between the allied brands, and the spillover effects of brand alliances on both partner brands, further examination of global-local brand alliances is required. In addition, there is little analysis about the effects of globalness and localness on brand alliances. Therefore, this research intends to fill these gaps.

The first section explains the research problem and the research paradigm behind the selection of research design. The second section describes the research design and the selected methods for each study. The third section outlines the design and implementation of the qualitative study. The fourth section describes the techniques and stages of data analysis. The fifth section explains the process to evaluate the quality of the data. The last section discusses some ethical considerations of this study. The analysis of the findings of the qualitative study and the conceptual model will be presented in the Chapter 4. The design of the quantitative study, the development of constructs of the model, and strategies of analysis will be outlined in Chapter 5.

3.1 Research problem and paradigm

This research analyzes the potential of global-local brand alliances to represent a synthesis of globalness and localness. An extensive literature review related to global brands, local brands, brand alliances, product category, consumer identity, and consumption orientation enlightens the initial stages of this investigation. This study will assess to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a global-local brand alliance. The research approach is analyzed taking in to account the assumptions and methodological implications.

Research philosophy refers to the nature, source, and development of knowledge (Saunders, Lewis, & Thornhill, 2012). The different stages of the research process are based on assumptions about the nature and sources of knowledge. Research philosophy represents the researcher's most significant assumptions which are central to set up the research strategy. A research paradigm refers to a set of assumptions or beliefs that guide and influence researchers (Creswell, 2013). In the area of business studies, there are three main paradigms or research philosophies: positivism, post-positivism or realism, and interpretivism (Lincoln & Guba, 2000; Myers, 2008). In positivist studies, researchers design and implement highly structured methods, use large

samples, and focus on quantitative facts. Post-positivism or realism also focuses on facts, but the selected methods can be quantitative or qualitative. In interpretivist studies, researchers design in-depth methods, use small samples, and focus on the meaning of actions and events. This interpretation is only possible through the analysis of social constructions including consciousness, language, instruments, and shared meanings. This research will use a post-positivism or realism paradigm.

Ontology is about the assumptions related to the nature of reality, while epistemology is focused on nature, possibilities, sources, and limitations of knowledge in the area of study (Hallebone & Priest, 2009). Ontology is a system of assumptions or beliefs that represent an interpretation of a researcher about what a fact is. In other words, ontology is connected to the essential question of whether social objects should to be perceived as objective or subjective. Two ontological approaches are objectivism and subjectivism (Creswell, 2013). In objectivism, the researcher is independent of the social phenomena or objects and the generation of knowledge is independent of the researcher's beliefs and values. In subjectivism, the researcher is part of the social phenomena or objects under study.

For realists and positivists, the objective of research is prediction or explanation, whereas interpretivists explore an understanding of social and cultural objects and processes. Positivists test hypotheses and operationalize concepts, unlike realists and interpretivists who study research problems by using research questions. Positivists pursue empirical generalizations, whereas interpretivists pursue insights into the nature of a situation (Myers, 2008). Hypothesis testing in positivist research have a straightforward research plan, while in realist and interpretivist research, qualitative research questions are answered taking into account the information supplied by participants. As a result, positivists perceive their research as no reliant on free will, whereas in other paradigms researcher values' influence is more overt. This research seeks to explain to what extend global-local brand alliances can denote simultaneously brand globalness and localness.

Consequently, research philosophies or paradigms influence the research design utilized by the researcher (Creswell, 2013). Furthermore, positivists can utilize quantitative methods, for example, experiments. Post-positivist or realists can utilize quantitative methods, for example surveys, and qualitative methods, for example case studies. Interpretivists utilize qualitative methods, for example grounded theory. The paradigms have empirical consequences for the research design including the research objective, assumptions, research process, and evaluation of the quality of the research. In this research, first a qualitative study will allow the researcher to understand Mexican consumer's image of and attitude toward global brands, local brands, and global-local brand alliances, and then the researcher will follow up with a quantitative study to assess a conceptual model.

The two most important ways to building theory are inductive and deductive. Positivist studies frequently adopt a deductive approach, whereas realist and interpretivist studies regularly use an inductive research approach (D. Crowther & Lancaster, 2008). For deductive research, theory is the initial point and then an assessment of hypotheses that lead to empirical generalizations. For

inductive research, variables are shaped into a conceptual framework with specific propositions. In some studies, it is questionable to separate the processes of induction and deduction because both processes often evolve at the same time (Perry, 1998). This mixed approach, a blend of previous theory and theory built from the data, is selected for this research.

Finally, these approaches may influence also the use of language during the research. In positivist studies, the third person and a more formal language is frequently utilized. In critical theory and realism paradigms, the first person and a more informal language may be utilized. As a result, this research will use first or third person language in the respective sections of analysis. The research design and methodological implications for this study are discussed in the following section.

3.2 Research design

Research design refers to the process related to design and implementation of the appropriate instruments to collect data to build, analyze, or test theory. In this section, the researcher will discuss the reasons to select a mixed methods design for this study. In the field of marketing, prior theory determines to what extent the research process will be inductive or deductive (Perry, 1998). On one hand, pure induction may isolate the researcher from the use of existing theory. In this study, an initial inductive approach is needed to address the problem. An extensive literature review related to global brands, local brands, brand alliances, cultural background and consumption orientation has lightened the initial stages of this investigation. Qualitative research can allow the researcher to generate additional insights about the global and local brand dimensions, consumer's image of and attitudes toward global and local brands, and global-local brand alliances, and then propose a conceptual model to be tested quantitatively using a deductive approach.

The research design selected for this study is mixed methods with two sequential studies. This research is post-positivist or realist because it uses both induction and deduction. A mixed methods design has some advantages (Tashakkori & Creswell, 2007). First, diverse paradigms and methods offer various approaches to a research problem. Second, the research frequently evolves through different sequential phases. Third, a mixed methods research may validate data by merging an assortment of methods, potentially improve the analysis, generate a fresh perspective, and expand the research scope by providing new insights (Tashakkori & Creswell, 2007). The mixed methods design may be implemented in a sequential process. Consequently, the key findings of both studies are assessed taking into account the literature.

In the literature of branding and consumer behavior, there is a growing interest to enhance the validity of the research design including item construction, construct validation, response bias, nonresponse bias, and reliability assessment (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). Many marketing research studies are cross-sectional, and whereas longitudinal designs have high validity, these studies require important resources and time in order to enhance causal inferences (Rindfleisch, Malter, Ganesan, & Moorman, 2008). In order to decrease the threat of

common method variance (CMV) bias and enhance causal inference (CI), researchers usually recommend three data collection strategies, including obtaining multiple types of data, employing multiple respondents, or collecting data over multiple periods. The adoption of a mixed methods design can eliminate the weaknesses of a single method design involving multiple respondents and collecting and analyzing multiple types of data (Tashakkori & Teddlie, 2010).

A mixed methods design may also improve the strengths of each selected method by minimizing possible weaknesses. A qualitative approach can generate a broader viewpoint of the research problem. Consequently, this ensures that all significant constructs are taken into account in the research design. However, one of the most important limitations of a qualitative approach is the small size of the sample. In contrast, the size of the sample is relevant in quantitative studies to generalize the results. A quantitative research depends on large samples in order to confirm significant statistical effects and then generalize the findings based on the sample from the population (Iacobucci & Churchill, 2015). However, when a theoretical perspective for the research problem is under development, then the use of only a quantitative approach may produce limited theoretical insights. Therefore, a quantitative study can confirm or reject a model or theory generated from the findings of a qualitative study. Then researchers regard qualitative and quantitative methodologies as complementary. In this research, the literature review and the qualitative approach allow the researcher to propose a conceptual model, and then the quantitative approach lets to the generalization of the results.

The selection of a research design should consider the essence of the research problem. Alternative methods are relevant according to whether research is theory building or theory testing (Healy & Perry, 2000). In theory building, the emphasis is on meaning, whereas in the theory testing the emphasis is on measurement. These approaches are not mutually exclusive, and mixed methods may allow theory building and theory testing to be conducted in the same research. A limited understanding of new area of knowledge sometimes impede the design and conduction of a single research method. This research requires a deeper understanding of how Mexican consumers perceive global brands, local brands, and global-local brand alliances. The answers of the participants can enrich the analysis and conceptualization of each construct, identify potential new items to be included in the model, and alternative relations among the constructs.

In summary, a mixed methods design covers various weaknesses of a single method research. A mixed methods design may allow the researcher to discover theoretical insights with one method and afterwards confirm the model or theory utilizing a different method. The limited knowledge about how the population of study perceive global brands, local brands, and global-local brand alliances implies that an exploratory approach is required in the first stage of this research. Then, the proposed conceptual model may be assessed with a quantitative approach utilizing fieldwork. In the following sections, the design and conduction of the qualitative study will be detailed.

3.3 Qualitative study

A mixed methods design with two sequential studies has been selected for this research. First, a qualitative study will allow the researcher to explore in deep what brand dimensions influence the generation of consumer's image of and attitudes toward global and local brands, as well as the image and attitudes toward brand alliances. Second, a quantitative study will allow the researcher to test the proposed conceptual model. This section outlines the design and implementation of the qualitative study. The selection of online interviews is explained, followed by details about the profile and geographical location of participants, sampling method, interview process and recording data. The following section discusses the process of analysis of the qualitative data. The description of the quantitative study is presented in the Chapter 5.

The selected qualitative research method is in-depth interviews. The qualitative methods involve observation, focus groups, and in-depth interviews (Silverman, 2000). Observation is not suitable as the research focuses on consumers' image and attitudes toward global brands, local brands, and brand alliances that are not directly observable. Focus groups are considered impractical because participants are required to attend a group session at one location, interacting with a moderator between one to two hours. In-depth interviews are suitable when it is necessary to advance the understanding of a specific construct within a specific context (Fontana & Frey, 2000). In-depth interviews may allow the researcher to find out new evidence and expose new aspects of a problem (Malhotra, 2007). In-depth interviews are a method through which consumer's image and attitude toward global brands, local brands, and brand alliances can be explored from the participant's perspective. Therefore, an in-depth interview is more likely to produce more insightful ideas in relation to the relevant constructs of this research from the participants.

In addition, the geographical location of the participants with respect to the researcher is another factor. The population of study are Mexican consumers and the researcher is located in Auckland, New Zealand. At the beginning, the researcher explored the possibility to interview Mexicans living in Auckland or other cities in New Zealand. However, the limited number of Mexicans living in New Zealand makes the process time consuming and expensive. Besides, these consumers might have a different perspective and attitude toward global and local brands in Mexico because of their immersion in the New Zealand market. As a result, it is necessary to limit the selection of participants to visitors and newly settled residents, reducing the number of potential participants and increasing the complexity to recruit interviewees. Therefore, the online interview emerged as the best alternative to collect the data.

The online interview is an innovative research method (Mann & Stewart, 2000). There are different advantages of using online interviews. Online interviews, as opposed to personal interviews, provide the researcher with opportunities to carry out interviews with a very geographically dispersed population and approach individuals who are often difficult to reach (Mariampolski, 2001). In addition, online interviews are user-friendly in terms of making convenient, quiet quick connections between individuals in an environment of their own choosing

(McDaniel & Gates, 2013). The researcher will conduct the online interviews via Skype videoconference to take advantage of video and audio to keep participants attentive and engaged, enhance their experience during the interview, and maximize their contributions to the study.

3.3.1 Profile and geographical location of participants

This study plans to interview Mexican consumers of global and local brands from different market segments of Mexico City, Mexico. As this study will ask participants what they think about global and local brands, their associations [ideas, emotions, benefits] about these brands, the ways in which they are interacting with these brands, what kind of people consume these brands, and their image and attitude toward global-local brand alliances, it is important that the participants have some knowledge and experience with global and local brands. The criteria to select potential participants is the following: Mexican consumers, both men and women, 18+ years old, with a level of education of high school or higher, with access to a high-speed broadband internet in order to perform a videoconference via Skype.

3.3.2 Sampling method

The researcher requested Mexican consumers to take part of the study through an email, see Appendix 1.1. The email explained to the participants the research objective, the importance of participating in this study, and the use of the collected data. The potential participants will have at least one week to consider the invitation. After participants responded to the invitation, the researcher made the required arrangements for the online interviews via Skype videoconference considering the difference between Mexico and New Zealand time zones.

In addition, the researcher sent to the participants the information sheet and consent form, see Appendices 1.2 and 1.3 respectively. Participants were made fully aware of the purpose of this research through the use of a Participant Information Sheet which states the purpose of the study, use of the collected data, and research practice principles. The participants filled the consent form and returned it to the researcher before the interview. At the beginning of the interview, the researcher reminded to the participants that the interview would be recorded and asked for their oral consent.

The first email to participants, participant information sheet, consent form, and interview guide were translated to Spanish by the primary researcher to stimulate the interest of the potential participants and facilitate the communication with the participants, see Appendices 1.5, 1.6, 1.7, and 1.8. The translation of these documents was performed by the primary researcher, who is Mexican and bilingual. Additionally, the translation of these documents was checked by two external Mexican reviewers who are also bilingual to verify the accuracy of both versions.

The researcher conducted in-depth online interviews with ten consumers located in Mexico City via Skype videoconference utilizing a semi-structured interview guide. In previous cross-cultural studies using in-depth interviews, data saturation is reached around ten interviews, for example, Ahuvia, Garg, Batra, McFerran, & de Diesbach (2018); Batra, Ahuvia, & Bagozzi (2012), or a

smaller number of interviews, for example Ahuvia (2005). Additionally, this number of in-depth interviews is consistent with the recommendations for exploratory data collection (Flick, 2018). The researcher applied a purposive sampling method using personal contacts. The researcher has a list of contact details including emails of Mexican consumers from different market segments with knowledge and experience with global and local brands.

3.3.3 Interview guide

A semi-structured interview guide was developed to cover issues related to the three most important constructs of the proposed model: global brands, local brands, and brand alliances, see Appendix 1.4. The interview guide consisted of pre-determined open-ended questions categorized in three sections related to the mentioned constructs, as shown in Table 3.1. This arrangement of the questions allowed the interviewer to explore, in a deeper way, different aspects related to each construct during the interview.

In the first section, participants will be able to express in a more freely and richer way what they identify as a global brand, and their brand associations in terms of ideas, emotions, and benefits. Besides, they will evoke different ways of interaction with global brands, the perceived profile of consumers interested in these brands, product categories associated to global brands, and relevance of the brand origin. In the second section, the same issues are explored in relation to the local brands. In the third section, participants compare global and local brands, express a preference for one of the alternatives explaining the reasons for their chosen option, and then explain their opinion about a global brand and a local brand together in a product or service.

Table 3.1. Interview guide sections and questions

Section	Questions
Global brands	<p>How would you describe a global brand?</p> <p>What are the associations [ideas, emotions, benefits] that you have about global brands?</p> <p>What are the ways in which you are interacting with these brands?</p> <p>What are the characteristics of people that consume these brands?</p> <p>In what kind of products do you prefer global brands?</p> <p>To what extent it is important the country of origin of these brands?</p>
Local brands	<p>How would you describe a local brand?</p> <p>What are the associations [ideas, emotions, benefits] that you have about local brands?</p> <p>What are the ways in which you are interacting with these brands?</p> <p>What are the characteristics of people that consume these brands?</p> <p>In what kind of products do you prefer local brands?</p> <p>To what extent it is important that the products of these brands are made in Mexico?</p>
Brand alliances	<p>If you have to choose between a global and a local brand, which one do you prefer? Explain your reasons</p> <p>What do you take into account while choosing between a global and a local brand?</p> <p>What do you think about a global brand and a local brand together in a product or in an advertising campaign?</p>

The answers of the participants will enrich the analysis and conceptualization of each construct, identify potential new items to be included in the model, and alternative relations among the constructs. In addition, the answers can be compared between participants and complemented. The semi-structured interview guide ensured a consistent treatment of the themes related to each construct between the interviews.

Global and local brands are key assets in the portfolio of multinational corporations. In addition, brand alliances have become a popular market growth and branding strategy. Therefore, the interview questions will focus on consumers' perceptions and attitudes toward global and local brands by separated, and then a brand alliance between global and local brands. The objectives of online interviews are to refine the proposed model, analyze whether the factors of consumer's image of global and local brands are the same or not, and explore product categories to obtain respondents view on global and local brands. In addition, the researcher will look for literal words and expressions for questionnaire wording.

The researcher's supervisors will review the interview guide structure and question wording in English. Subsequently, the researcher who is Mexican and bilingual will translate the interview guide to Spanish, see Appendix 1.8. In addition, two Mexican external reviewers who are also bilingual will check the interview questions in Spanish, and then validate the accuracy of both versions. In the following lines of this section is described the process to select the participants for the research.

3.3.4 Interviews and recording data

The primary researcher is native to Mexico, so he knows the cultural context of the participants. Additionally, the primary researcher studied his undergraduate and graduate studies in Mexico which gives him a broader context of the Mexican culture. The interviewer was in Auckland, New Zealand, whereas the interviewees were in Mexico City, Mexico. The interview lasted between 45 minutes and one hour. The interviews were performed from September to October 2015, conducted in Spanish, digital audio recorded, and later transcribed by the researcher.

The role of participants in this research is to share his/her knowledge and experience about global-local brand alliances. Participants were not asked to influence the nature of the research, its aims, or methodology. Participants were not involved in conducting the research; their only involvement is to provide useful and insightful information about global and local brands. Interviewees' participation is relevant to the success of the research, and great care will be taken to approach them. No information is hidden to the participants.

The in-depth interviews were conducted in Spanish via Skype videoconference, recorded on a digital audio recorder, transcribed into a word text processor, and then coded using NVivo 10. Later, the transcripts were examined by the researcher and two external Mexican reviewers against the digital audios. Also, transcripts were provided to participants to assess representation of their perceptions, attitudes, and experiences. Subsequently, the text files were uploaded into

NVivo 10. This software allowed the researcher to analyze the transcripts. The following section describes the selected process used to analyze the transcripts.

3.4 Thematic analysis

Thematic analysis is an extensively-used method of analysis in qualitative research (Guest, 2012). This method focuses on identifying patterns or themes within data. The aim of thematic analysis is to identify patterns of meaning across a dataset that offer a possible answer to the research questions of the study (Guest, MacQueen, & Namey, 2012). It suits questions related to consumer's knowledge, perceptions experiences, as well as representation and construction of meaning. Patterns may be identified through a process of data recognition, data coding, and theme development and revision (Fereday & Muir-Cochrane, 2006). Then, the themes become the categories for analysis.

Thematic analysis may be performed through a process of six steps to recognize relevant themes: recognition of data, generation of initial codes, search for themes among codes, review of themes, definition and selection of names for themes, and production of the final report (Braun & Clarke, 2006). The recognition of data requires reading and re-reading the data, to become immersed and familiar with the content. Then, it is necessary the generation of concise labels or codes to recognize significant characteristics of the data that may be relevant to answer the research question. This process involves coding the complete dataset, then categorizing all the codes and significant extracts for subsequent steps of analysis. The search for themes among codes requires an examination of the codes, compare carefully and categorize data to identify relevant wider patterns of meaning or possible themes. This process includes ordering data significant to each possible theme and review the feasibility of each theme. The review of themes includes examining the categories of themes throughout the data. In this step, themes are usually refined, this usually requires split, combine, or discard themes. The definition of themes requires the development of a detailed analysis of each theme and determining the focus and scope of each theme. The final step includes linking the analysis of narrative and selection of extracts, as well as a contextualization of the analysis considering the existing literature. Despite these steps are consecutive, and each build on the previous, thematic analysis is characteristically a recursive process.

The researcher analyzed the interviews in Spanish in NVivo 10 using thematic analysis. The analysis followed the process explained above. The three sections of the interview guide were a point of reference during the analysis. Then, the identification of a theme considered the level of salience or importance to the research questions. These themes were categorized, split or merged based on the scope of the findings. The analysis of these categories determined any relationships between the concepts and the extent to which they answer the research questions. Relevant quotes for each theme were extracted for Chapter 4.

3.5 Validity and reliability of data

This section presents the strategies and process to evaluate the quality of the data. Reliability involves whether the findings of the qualitative study are dependable and stable while validity considers whether the qualitative data has been collected in an unbiased way significant to the object of research. This research uses a range of tests and tactics to address construct validity, internal validity, external validity, and reliability (Miles & Huberman, 1994).

Construct validity refers to the appropriate operational measures of the construct (Miles & Huberman, 1994). A possible tactic involves multiple sources of evidence, including the literature and in-depth interviews. The objectivity of the study is also evaluated by the explicit essence of the research process adopted and the description of the process of data collection. The selection of method, in-depth interviews, allows participants to generate authentic insights about the consumer's image and attitude toward global and local brand, and the image and attitude toward global-local brand alliances. The data including audio recordings, transcripts, and consent forms have been stored and is available for possible re-analysis by others.

Internal validity refers to the causal connections within the data. Internal validity is occasionally considered less important in exploratory research and it is evaluated by identifying patterns, themes, and categories (Miles & Huberman, 1994). The final step of thematic analysis involves linking the analysis of narrative and selections of textual quotations, and the contextualization of the analysis with respect to existing literature, then internal validity is stronger. However, the data may also be affected by events external to the research. Additionally, small samples may also affect the validity of the research. The quantitative study also supplies additional confirmation of internal validity.

External validity is strengthened through replication. Themes are evaluated to ensure they represent the data. The validation of themes in the early and late stages of data analysis is important (Miles & Huberman, 1994). The researcher will involve two external Mexican reviewers during the early stages to evaluate the identified themes and key codes. That is to say, to test if the themes the researcher identified are suitable with the data or not. The researcher will discuss themes and key words with the two external reviewers. This will enable the researcher to enrich the analysis based on this feedback (Miles & Huberman, 1994).

Reliability refers to the consistency of the findings and to what extent the research may be replicated if the interview process is followed. The use of an interview guide and thematic analysis coding process ensures that the generation of themes is consistent. A qualitative research software, NVivo 10 is used to analyze the interviews. This approach ensures the adoption of a consistent analysis. The coding process and the identified themes will be checked by the two Mexican reviewers with the same cultural background and language, using a sample of the transcripts.

The main objective of this process is to build reliability in the analysis of themes and codes (Nowell, Norris, White, & Moules, 2017). As a result, the researcher is better informed of any

conflicting result, if there is any, with respect to any theme or code that is recommended to be added or removed by the external reviewers (Miles & Huberman, 1994). Late checking and verification will involve two Mexican reviewers to evaluate final themes and key codes, and the most important textual quotations and their translation (Nowell et al., 2017). The inclusion of the external Mexican reviewers at two separate steps build a strong process for analytical credibility similar to reliability from a positivistic perspective (Miles & Huberman, 1994).

3.6 Ethical considerations

The proposal for the qualitative study was submitted to Auckland University of Technology Ethics Committee (AUTEC) for approval in September 1, 2015. The ethics application 15/349 was approved on October 1, 2015, see Appendix 1.9. This process ensured that participants are not hurt or affected during the research. The researcher applied a purposive sampling method using personal contacts. This research used email as first contact with the participant. The researcher invited Mexican consumers to participate in the study through an email. The email explained to the participants the research objective, importance of participating in this study, and use of the collected data.

Participants were made aware of the objective of this research using a participant information sheet which explains the purpose of the study, use of the collected data, and research practice principles. These principles included some provisions for the privacy of the participants and their personal information. All participants were advised that they can withdraw at any time prior to the completion of data collection without consequences. They do not have to answer questions if they do not want to. Participants had control over how they answered the questions and assured full confidentiality. The identity of the participants was kept confidential because the information supplied may contain personal information. Participants' name and contact information were not collected. Demographics such as age, gender and level of education were collected but did not enable identification of the participants. The researcher will use fictitious names in the analysis and reporting of the data.

After participants responded to the invitation, the researcher made the required arrangements for the online interviews via Skype considering the difference between Mexico and New Zealand time zones. In addition, the researcher sent to the participants the information sheet and consent form. The participants filled the consent form and returned it to the researcher before the interview. At the start of the interview, the researcher reminded to the participants that the interview would be recorded and asked for their oral consent. The data including the digital audio of the interviews, transcriptions in word files, NVivo 10 files, and handouts are stored in a locked drawer in the office of the researcher.

In summary, this chapter has explained a mixed methods design to evaluate the research problem and questions presented in Chapter 2. The possible research approaches have been examined considering the assumptions of each research paradigm. The mixed methods design takes into

account the realism paradigm and the selection of this design is supported with literature from the marketing field. The qualitative study and data collection have been outlined including the profile and geographical location of participants, sampling, interview guide, interviews, and recording and transcribing the data.

In-depth interviews have been selected as the research method, utilizing a semi-structured interview guide. The interview guide and questions have been generated followed by the data coding and process of analysis utilizing NVivo 10. An analysis of the actions to build data validity and reliability has been included. Lastly, the ethical considerations of the research have been explained. The analysis of the qualitative data collected during the online interviews is discussed in the next chapter, together with the presentation of the conceptual model.

Chapter 4

Qualitative analysis

This chapter presents the findings of the online interviews with Mexican consumers. The chapter is organized in nine sections. In the first section, the researcher describes the profile of the participants in terms of gender, age, industry, position, and level of education. In addition, a description of the selection process of participants, interview protocol, recording and transcription, analysis of data, and translation of quotations is outlined.

From the second to the seventh section, the thematic analysis of the online interviews with Mexican consumers is developed for the global brands, local brands, brand alliances, and the moderating variables consumer identity, consumption orientation, and product category. In each section, the analysis begins with the presentation of a list of themes and key codes generated during the thematic analysis for each construct of the conceptual model. Subsequently, the analysis of the findings is presented, including relevant quotations from the participants.

In the eighth section, the main implications of this analysis are discussed. In the last section, a conceptual model will be presented based on the literature review and findings of the online interviews. The model and hypotheses will be tested in the quantitative study to assess whether the findings can be generalized. The design of the quantitative study, the development of the constructs of the model, and the strategies of analysis will be outlined in Chapter 5. The assessment of the model using structural equation modeling will be presented in Chapter 6.

4.1 Profile of participants

This study involved online interviews with a group of Mexican consumers of global and local brands from different market segments of Mexico City, as shown in Table 4.1. Participants shared what they thought about global and local brands, associations, and interaction with these brands. For this reason, it was important that the participants had knowledge and experience about these brands. In Mexico, educated high-income consumers have an extensive experience with global brands, whereas low-income consumers are more exposed to counterfeit products of global brands, affecting their experience with these brands. Also, low-income consumers have limited access to a high-speed broadband internet in order to perform a videoconference via Skype.

The researcher invited Mexican consumers to take part in the study through an email. The email explained to the participants the research objective, the importance of participating in this study, and the use of the collected data. After participants responded to the invitation, the researcher made the required arrangements for the online interviews via Skype considering the difference between Mexico and New Zealand time zones. In addition, the researcher sent to the participants the information sheet and consent form. The participants filled the consent form and returned it to the researcher before the interview. At the beginning of the interview, the researcher reminded to the participants that the interview would be recorded and asked for their oral consent.

Table 4.1. Characteristics of the participants

Fictitious name	Gender	Age	Industry	Position in company	Level of education
Leonardo	Male	42	Environmental Services	Director	Master degree
Carolina	Female	27	Advertising Agencies	Director	Bachelor degree
Javier	Male	42	Ports & Logistics	IT Director	Bachelor degree
Isabel	Female	31	Public Sector	Communications Coordinator	Bachelor degree
Mauricio	Male	20	Automotive	Market Analyst	Bachelor degree
Patricia	Female	30	Construction	Commercial Manager	Bachelor degree
Pedro	Male	60	Energy, Oil, Gas	Chief Operating Officer	Bachelor degree
Antonio	Male	30	Hospitals & Health Care	Commercial Director	Master degree
Adela	Female	30	Retailing	Marketing Manager	Bachelor degree
Elizabeth	Female	25	Hospitality & Tourism	Marketing Coordinator	Bachelor degree

The researcher conducted in-depth online interviews with ten consumers located in Mexico City via Skype videoconference using a semi-structured interview guide. The researcher applied a purposive sampling using personal contacts. The in-depth interviews lasted between 45 minutes and one hour. The interviews were conducted from September to October 2015, conducted in Spanish, digital audio recorded, and later transcribed by the researcher. The digital audios were transcribed in a word text processor. Later, the transcripts were examined by the researcher and two external Mexican reviewers against the digital audios. Then, the researcher analyzed the interviews in Spanish in NVivo 10 using thematic analysis.

The validation of themes in the early and late stages of data analysis was important. The researcher approach to thematic analysis understood coding as an active and reflective process. The researcher involved the two external Mexican reviewers during the early stages to evaluate the identified themes and key codes. The researcher discussed in a series of meetings with the external reviewers any conflicting results with respect to themes and key words. This enabled the researcher to enrich the analysis based on their feedback. The inclusion of the external reviewers at two separate steps build a strong process for analytical credibility. Subsequently, the most important quotations from the interviews were identified and translated to English by the researcher. Then, the translation was checked by the two external Mexican reviewers who are also bilingual to verify the accuracy of the quotations.

4.2. Global brands from Mexican consumers' point of view

This section presents the different dimensions of global brands as conceived by some Mexican consumers. These dimensions include consumers' brand knowledge in terms of awareness, attributes, and benefits; brand experience with global brands taking place when consumers search, buy, and consume products and services, considering that experience can be direct when there is physical interaction, or indirect when a brand is presented in an advertisement. It also includes brand familiarity taking into account consumer's level of involvement regarding a brand in a product category; brand origin considering country of ingredient, design, and production; and brand consumer imagery from the people's view of the typical brand consumer or stereotyped perception of the expected consumer of a brand. At the end, the consumers' perception of globalness of these brands and their attitudes toward global brands are analyzed.

4.2.1 Global brand themes and key codes

This section presents a list of themes and key codes generated during the thematic analysis in relation to global brands as shown in Table 4.2. A short description is also provided for each theme to explain their meanings. The list contains key codes related to important dimensions of the global brands.

Table 4.2. List of themes and key codes for global brands

Themes	Description	Key codes
Brand knowledge	The representation of the global brand in terms of awareness, attributes, and benefits	Well-known Available High quality Expensive Prestige Innovative Admirable Reliable Market dominance Social irresponsibility
Brand experience	Experiences generated when consumers search information, purchase, and consume global brands, including exposition to media and events	Feelings Sentiments Lifestyle Mass media ads Social media Sponsored events
Brand familiarity	Consumer level of involvement regarding the purchase decision, and product usage related to a global brand	Familiar to consumer Everyday use Low and high involvement High consumption frequency
Brand origin	Country or geographic location from which global brand originates	Global headquarters Global design Global manufacturing Global ingredients Global reputation Foreign brand names
Brand consumer imagery	Human characteristics or traits that consistently and distinctively describe an actual or imagined consumer in relation to a global brand	Upper class Individualist Original Up to date Practical Sophisticated Successful Adventurous High educated Young Healthy lifestyle Hectic
Consumer's image of global brand	Consumer's perceptions of globalness of a brand	Brand globalness Global consumption Global accessibility Globalness representation Global recognition
Consumer's attitude toward global brand	Consumer's cognitive and expressive behavior toward a global brand	Aspiration Loyalty Positive opinion Recommendation to others High purchase intention

4.2.2 Global brand knowledge

Global brands are often associated with high-quality standards and homogenization of products. According to Leonardo, Mexicans feel that these brands offer standard products worldwide, with the same quality and range of products available in different important markets such as the United States, Europe or Mexico. These perceptions toward global brands are frequently based on the assumption that global corporations are in a better position to offer brands with higher quality than their local competitors.

When I think about a global brand, I instantly associate this brand to a corporation present worldwide, with an extraordinary economic power, creative research and development centers, efficient manufacturing plants in different regions, and high standards of quality (Patricia).

When talking about global brands, most of the participants have a high level of awareness of global brands across different product categories and a positive brand image associated to strong, favorable, and characteristic benefits and attributes.

Global brands take advantage of the opportunities offered by globalization, for this reason they are available everywhere and are admired by everybody. For example, it comes to my mind immediately global brands such as Coca-Cola, Volkswagen and Corona, related to soft drinks, cars and beer respectively (Mauricio).

According to Carolina, Mexican consumers positively associate global brands with high quality, positive experiences, a broad range of options, reliability, and prestige. Some consumers focus on global brand attributes or features that characterize the product or service. For instance, in the automotive industry, Mexican consumers consider the external aerodynamic design and ergonomic interior design, energy efficiency, and innovative materials as intrinsic characteristics of global brands (Pedro). These attributes are relevant to consumers looking for a more complete set of features of a global brand with respect to local brands such as performance, long-term cost, and security during the decision-making process previous to the acquisition of a product.

Other consumers focus on global brand benefits directly related to functional needs linked to the modern consumers' lifestyle, emphasizing the contribution to time efficiency and easy applications that these brands may convey.

Nowadays, there are more persons focused on spending the less possible time to cook their foods because of the prevalent faster pace of life in large cities. Therefore, these consumers want something easy, practical, and cheap. People now have less time to prepare and consume their foods, maybe half an hour to one hour, then they go to the supermarket and prefer to buy packaged food with brands such as Nestlé, Campbell's, Knorr because they think "this will solve my life" (Mauricio).

However, there are global brands with negative images among some Mexican consumers including McDonald's, Coca-Cola, and Starbucks, and consumers avoid these global brands if local brands are available. These global brands are considered as symbols of market dominance and have negative connotations including climate change, monopolistic market structures, or corporate social irresponsibility. Frequently, negative attitudes among Mexican consumers toward globalization and global brands are generated from the fear of eradication of local cultures, companies, and brands.

4.2.3 Global brand experience

Mexican consumers have a growing experience with global brands through the consumption of associated products and services. Mainly, Mexicans interact with global brands by consuming the respective products and services. Javier comments that some other Mexican consumers only interact with global brands by purchasing their products, sometimes with no search of information before the purchase decision but buying these brands impulsively and then consuming the products in social events.

These consumers are regularly exposed to advertisements of global brands transmitted on local and international media, during the broadcast of global well-known sports events including the FIFA World Cup, the NFL Super Bowl, and the Olympic Games, or cultural events such as The Cannes Festival and The Rose Parade. In addition to buying, Pedro adds that the interaction with global brands is through mass media and social media that allow people to share brands with the rest of the family, friends, or co-workers. However, the interaction of young consumers with global brands is moving from these traditional media channels to digital media alternatives such as websites and social media.

The information available on the products' labels and advertising campaigns is not enough, then I look for additional information on internet and events. In addition, when they do promotions, I register the number of my receipt of purchase on their website, or when they do sponsorships of events, I have the opportunity to know more about the brands or consume these brands during the cultural or sports event. Then, the most of my interaction with global brands is through the internet, social networks and sponsored events (Patricia).

Furthermore, Mexican consumers frequently access the social media pages and websites of these global brands and describe the content of these platforms as attractive, interactive, useful, versatile, and updated. According to Carolina and Adela, some Mexican consumers emphasize that social media platforms are becoming important to interacting with global brands, especially via Facebook, Twitter or Instagram, as well as the websites from the multinational corporations that own the global brands willing to share information with their clients.

This interaction is reinforced by public relations as well as word of mouth from relatives, friends, or workmates returning from overseas, or their own traveling abroad. Global brands take advantage of these events to interact with consumers and give them an opportunity to experience the brand involvement in an occasion significant to their clients. From a cultural perspective, the advent of a global consumer culture promotes consumers opinions and trends toward globally shared consumption-related symbols including product categories, brands, consumption activities, and sponsored events (Holt et al., 2004).

Patricia comments, when global corporations sponsor events, Mexican consumers have the opportunity to get to know more about the brands or consume the brands during the sports or cultural event. Another sort of sponsored events are fashion weeks. For example, Adela states that Mercedes Benz's fashion week sponsorship at *Campo Marte* was a relevant event to interact directly with a global fashion brand such as Hugo Boss, Prada, Tiffany. As a result, the attendance to these events offers consumers the opportunity to interact face to face with the

brand managers and representatives, use mobile applications and social media during the events, and share their experience with relatives and friends.

To these events, companies invite their best clients, so you are interacting face to face with the brand. Then, when you go to this sort of events, they tell you to download the application, read the messages on Twitter, with this hashtag share your opinions about the brand, the products... So, it seems to me that the brand at that moment makes you feel VIP, first because they invite you to the event, they make you feel a person of great influence or prestige; and second, because it makes you part of the experience (Adela).

Another important form of experiencing a global brand is by testing the new products and advertising campaigns. For example, Isabel observes that some Mexican consumers participate in focus groups assessing messages, slogans and jingles for new advertising campaigns of global brands and experiments testing prototypes or new versions of the product including innovative features, new ingredients, or packaging with global brands. In other cases, consumers share their point of view about the content of TV channel where global brands are advertised, or they are sponsors of some programs.

The vet of my dogs works in a luxurious pet hospital here in Mexico City, then they call me and say, hey, could you answer this survey just to know if you fit the profile for a study, I answered the survey, and the next day they told me, hey, we need you to be part of a focus group, so cool! You only need to watch Animal Planet, and we need that one hour a day you get connected to a portal, where you are going to submit your impressions about the Animal Planet programs. This comes from the United States... the channel thanks you, and also the research agency. One hour a week, so cool! Actually, an amazing experience about the focus group, I received 500 pesos, and they also sent me a dog bed, shampoo, cleaning products to sterilize the environment because I have a baby, water bowls, state of the art technology that there is not here, it doesn't have bacteria. Well, what I said was, when you need me, please call me (Adela).

Sometimes, personal meanings associated with emotions can be generated based on direct experience with the product or through information delivered by brand advertisements. For example, Elizabeth comments that Suavitel, a fabric softener marketed by Colgate-Palmolive, has generated a strong and long-lasting emotional connection between the smoothness and distinctive smell of the product with mother's love among Mexican consumers from different generations.

4.2.4 Global brand familiarity

Mexican consumers have different levels of involvement and interaction with respect to global brands. Some consumers purchase these brands on a frequent basis because they are easily found in the shelves of many retailers. In Isabel's words, Mexicans are increasingly buying global brands everyday in supermarkets, specialist stores, and convenience stores, with many of these stores with 24/7 business hours. Mexicans are exposed to a broad range of global brands in most of the product categories, and as a result, they include these global brands in their regular shopping list.

Indeed, in the supermarket, you are oriented to consume global brands in your regular purchases. We have to do the groceries every weekend, then we go to Walmart or Sam's Club, we go to a supermarket that offers brands in foods, beverages, and personal care products that are well known all over the world (Javier).

Mexican consumers emphasize the use of global brands on a daily basis because most of the products belong to global companies. For example, Isabel emphasizes that the iPhone is broadly used every day for many Mexicans, and Coca-Cola is the most popular beverage and is widely consumed across all socio-economical segments in Mexico. Likewise, some consumers buy global brands because of a lack of local alternatives. For example, Pedro comments that for computers, televisions, cellular phones and other electronic devices, many Mexicans consume global brands because there are no well-known local brands available in the market.

Sometimes, Mexicans are not deeply involved with global brands, searching little for more information about characteristics and benefits of their favorite brands. Some consumers look for additional information depending on the type of product they want to purchase, the perceived risk considering the price, and the needs and wants involved in the purchase process.

I do not seek for information about global brands unless I need something about the brand. I'm not following what news Google is transmitting or what technological devices Samsung or Sony are using, or topics like that. If I need something, I do research about the different alternatives of the available brands. I take a look at the specifications each product has, I consider price, and make a decision. In addition, I assess whether it fulfills my needs according to my budget allocated for that. Yes, I do buy them, but it is not that I am interested every day in reading what a global brand is doing, (Antonio).

Consequently, level of familiarity of Mexican consumers with global brands depends on the frequency of consumption of the product, level of exposition to global brands, product categories, the range of alternatives, and needs and wants involved during the search, identification, selection, and consumption of global brands.

4.2.5 Global brand origin

Brand origin is often related to quality, standardization, and reputation. Some consumers are curious about knowing where the product comes from or where it is made. According to Pedro, among Mexican consumers, knowing the country of origin for most of the products is very important. Carolina mentions that this curiosity has led some consumers to find out that some clothing purchased in the United States ironically has been made in Mexico. Consequently, in Carolina's view, knowing the origin of the brand is an essential dimension of a global brand because there are clients that take into account brand origin when buying, consuming, or recommending a brand.

Furthermore, a brand name in a foreign language may create a perception of prestige and higher quality than local counterparts with brand names in Spanish, the local language. In Elizabeth's words, some Mexican consumers believe that overseas products are always the best, and the brands with a foreign name sound more sophisticated and aspirational. Companies have taken advantage of foreign names to gain preference from Mexican consumers.

The bread brand Oroweat acquired by Grupo Bimbo in the United States, that is now offered in Mexico, is very different to other existing products in the market, even the brand name is in English. Then a lot of people think that the products come from the United States and they have a better quality (Elizabeth).

Patricia adds that this process is reinforced by the fact that many Mexican consumers do not usually read the information on the package, nutrition labels, information about the manufacturer, and the origin of ingredients. As a result, these consumers make their decisions taking into account the perception of foreignness of the brand rather than considering the actual information about the company headquarters, country of origin of ingredients or components, or location of manufacturing facilities.

Certainly, the brand origin is a significant factor connected to global brands for some product categories including medicines, food, software, electronics, and technology because some countries are associated with original design, innovation, or quality. In the case of Mexico, consumers are increasing the consumption of naturally healthy and organic foods, products with a reduced amount of sugar or fat content, and many consumers are willing to paying a premium price for innovation and quality (Euromonitor International, 2018b, 2018c). Similarly, another study found that Mexican consumers are increasingly enthusiastic to try new foods and to consume foods from other countries (Salgado Beltrán, Camarena Gómez, & Díaz León, 2016).

There are countries with an excellent positioning and positive associations among Mexicans regarding some food categories. For example, Chile and Canada are well known for their high-quality salmon production. However, in Pedro's view, if Mexicans are offered Chinese salmon, the majority would distrust it because Asian countries are not associated with the production of salmon, many people do not know if they have rivers or fish farms to raising them. Another example is electronics,

If I'm going to buy a computer, the brand name of the manufacturer is crucial for me because we know that the majority of ensembles are made in China. During the purchase decision, I would analyze if the design is made in Europe, the United States, or Japan, also if the components and ensemble of the parts are made in China. Indeed, I would prefer a global brand if the company is from Europe (Patricia).

In contrast, consumers strongly associate other countries to low quality and safety of products, poor worker conditions, and negative environmental impact.

The stricter the regulations of a country or region are, for example, the United States or Europe, the better the products, so these are very welcome products. They have higher standards of quality because the government takes care of its population. However, if I'm going to consume a product from China, Mexico, Colombia, or let's say any other country of Latin America, the truth is that the quality of the product is very doubtful because these governments don't mind establishing lower quality standards as long as they receive bribes. Then I believe the country of origin is important, very important (Adela).

Consequently, associations with a foreign language or a perceived foreign origin strongly influence Mexican consumers when they consume, buy, and recommend brands. For instance, in Pedro's view, American meat producers offer some unique meat cuts such as rib-eye and T-bone steaks, and their products are perceived superior in quality because they include the

USDA's certificate of quality. Similarly, New Zealand lamb is highly appreciated among Mexican consumers, mainly shoulder chops, neck chops, striploins and legs.

Nonetheless, there are some Mexican consumers not concerned about the origin of the brand. To Elizabeth, some consumers express that country of origin of global brands is not important. Isabel affirms that products from global brands already have the support of well-known multinational corporations that have been in the market for a long time, so the brand origin is not relevant for those cases. Javier adds that besides quality and reputation, other consumers opt for the global brand because they simply like the product despite afterwards they realize the product was made in China, Indonesia, or Malaysia, which is not important.

4.2.6 Global brand consumer imagery

Global brands are preferred by Mexican consumers in order to indicate their membership with some groups. The consumption of global brands is considered as a way to belonging to particular social groups, or the opportunity to show involvement in an aspirational global community. For instance, in Carolina's view, the middle class in Mexico is focused on satisfying aspirations, belonging to a social group, and demonstrating economic success. Indeed, the appeal of global brands becomes more promising as they are increasingly present in the content of TV series, movies, sports events, and new technologies such as digital media and mobiles devices bring the world together, promoting these brands as signals of cultural identification. Global brands generate an imagined global personality that some Mexican consumers would like to share with like-minded people. Mexican consumers who prefer global brands are sharply focused on how the consumption of these brands may affect their personality positively and thus how relatives, friends, and other persons perceive them. However, Elizabeth remarks, Mexican consumers who mostly purchase foreign brands can be labeled as *malinchistas* or unpatriotic from a nationalist consumers' point of view.

A person who consumes global brands is someone who searches, compares and wants to differentiate itself from others, who wants a brand adapted to their needs. Besides, this person is exigent because this individual likes a product or service with quality and a competitive price. Moreover, this is a person who is socially interactive, likes to do different things at the same time, someone who likes to travel and have new experiences (Carolina).

Moreover, in Pedro's words, some of the global brand consumers are perceived as having a high purchase power, except Coca-Cola which is able to reach any segment of the population. Global brand consumers include children, teenagers, adults, and a less proportion of elders. However, Patricia maintains that because of the variety of global brands, there is not a specific profile that can describe all these consumers, so the consumer profile depends on the type of product or service offered. These consumers have a middle to upper socioeconomic level, and as a result, aspirations are an essential factor to consume global brands:

In terms of age, I would think in people older than 15 years old that start consuming global brands more seriously. In regard to income, I consider people with middle to upper-income levels. Persons with low income buy only what is locally available or what they can consume according to their income. At the end, people want to eat, dress, pay the rent and perhaps, if they can, to have a small car. In terms of education, I don't think that is as important as income. There might be someone that is very well educated but cannot buy without a higher income. You can only consume what you can afford according to your income (Leonardo).

According to Carolina, in relation to education, global brand consumers are perceived as possessing a high level of education, people that have either undergraduate or graduate education, belonging to a middle class interested in satisfying aspirations and demonstrate economic success. In terms of age, these consumers might be 20 to 60 years of age. Moreover, in Leonardo's view, some children start consuming and demanding for global brands at the age of 15, looking for specific brands. Antonio remarks that some Mexicans also believe that men prefer global brands for products of technology, clothing, and sports shoes, while women prefer cosmetics, clothes, shoes, and perfumes.

Another association related to the consumer of global brands is a healthy lifestyle. Elizabeth comments that global brand consumers are perceived as interested in healthy, natural, biodegradable, and environmentally friendly products. These consumers follow global trends and are concerned about social or environmental issues including fair trade, climate change, or consumption of organic products.

A person who consumes global brands is someone interested in healthy products, consumption of natural products that are good for both the well-being of consumers as to the protection of the environment (Elizabeth).

According to Mauricio, people now have less time to prepare food, so they go to the supermarket and prefer to buy packaged products from global brands such as Kellogg's, Nestlé, Campbell's, and Knorr because they believe that these brands will make their lives easier. Similarly, Isabel remarks that people interested in fashion trends with a high standard of living are also considered as global brand consumers. Lastly, global brand consumers were associated with people able to travel overseas to purchase these sorts of products. However, in Javier's view, nowadays clothing and fast food from global brands are available to middle-class people who can also access technological products such as iPhones, Xbox consoles, or Sony televisions.

4.2.7 Consumer's image of global brands

Global brands have prevalent worldwide accessibility, awareness, demand, and acceptance. Indeed, some Mexican consumers think global brands are available in all the continents (Patricia), are designed, produced, and distributed worldwide (Pedro), and have global recognition and accessibility (Antonio). Furthermore, in Adela's words, it is expected that a global brand operates in diverse countries with the same name, design, and logo; the products and services to be identical across different markets, and pricing, advertising campaigns, and retailing to be very similar. Antonio adds, that apart from these features, intensive distribution and accessibility in most of the countries are another characteristic of global brands.

Patricia maintains that in addition to finding these brands in Mexico, United States, Europe, or Asia, the products or services associated to the global brand have the same characteristics, attributes, benefits, pricing, distribution, and promotion in the different geographical markets. She also concludes that not only presence all over the world is important, but global brands are also associated with an impressive economic power and quality standards.

A global brand is a product or service that in any part of the world, or any place of the world where you go, has the same logo, combination of colors, or packaging design, and you can recognize it. That is a global brand. At the end, it doesn't know borders, doesn't know languages, doesn't know religions. It is a product or service that has trespassed these barriers, and wherever you stand up or move you will find it. And ultimately it is a promise, you expect the product that you are buying in Mexico in the dairy store perhaps, because of having that logo, colors, slogan, whether you buy it in the United States or China, or Thailand, or wherever, but you're expecting the product to be of the same quality, that you're buying exactly the same product or service (Javier).

A global brand implies worldwide recognition in terms of logo, name, and even colors. For example, availability and accessibility outside of the country of origin is an essential association of global brands (Antonio), as well as the ability to adapt itself and easily expand its commercialization to other markets (Elizabeth).

4.2.8 Consumer's attitude toward global brands

Mexicans have an increasing interest in global brands for symbolic, status-enhancing or status preference reasons. This preference for global brands based on status is stronger among middle and upper-class consumers. Mexican consumers have this symbolic and status preference with global brands originated in the United States, Germany, and Japan. This concern about status is paramount in Mexico, where interpersonal relationships are influential and generate status mobility. Indeed, economic and social conditions increase the tendency to privilege status through the consumption of luxury brands.

I have two dogs that are... that are like my children as well, they are treated as first-class dogs. I spend so much money in my dogs, I buy premium pet food, I spend in 20 Kg of pet food 2000 pesos a month. I immunize my dogs four times a year, they are taken to checkups... Recently, I spent 500 dollars in Robin for an ultrasound checkup because he is an old dog, so obviously Royal Canine sends me emails and says, how are you? We want to know your impressions in regard to the new presentation we did, we would like to send you a new product, we would like to send you clothes, we would like to send you well, things for Robin so that you as a client feel happy (Adela).

Global brands are usually more expensive and less accessible than local brands in Mexico, making them more desirable from a reference group perspective. In addition, consumers in Mexico are relatively less wealthy than their counterparts in the United States, Canada, Germany or France and this sometimes creates a sense of insecurity and inferiority. Therefore, consumers in Mexico often seek to emulate the contemporary American and European lifestyles and consumption practices and buy the brands they are exposed to through TV programs and movies, foreign tourists, relatives, and friends living overseas, and their own travel abroad.

Mexican consumers want to participate in the global consumer community, through access to global brands from all over the world. Because not all consumers have enough income, it leads to an aspirational desire for many global brands. Therefore, possession of these global brands as well as fashion trends are perceived as a source of social status. Indeed, global brands are acquiring higher status than local brands among some segments of consumers.

I am very loyal to global brands, brands from other countries. In what sense? Many times, parents and relatives make us believe, for example, my mom in my family, that if we want something good, fresh, and durable, the best place to buy is Costco, Sam's Club or Walmart (Mauricio).

According to Leonardo, some Mexican consumers prefer global brands because they expect global corporations to be able to design, manufacture, and distribute products and services with identical or at least very similar characteristics and performance regardless if these brands are offered in the United States, Europe, or Mexico. Other consumers may prefer global brands because in some product categories there are not available local brands, or these local alternatives are perceived with lower quality.

I prefer global brands in products that usually we don't have here, the range of options is very limited, or when local brands have lower quality. For example, for meat, there are meat cuts such as T-bones and rib-eyes hard to find in Mexico. So, it is attractive to buy meat imported from the United States, besides they have a quality certificate from the USDA (Pedro).

Some Mexicans prefer global brands because of the quality and performance of their products. Pedro comments that sometimes paying a higher price is not that important when the product has high quality, and you like it. When some of these products seem to work better than local ones, some consumers prefer global brands.

If we talk about, for example, toothpaste, Colgate is a global brand that I like. I don't know any Mexican brand of toothpaste, and I don't know whether other brands are manufactured in Latin America. If I compare between Colgate and Crest, I don't like Crest because I feel it doesn't make foam in the mouth, isn't it? So, to me it doesn't make foam, so it doesn't clean my teeth, I have that relationship on my head. And because Colgate makes foam, I consider it cleans, so just for that reason I buy it (Elizabeth).

As a result, some Mexican consumers can become loyal to global brands because for some categories of products, brand features, availability, quality, and performance are perceived better than local alternatives. Indeed, consumers purchase these global brands from global retailers.

4.3 Local brands from Mexican consumers' perspective

This section presents the different dimensions of local brands as conceived by some Mexican consumers. These dimensions include consumers' brand knowledge considering awareness, associations, and benefits; brand experience with local brands taking place when consumers search, buy, and consume product and services related to these brands considering that experience may be direct when there is physical interaction with the brand, or indirect when a brand is presented in advertisements. It also includes brand familiarity considering the consumer's level of involvement regarding a brand in a product category; brand origin considering

country of design, country of production, and country of ingredients; and brand consumer imagery from the people's view of the typical brand consumer or stereotyped perception of the expected consumer of a brand. In the end, the consumers' perception of localness of these brands and their attitudes toward local brands are analyzed.

4.3.1 Local brand themes and key codes

This section presents a list of themes and key codes generated during the thematic analysis in relation to local brands, see Table 4.3. A short description is provided for each theme to clarify their meanings. The list contains key codes related to important dimensions of the local brands.

Table 4.3. List of themes and key codes for local brands

Themes	Description	Key codes
Brand knowledge	The representation of the local brand in terms of awareness, attributes, and benefits	Well-known Good value Freshness Personal Ethical Heritage Trustworthy
Brand experience	Experiences generated when consumers search information, purchase, and consume local brands, including exposition to media and events	Feelings Sentiments Lifestyle Mass media ads
Brand familiarity	Consumer level of involvement regarding the purchase decision, and product usage related to a local brand	Familiar to consumer Everyday use Low involvement Family and friends' interaction High consumption frequency
Brand origin	Country or geographic location from which local brand originates	Local headquarters Local design Local manufacturing Local ingredients
Brand consumer imagery	Human characteristics or traits that consistently and distinctively describe an actual or imagined consumer in relation to a local brand	Emotional Original Friendly Popular Honest Nostalgic Traditional
Consumer's image of local brand	Consumer's perceptions of localness of a brand	Brand localness Local consumption Local authenticity Localness representation Iconic localness
Consumer's attitude toward local brand	Consumer's cognitive and expressive behavior toward a local brand	Affection Loyalty Recommendation to others Social responsibility Support to local producers High purchase intention

4.3.2 Local brand knowledge

For Mexican consumers, some local brands offer similar benefits than global brands. As a result, some global corporations have eliminated local brands from their brand portfolios, or sold them to small and medium national companies, because these brands generate cost complexities such as different advertising campaigns and packaging formats among countries. In contrast, other multinational corporations have purchased iconic local brands with problems of market share or sales but with a great potential to grow with the backup of a renowned corporate global brand.

Increasingly more Mexican companies are bought by global or international corporations, then sometimes part of the brand identity is lost. For example, regarding chocolates, when Mars bought chocolates Turín, the Mexican consumers started to wonder whether the flavor of the product would change, or the attractiveness of the package design. The advantage is that it would be easier to find the brand in other parts of the world, in a supermarket in Canada, United States or Europe (Patricia).

Furthermore, many local companies have closed their manufacturing plants and offices, with the respective disappearance of their local brands as a result of competence with global brands in asymmetrical conditions in terms of financial resources, human capital, research and development, production, logistics, and advertising campaigns. Therefore, Mexican consumers feel that part of their local culture, symbols, companies, and brands is getting lost since the government adopted and implemented a liberal economic approach and opened the national market to global companies and brands as a result of the multiple free trade agreements signed. As a result, Leonardo states, “wherever you turn around, at least in Mexico, you can see that every time there are fewer local brands”.

In the case of chocolate Abuelita, Nestlé bought this brand, and the Mexican consumers felt that the flavor of the product changed, that the ingredients were not as natural as before, and that the company didn't care about starting to lose the traditions associated to the brand. Some consumers started to express mixed feelings because the company is global, but the brand is local (Patricia).

According to Pedro, Mexican consumers expect local brands to offer similar benefits to global brands in terms of price and quality. However, there are some differences expected from local brands. For example, Leonardo observes that despite the level of trust is similar, one difference can be the level of distribution. Another difference is the price. Antonio remarks that Mexicans expect local brands to be cheaper than global ones because logistic expenses are expected to be lower.

Additionally, some local brands have the same level of quality to global brands. However, Isabel maintains that some local brands still have to work in manufacturing good quality products, and that is a significant step that local companies should take towards globalization. In addition, some local brands generate distrust among consumers to be consumed. In Leonardo's view, these brands can be on the shelves for a long time, and if a global corporation offers a new product similar to the local brand, some consumers opt for the new item with the global brand. Consequently, some local brands present positive associations and some others that lack trust to be consumed.

4.3.3 Local brand experience

Local brands help define and reflect the character of the Mexican market. Consequently, some of these brands are considered as local icons to the extent that they are associated with symbols of the Mexican culture, heritage, traditions, and customs of the country. For example, during the Day of Independence and *5 de Mayo*, Mexicans actively consume iconic Mexican brands of food such as La Costeña, Maseca, La Morena, and Barcel; beer such as Corona, Victoria, and Negra Modelo; and tequila such as Cuervo, Sauza, and Don Julio. The consumption of these iconic brands represents for Mexicans an opportunity to reinforce their Mexican identity during these important patriotic celebrations.

Some local brands have been around for decades or more, prior to global brands arrival to Mexico. For example, Banamex, one of the most important local banks in Mexico has more than 150 years. According to Adela, these consumers prefer local brands because they know very well these brands, they have previous experiences with these local alternatives, and these brands have consistently satisfied consumer's needs and wants. These experiences can include intense childhood memories, nostalgia for the childhood, and intense emotions linked to these brands.

When I was a child, there were these soft drinks called Chaparritas. We always bought those soft drinks; they were like a prize that my cousins and I received when we used to do something right. Our parents used to give us a Chaparrita which was a small-size soft drink with different flavors, like strawberry or grapes, in a glass bottle. I automatically associated it with a sense of wellbeing. Therefore, now I see a Chaparrita and I recall all these feelings that I had when I was a child. Nowadays, Chaparritas don't come in a bottle of glass, and I have affection to this brand, but I feel melancholy that they don't have a glass bottle anymore (Antonio).

Furthermore, Mexican consumers want to feel part of something local, tangible, and physical, placing value on family, friends, and local communities. There is a new wave of consumers who seek the smaller pleasures in life and look for them in their locality.

I believe that local brands get impregnated in my person as good as belonging to the place where I am, they give and complement my identity because these brands have been a part of my life. In some cases, I could get to love certain brand and put a sentiment of affection, I could get to fall in love of a brand depending on the sort of benefits and memories that such brand has brought me and whether a moment of necessity was solved with a brand, I could have some love or affection to this brand (Antonio).

The most common way of interacting with local brands is by purchasing them. In Pedro's words, in general many local brands offer basic products that Mexicans buy in a daily basis. In addition to buying these brands, Javier comments that Mexicans tend to use word of mouth promotion among friends and relatives recommending new products that are manufactured in the region and are considered with good quality.

4.3.4 Local brand familiarity

In Mexico, the level of familiarity is an essential factor and is a crucial aspect of the salience of local brands. The most familiar brands among Mexican consumers include nineteenth-century brands such as Banamex and Banorte in the financial sector, the departmental stores Palacio de Hierro and Liverpool, El Globo bakeries, Cuervo and Sauza tequilas, and the iconic beer Victoria. These are the oldest ones with more than a century in the Mexican market, but there are other iconic brands that were introduced in the Mexican market more than 50 years ago such as Grupo Bimbo, Lala, Sanborns, Bancomer, Telmex, Mabe, and Elektra, and other brands with more than 25 years in the market such as Aeroméxico, Televisa, and TV Azteca. Lasting in the market generates in the Mexican people a feeling of confidence and continuity that enable brands to continue as favorites in the market. In Mexico, people are in a constant state of nostalgia, with popular phrases such as “better the devil you know than the devil you don’t.”

In the Mexican market, heritage and tradition are essential for consumer decision-making processes. This may create an important hindrance to new local brands that do not have a clear positioning or the perception of endurance that consumers expect to reduce uncertainty, anxiety or fear toward non-traditional products and services. Some younger and creative brands have managed to use discourse to create a consumer imagery related to the brand. For instance, brands such as Tía Rosa have created associations of tradition by making a positioning that generates a sense of familiarity across generations. The slogans “For their great home-made taste” and “With love as always,” attempt to construct a bond between consumers and brand based on intimacy and familiarity taking into account an important group of reference for Mexican consumers, the family.

Mexican consumers have different levels of involvement and interaction with respect to local brands. The main interaction with these brands is purchase and consumption. As the case of global brands, Mexicans consume local brands in a frequent basis. In Pedro’s view, many of the products from local brands are daily fresh and processed products such as foods and beverages. To Elizabeth, some other Mexicans consume wines and spirits from local brands, and prefer clothes, shoes and accessories from local designers. Other Mexican consumers emphasize the availability of these brands. Antonio adds, as long as local brands are available, and Mexicans perceive these brands as original, competitive, and long-lasting, consumers will buy local brands.

I think we need to get the chance to know more about local brands, what characteristics or benefits can offer us, buy and use them, and why not, if local brands have accomplished or exceeded our expectations, recommend them to our friends, relatives, and neighbors, isn’t it? (Mauricio).

Mexican consumers can recognize many local brands because they are frequently exposed to advertising campaigns in television, radio, newspapers and magazines, displays in different areas of the store, and interactions with sellers. However, Pedro observes that Mexicans do not search for additional information or get involved in the purchase process or product usage because among many consumers there is the conception that local brands do not have an added value in comparison to global brands, and many consumers do not engage with local brands.

4.3.5 Local brand origin

The interest of Mexican consumers to know more about the origin of the products offered in supermarkets, departmental stores and specialty stores and their judgment of the level of freshness, quality, and safety of these products based on the country or region of origin, offer opportunities and challenges for local brands. Among these consumers, there is an increasing attention to the brand origin of products and services considering the country of ingredients, country of production, and country of design. Regarding local brands, Antonio comments that for many Mexicans it is important that the products are made in Mexico. Leonardo adds that for other consumers, finding Mexican products that are similar to global brand products is a decisive factor when buying a product, even for global brands it is important that they are manufactured in Mexico such as the example of Kellogg's breakfast cereals or Palmolive soap.

In addition, some Mexican consumers prefer brands with local origin because these brands have developed a unique relationship with local consumers that takes years or decades to establish. For example, according to Pedro, in Coatepec, there are many producers and coffee roasters, with diverse levels of quality and price that are favored over global coffee brands available in supermarkets which are perceived as non-organic, with no information on the country of origin, and filled-up with additional flavors. Although some local brands are iconic, some other brands lack confidence in Mexico. In Isabel's words, in other parts of the world, consumers have blocked the introduction of Walmart because they prefer their local brands, but not in Mexico where this global company is the leader in the supermarkets sector.

The importance of country of design, country of ingredients, and country of production in the perception of innovation, quality, and prestige of products is influenced by the technological complexity of the product as well as the consumer's age, education level, and degree of familiarity with the product category.

For the majority of food, beverages and medicines that I consume I search where the product comes from, how it was manufactured and with which raw materials, mainly when it is an expensive product. When this is a cheaper product, I don't search much information. I think it depends on the product or service that I want to buy (Patricia).

The level of education is a relevant factor because the more educated consumers are, the more they compare and review the origin of the products, independently of sex, age, or income. These consumers are more conscious and concerned about artificial colors and flavors, nutritional information, expiration date, and preservatives. Patricia notes, for food, beverages, and medicines, consumers search where the raw materials come from. Indeed, some consumers follow the news about recalls of products in other countries for health, quality and safety reasons. However, some older consumers are traditional and want to keep using the same brand they have used all their life:

We work with a brand of a product made in Mexico... we find aged consumers reluctant to change brands, they prefer to buy the same brand they have been purchasing for more than 50 years. Young consumers are a bit more trustful to the brand because it is a Mexican company with German technology and supplies imported, with presence in Mexico for about 40 years. Adult and elder people prefer what is made in Mexico; young consumers are open to experience a new product (Patricia).

Nowadays, there is an important number of Mexican consumers that read the information on the package, nutrition label, information about the manufacturer, and origin of ingredients. However, these consumers sometimes find that the available information about country of origin of ingredients or components, location of manufacturing facilities, or the company headquarters is very limited.

In the case of food, most of the brands are local, although some corn products come from the United States and in Mexico these products are distributed with national brands. So, if a product is imported from the United States and it is GM [genetically modified], we don't know this because that information is not available, and that is an important problem (Pedro).

This generates some level of distrust among some Mexican consumers. Indeed, a part of the consumers believe that food products coming from the United States are genetically modified, unhealthy, loaded with preservatives, and not nutritious at all. Furthermore, Isabel comments, some Mexican consumers prefer fruits cultivated in Mexico because these are fresh and harvested by the local small-scale farmers, rather than the GM foods grown by American multinational food corporations. Additionally, distrust in labeling is prevalent among some adult and elder consumers. Despite there are many local brands for foods in Mexico, some Mexicans believe that many food products are imported, and companies only repackage and re-label these foods in the country:

Most of the foods that I buy have national brands. However, I think in many cases these are imported products, and companies only pack and label them in Mexico. That makes me worry because I don't know the country of origin of the ingredients or whether they accomplish the regulations or specifications of the country of origin and Mexico, to make sure that these are good foods that are not going to harm people. In Mexico, we have the Official Mexican Norms (NOM), and products must accomplish the specifications and requirements of import. However, on some occasions we find out that there are companies importing products that do not accomplish the standards, they label the products again and sell them in Mexico. Then, Mexican consumers distrust sometimes the information presented in labels (Pedro).

All these negative connotations are linked to the high number of imported products and as a reaction to discourage the loss of national brands. In contrast, local food products are considered as healthier because they are manufactured with local ingredients which are grown in the country and perceived as not as industrialized as the imported goods. Even though that these products are similarly manufactured or are domestic counter-brands such as Maizoro's Corn Flakes versus Kellogg's Corn Flakes. Consequently, some consumers search and compare among different global and local brands offered in a product category, and if they find out that the available options have similar attributes among them, then they prefer to buy local brands. Indeed, in situations where these consumers need to decide between global brand products manufactured in Mexico or overseas, they prefer the first ones.

If possible, when I find similar products I always try to choose the product from Mexico. There are global products that are also made in Mexico, that is to say the country of origin. Then, if I have to choose between different global brands of soap such as Dove, Palmolive, Nivea or Zest, I choose the brand that manufactures the product in Mexico (Javier).

In this context, companies need to understand the profile of consumers associated with the consumption of local brands and develop emotional bonds with these consumers.

4.3.6 Local brand consumer imagery

Mexican consumers who prefer consuming local brands are concerned about how the consumption of these brands increases their attachment and as a result how relatives, friends, and others perceive their behavior.

People who consume local brands are very nationalist, regionalists, and patriotic. These persons know these national brands since they were children, and grew up consuming these brands, and as a result they are very loyal to national brands because they are very familiar with these brands for a long period of time (Antonio).

Many consumers with an advanced age consume local brands by nationalism or nostalgia. According to Patricia, the general perception about consumers of local brands is related to elders that prefer what is made in Mexico. These consumers are very traditionalist, then they only change a local brand for a global brand if there is not another local alternative. In Carolina's words, these consumers are over 50 years of age, traditionalists who identify themselves with the brands they have consumed since they were young before global brands entered into the Mexican market. Furthermore, to Antonio, these types of consumers are regionalists, patriotic to some extent, and loyal to the brands they have known for so long. Carolina suggests they are also considered consumers with a high sense of identity and to be attached to the Mexican national identity because, in some way, they want to support national companies to locally grow so that in the future they can become global brands. Isabel remarks that these older consumers know very well many of the local brands in contrast with the younger consumers that are not aware of these brands.

In terms of socioeconomic level, Pedro maintains that some Mexican local brand consumers are perceived to have a low income because most of their budget is allocated for foods, beverages, public transportation, clothing, and medicines. Also, in Carolina's view, these consumers prefer local brands because they consider that Mexican companies have products competitive in terms of price and quality. Because there are also very exclusive and expensive local brands, young consumers looking for exclusive, luxury local brands accessible only to the rich consumers from the political or business elite with higher income are loyal to local brands too.

People with a high income are very loyal to very exclusive, luxury local brands, for example, fashion clothes and accessories of worldwide well-known Mexican designers, limited edition wines and liquors such as exclusive tequilas, and not everybody can have access to these brands locally (Carolina).

According to Javier, Mexicans interested in local brands for organic products also belong to a high socioeconomic level to afford these products with high prices.

4.3.7 Consumer's image of local brands

In Mexico, global brands compete with strong local counterparts. In the majority of the cases, local brands are developed for specific needs and wants of local consumers. Similarly, Mexican consumers consider local brands are manufactured, designed, and distributed nationally (Carolina, Elizabeth), only available in the domestic market (Antonio), and not internationalized (Leonardo). Indeed, some consumers highlight the local ownership of the brand or company as a significant feature of local brands:

A local or national brand is essentially made in Mexico, and all the parts or ingredients of the product are one hundred percent of Mexico, or at least the brand or the company that owns the brand is Mexican (Patricia).

Although local brands are described as only available in Mexico or a particular region, these brands are mainly associated to the domestic market and symbolize the local culture.

Local brands are brands that belong to companies that manufacture and distribute products in the country. For example, Maseca, the brand of tortilla, is a local brand. Gruma is the largest company in this product and has no real competition in Mexico, manufactures and distributes the raw material for tortillas, and Maseca is the leading brand, so consumers prefer it. In addition, the company has plans to expand to China, but so far, most Mexicans still believe that Maseca is a local brand (Antonio).

These brands have their own strengths, such as originality, perceptions of uniqueness, and pride of representing the home country or culture. According to Carolina, a local brand is produced in Mexico and its origin is from Mexico. Additionally, a local brand is only manufactured and distributed in the domestic market and it has not been internationalized (Leonardo), produced only in one country (Pedro), or distributed only in a specific region (Javier), made only from local ingredients or components (Elizabeth). According to Isabel, the purpose of local brands is to become profitable and create economic opportunities such as jobs for the local people that inhabit the locality or region. However, in Leonardo's view, the perception for Mexican consumers is that many local brands are disappearing from the national market.

4.3.8 Consumer's attitude toward local brands

An iconic local brand in Mexico is a brand which pursues to become relevant in terms of culture. It offers clear benefits to consumers and allows them to portray and define their specific place in society. It is may be altered with a stimulating environment and an proactive consumer, and highly influenced by other people's opinions. Mexicans attitude toward local brands is driven by the attachment to the locality because they believe that through the consumption of these brands they can contribute to the country and the society, protect employment, promote a positive image of Mexico, and feel proud of a successful local company.

When I buy a local brand, I hope to be contributing for the money to stay in Mexico, as a sort of patriotism. If a brand is completely national, such as La Morena for example, which is a brand from Puebla, and if you compare it with Clemente Jaques, you don't think about it, you buy La Morena because it is a brand from Puebla, you feel pride about the brand, and protection of jobs. You know that the money is going to stay here, maybe in part it is patriotism, a notion that you are collaborating with the community and Mexico (Leonardo).

Although brand globalness may create consumer perceptions of brand superiority in terms of prestige and quality, many Mexican consumers prefer brands with strong local connections. According to Carolina, some Mexican consumers prefer local brands for clothes, shoes, and accessories made by Mexican designers, Mexican restaurants because of the Mexican gastronomy, and coffee shops. Indeed, coffee is an essential element of the Mexican diet, and there is an important production of coffee in the country.

I prefer to consume local products, products grown by the people of the locality and that one can buy in the local market. The consumer has the opportunity to interact with the producer, have more information about the product and know where the ingredients come from. For example, in Coatepec there are many producers and coffee roasters, with different levels of quality and price. Then, when you buy coffee in the supermarket and compare quality and price for national and imported brands offered, you realize that imported coffees have lower quality and higher prices. In addition, you realize that some imported coffees are not organic, have flavorings or don't provide information with respect to the country of origin of the product (Pedro).

These attitudes toward local brands are reinforced by feelings of patriotism, a notion of working together with the community and Mexico, extremely entrenched among elders and a segment of educated young consumers eager to support national companies, brands and the development of a strong national identity and culture. In Patricia's view, Mexican consumers buy local brands because they feel responsible consumers that support the locality and the producers of the region. Furthermore, this attitude toward attachment to the community enforces the national identity.

A person who preferably consumes local brands is attached to its national identity, wants to support national companies so that they can grow locally, and these brands can be global in the future, and is a consumer with a strong sense of identity and support (Carolina).

In addition to supporting the locality, Javier observes that some Mexicans feel that by consuming local brands they are also helping the producer to have more financial resources, better production processes, distinctive packaging, and word-of-mouth promotion of their products, as a sense of solidarity. Additionally, in Antonio's view, consuming local brands means a sense of belonging and a part of consumer's life, even having feelings toward the brand, such as love, appreciation, and remembrance, as well as evocation of positive things in life.

Local companies need to embrace the local community and enroot their brands in the local atmosphere. As a result, local brands can be competitive and develop strong relationships with Mexican consumers using local cultural capital, targeting consumers with local preferences and positioning a brand based on a deeper understanding of local culture, tastes, needs and wants.

My attitude toward a local brand would be according to the product that I am buying. If I buy a local brand, I feel I am a responsible consumer that supports the local producers of the region (Patricia).

However, in the case of Mexico, Patricia notes that some consumers sometimes believe that the products made in Mexico are not well manufactured and are made with low-quality ingredients or parts. In contrast to other countries, such as Germany where many consumers prefer local brands and local products, some Mexican consumers prefer global brands over local brands (Patricia).

Therefore, local companies should not miss the opportunity to develop long-term bonds with consumers with local preferences, positioning their local brands as symbols of heritage, local culture, and country. These companies should identify local issues relevant to local communities and develop corporate social programs which could mitigate or at least contribute to solving some of these problems. For example, Grupo Bimbo, the leading bakery company in Mexico, has focused its corporate social responsibility program to relevant issues among Mexicans such as environment and natural resources (Grupo Bimbo, 2018). In this sense, local brands can play a critical role for consumers who want to feel connected to their local culture and surroundings, who want to reinforce their national identity through the consumption of iconic local brands.

4.4 Brands alliances from Mexican consumers' standpoint

Brand alliances are growing in popularity among global corporations because this attempt to reduce the cost of introduction, accelerate potential adoption of new products, and create awareness and preference among customers. Brand alliances positively may influence Mexican consumers' evaluations of the original brands. In Mexico, the use of brand alliances is recent and in the majority of the cases is implemented mainly by global corporations. Through a series of online interview with Mexican consumers, this study has identified that brand alliances are relatively new among many Mexican consumers. This section presents the Mexican consumers' positive and negative perceptions of global-local brand alliances as well as their attitudes toward actual and potential global-local brand alliances.

4.4.1 Brand alliance themes and key codes

This section presents a list of themes and key codes generated during the thematic analysis in relation to brand alliances as shown in Table 4.4. A short description is also provided for each theme to explain their meanings. The list contains key codes related to important dimensions of the brand alliances.

Table 4.4. List of themes and key codes for brand alliances

Themes	Description	Key codes
Consumer's image of brand alliance	Consumer's perceptions of globalness or localness of a brand alliance	<i>Globalness:</i> Quality, experience, innovation Accessibility Representation Recognition <i>Localness:</i> Trust, credibility Sympathetic to local needs Authenticity Representation Iconic brands
Consumer's attitude toward brand alliance	Consumer's cognitive and expressive behavior toward a brand alliance	Positive opinion Affection Loyalty Recommendation to others Purchase intention

4.4.2 Consumer's image of global-local brand alliances

Mexican consumers perceive current and potential alliances between global and local brands desirable because this type of brand alliances can offer positive, solid, and distinctive characteristics and benefits, fulfilling consumer's functional and emotional needs. According to Pedro, an ideal brand alliance between a global and a local brand could be two brands from the same product category, such as dairy, offering a new product with a different flavor, smoother, more nutritious, and with some other beneficial characteristics. This type of brand alliance may allow the owner companies to reinforce and increase the current set of brand associations, providing an effective and efficient way of differentiating and positioning their brands and a securing competitive advantage in the market.

An alliance between a global brand and a local brand would be synonymous of quality, it would give me greater trust, greater credibility, you wouldn't have to spend a lot of time making the decision and buying the product or service. For me it would be attractive because in a product at the same time a global brand and a local brand can be coexisting. In addition, I would expect it to be easier to find in different places, have the information accessible, and greater advantages of the product or service (Patricia).

Brand alliances may facilitate to consumers the assessment of alternatives among global and local brands in a purchase process. This is a unique characteristic of the global-local brand alliances, and it is an outstanding business opportunity for both multinational corporations seeking access to new markets and local brands seeking for a higher level of awareness and sales. In Adela's view, a brand alliance between a global and local brand can offer better or lower prices between brands concerned about the environment, for example, biodegradable diapers entering the Mexican market. Indeed, some consumers perceive potential synergies between the local and global brands with diverse contributions in terms of associations from each brand to the alliance.

An alliance between a global and a local brand would allow the local brand to become more recognized, to have an endorsement from the global brand in terms of experience, innovation, depending on the type of product. At the same time, the consumer can perceive the product as local, that it is made here, and then it gives me more trust (Carolina).

Consequently, Leonardo and Javier observe that a brand alliance between a global and a local brand is a positive step for both companies because global companies can learn more about the local market and local companies can explore other parts of the world. Isabel adds that this is also a major opportunity for local brands to grow and become a global brand. Furthermore, in Adela's view, such alliances can generate an excellent product or service because it combines high quality with more accessibility and market presence.

Sometimes there can be very good local brands that you'd like to consume more, but sometimes they have some general weaknesses, maybe related to prices, distribution, or presentation. So, this sort of alliances can create support for the local brand to get higher budgets or better distribution, new strategies to grow, and have more presence. Then, I think that generates much support and could produce many benefits, not only for the local brand but the global brands. Both get benefited because the global brand starts to have presence in the local market, and the local brand generates more presence because of the support that it has (Carolina).

Some Mexican consumers believe a brand alliance between global and local brands can offer positive associations including reliability, quality, accessibility. For example, Javier comments that to have a brand alliance where the attributes and benefits of local brands can be integrated with the innovation, resources, and economies of scales of the global brands seems very positive.

4.4.3 Consumer's attitude toward global-local brand alliances

Mexican consumers perceive positive opportunities for local and global brands involved in brand alliances when there is a good congruity between both brands and the companies allied create synergies through the brand alliance in terms of branding, product research and development, advertising and promotion campaigns, and consumer research.

An alliance between a global brand and a local brand is an excellent product or service because it brings high standards of competitiveness and because two companies have allied themselves in order to know Mexicans better. Then, I think that it would be a hit, and it gives me a good feeling, it would give me a very good impression. I would expect that it was better than all other products because they already found what we are looking for. That is to say, if I would see a brand with these characteristics, I would think that it is the best product, it has been improved in everything (Adela).

A brand alliance can imply positive economic effects for both brands and better-tailored products. Some Mexican consumers consider a brand alliance between global and local brands can generate a positive attitude toward global brands allied with local brands because they perceive a certain level of interest of the global corporations to understand the local market, to develop links with local companies and brands, and to engage with local consumers. In Javier's words, a brand alliance can give a sense of pride and may help the country to position local brands by allying themselves to global brands with higher worldwide awareness.

It would improve my attitude toward the global brand because it is supporting the local brand, is concerned with understanding the local market that is targeting, and is taking into account the needs and desires of the local consumer (Carolina).

Another benefit of a brand alliance between a global and a local brand is facilitating the purchase decision by reducing consumer internal dissonance because it combines the unique design, color, and flavor of a local brand with the innovation and technology of a global brand.

An alliance between a global brand and a local brand makes the purchase decision easier to me because I have a product or service with features and benefits of both global and local, and it solves me an emotional conflict because I am very nationalistic. Design, color, and unique flavor of the local brand are complemented with the innovation and technology of the global brand. Therefore, I would love a product that has both the Mexican and the global touch, whether it is American or European (Antonio).

These alliances can also help in better distribution and availability in supermarkets for the products involved, especially for the local brand. Consumers feel that something like Santa Clara ice-creams may happen. In Patricia's view, it was a local brand which was acquired by another company, and now the product is found in major supermarkets and the most important chain of convenience stores, Oxxo. According to Carolina, brand alliances can give more trust to consumers because products can be enhanced and adapted to consumers' needs.

I would trust more in an alliance between a global brand and a local because I would feel that they are joining the strengths of each one, the knowledge of the global brand and the identity of the local brand. I would like it and I would not see a problem. The only risk that I see is that after the alliance, the local brand would lose its identity in front of the global brand. However, if the alliance is balanced it would be very positive, and I would prefer a brand that would be both global and local than a brand that would be only local or global (Antonio).

Similarly, adverse effects might happen if consumers consider the global brand is just taking advantage of the local brand to appeal consumers in the local market, and later acquire and disappear the local brand once the global brand is well known among these consumers. For example, Patricia comments that when the global company Nestlé acquired Abuelita, a local brand of chocolate, many Mexican consumers felt that the product changed, and it did not taste as it used to do, that ingredients were not natural anymore, and that the global company was no longer interested in the Mexican traditions associated with this brand. Something similar might happen in inappropriate brand alliances between a global and a local brand.

I like the idea, as long as the global brand does not try to take advantage of the local brand. As long as the alliance offers benefits to both brands and the product can be available all over the world, I think it is an excellent idea (Elizabeth).

Consequently, a recurrent attribute associated with global-local brand alliances among Mexican consumers is a high level of trust. However, negative effects might occur if consumers consider the two brands are not complementary or the corporate personalities are incompatible resulting in the dilution or loss of distinctive features of the allied brands.

4.5 Consumer identity

In Mexico, global brands compete with strong local and iconic brands, and strategically engage with local consumers in ways not necessarily obvious to such consumers, mainly adapting their global brands in line with local cultural realities and tastes. On the other hand, iconic local brands have become the key reference point for national identity, and nationalism is relevant to Mexicans, not only as citizens but as consumers, based on trust, affect and shared meanings involved in national belonging. In this context, Mexicans act as patriotic consumers rather than as citizens, they choose national belonging through the consumption of Mexican iconic local brands, and they express this choice purchasing brands rooted in an everyday, popular national culture. This section presents the Mexican consumers' identification as global or local citizens and the associations, feelings, and behaviors related to each profile.

4.5.1 Consumer identity themes and key codes

This section presents a list of themes and key codes generated during the thematic analysis in relation to consumer identity as shown in Table 4.5. A short description is also provided for each theme to explain their meanings. The list contains key codes related to important dimensions of the consumer identity.

Table 4.5. List of themes and key codes for consumer identity

Individual code	Description	Key themes
Global citizen	Global identity that individuals share with like-minded people across borders	Cultural openness Global culture preference Global citizen self-concept Global issues interest
Local citizen	Individuals as members of a nation, they choose national belongingness	Local culture pride Local culture preference Local citizen self-concept Local issues interest

4.5.2 Global citizen

Some Mexican consumers see themselves as global citizens, open to other cultures, customs, and traditions. When these consumers travel abroad, they are motivated to consume local brands of other cultures to enrich their experiences, explore how these brands can represent an opportunity to understand the popular culture of other nations. These consumers frequently prefer foreign cuisines, music, and languages instead of searching for Mexican restaurants and products. Besides, they are interested in global events and causes taking place in countries they have previously visited.

Global brands in Mexico grew in terms of availability and range in many product categories with the North American Free Trade Agreement (NAFTA) signed with the United States and Canada. According to Antonio, some Mexicans perceive global brand consumers as people more open to new things, innovative, updated, informed about events of the world, and interest in other cultures, so they often travel. Furthermore, some consumers who have traveled abroad and have tried a local brand, when they go back to Mexico they want to look for this brand and consume it.

If they visited Japan and saw a beer there named Sapporo, now they come here and want to get it here, if they liked it. If they visited London and found a pub they liked, they look for something similar here, isn't it? I think a person that consumes global brands also has a direct relationship with more traveling than other persons that have not traveled (Antonio).

Additionally, those global brand consumers are not only interested in their local cultures and tastes. These consumers want to try new products and services of the countries they are visiting, interact with the locals, and avoid global brands that already are available in Mexico so that they get to know better a new culture and the related music, cuisine and language.

If I'm in my country, I don't take a look at local brands, I consume them when I have the need to do so, if they're available I'll consume them, otherwise, even though I want them so badly, I won't be able to buy them. When I'm traveling, I focus on that country's brands in order to know other flavors, aromas, and ingredients. So, if I'm in Shanghai, I will try to consume products from there and brands from there, I won't go to the Starbucks, neither McDonald's, and I won't buy Nike sneakers, I will see if I find something from the locality in order to know more about that culture (Antonio).

Consequently, global brand consumers are more open to try new products, travel overseas, learn new cultures, and try different cuisines.

4.5.3 Local citizen

Some Mexican consumers see themselves as local citizens and proud of local culture, customs, and traditions. These consumers mainly travel within Mexico. These Mexicans despise other Mexicans traveling overseas who share their cultural experiences with relatives and friends when they come back to Mexico. Indeed, a popular phrase among these consumers is “go and visit your country first.” As a result, Mexicans who self-identify as global citizens are frequently labeled as *malinchistas* or unpatriotic.

Local citizen-oriented consumers avoid purchasing foreign brands because they feel this might erode the local culture, traditions, and customs. Therefore, the consumption of iconic local brands can represent an opportunity to reinforce the local popular culture and national identity. These consumers frequently prefer the local cuisine, music, and language instead of searching for international ethnic restaurants and products. Besides, they are only interested in local events and causes. Global events taking place in other countries are perceived as irrelevant or distant.

Furthermore, in Patricia’s words, people buying local brands feel as responsible citizens supporting the locality and the regional producers. Some other consumers feel identified to the place they live. If they find a company in the locality that produces products or services with original brands and distinctive characteristics, people feel identified to that brand and company, embracing the brand as a part of their pride and national identity.

For example, I don’t know, let’s suppose that a brand is created in Puebla. So, this is a brand from a company with deep roots in Puebla, and the products are also designed and manufactured in Puebla, it is like creating an identity, that is, it is so cool that it is made here! I want to support that local brand so that it can keep on growing (Carolina).

According to Leonardo, local brands also imply some sense of patriotism, pride, and contribution to the locality. In Antonio’s view, it also means that the product related to the brand should be made in Mexico so that the companies contribute to the economic growth of the country. Consequently, the sense of pride for local brands can be an expression of national attachment.

4.6 Consumption orientation

In Mexico, there is growing segment of consumers assimilating globally diffused symbols, media images and preferences that flow primarily from the United States and are replacing their local traditions, customs, and preference for local flavors, aromas, and ingredients. On the other hand, most of the population consume iconic Mexican symbols, designs and representative colors of the Mexican culture such as green, red, white and “Mexican pink” to reinforce a sense of identity and attachment to the locality. A recent study has segmented Mexican consumers into these categories: 53 percent ethnocentric, 35 percent cosmopolitan, and 12 percent with mixed consumption decisions (Jiménez Torres & San Martín Gutiérrez, 2013). Regarding brand preferences of food, Mexicans remain faithful to their brands. This section presents the Mexican consumers’ identification as cosmopolitan, ethnocentric or consumers with a hybrid consumption orientation, and the associations, feelings, and behaviors related to each profile.

4.6.1 Consumption orientation themes and key codes

This section presents a list of themes and key codes generated during the thematic analysis in relation to consumption orientation as shown in Table 4.6. A short description is also provided for each theme to clarify their meanings. The list contains key codes related to important dimensions of the consumption orientation.

Table 4.6. List of themes and key codes for consumption orientation

Theme	Description	Key codes
Cosmopolitan	Consumers who seek to broaden their cultural horizons, people unconstrained by the biases of their home culture	Fashion and luxury brands Innovative Risk-taking Young Well-educated Healthier, fresher lifestyle Urban International experience
Ethnocentric	Consumers who take pride in their local culture and symbols, people less open to foreign cultures	Pride in their local culture Price and availability Local flavors, aromas, ingredients Local traditions and values Sense of identity Feelings of belongingness
Hybrid	Consumers who adopt elements of global culture and integrate them into local culture, or vice versa	Consumer purchase decision is mixed and strongly based on product category

4.6.2 Cosmopolitan

Mexican cosmopolitans are consumers whose consumption orientation transcends the local culture and setting. Some consumers look for social status by obtaining cosmopolitan characteristics through the frequent consumption of fashion and global luxury brands. Mexican cosmopolitans are risk-taking, innovative, less susceptible to normative influences, and taking into account demographics, they are relatively young, urban, well-educated, with international experience regarding education or traveling.

In Mexico, there is growing segment of consumers assimilating globally diffused symbols, media images and preferences that flow primarily from the United States and are replacing their local traditions, customs, and preference for local flavors, aromas, and ingredients. Some Mexican consumers pursue a higher social status by adopting a cosmopolitan behavior. In addition, some Mexican consumers follow global trends such as the consumption of organic foods because they believe these alternatives are healthier and fresher, and then they will acquire a better lifestyle. Similarly, in the case of technological trends, these consumers link global brands with better functional features and performance than the local ones.

I like to consume global brands. The feeding of my daughter and dogs is only with organic products, mostly from the United States. In Mexico, food is very tricky; they do not tell you what you are consuming. At Costco, eggs Bachoco may cost 50 Mexican pesos. However, I don't mind spending 120 Mexican pesos to give organic eggs to my daughter and to prevent filling her up with hormones. If I have to pay 2000 Mexican pesos for Royal Canine pet food for my dogs versus 400 Mexican pesos for Dog Chow, I don't mind. That is to say, there are specific products such as food, health, electronics, and home appliances that make me significant savings for the long-term, so I don't mind paying a higher price at this moment (Adela).

In relation to fashion trends, Mexican consumers of the middle to upper socioeconomic levels follow the seasonal trends in fashion week events and magazines. As a result, they always purchase global fashion brands when they travel overseas, mainly when they visit cities such as New York, Paris, Milan, and Barcelona. They associate global brands from United States, France, Italy, and Spain as representatives of original design, good quality, and high prices, even sometimes overprices. However, some consumers consider these high prices are worthy.

Global fashion brands are overpriced but that is justified because of what you are purchasing. Some luxury brands such as Náutica have original designs, high quality, and long-lasting products. Also, some shoes or sneaker brands such as Alden and Edward Green have stylish products, only available in exclusive departmental stores such as Centro Santa Fe or Pabellón Polanco, but they are very expensive brands. I pay more attention to some global brands where quality and price are linked, and if you make an effort, you can get to buy it (Leonardo).

This situation is mainly observed for clothes, shoes, and accessories of global brands, and is a reflect of the cosmopolitan consumer characteristics in which consumers prize global trends and brands because of the quality, image and associations that they convey.

4.6.3 Ethnocentric

The consumption of iconic local brands associated with Mexican symbols turns them into objects of pride and attachment for local consumers. Mexican ethnocentric consumers take pride in their local culture, symbols, brands, and companies. Indeed, iconic Mexican symbols, signs, textures, figures or colors representative of the Mexican culture are a trigger for some Mexican consumers to buy a product. For example, including a logo, texture or design that resembles a *piñata*, a *sombrero*, Frida Kahlo, or even a cactus on products such as clothes, handbags, and crockery, or the package design may be an excellent hook and stimulate the purchase because such symbols are representative of Mexicanness.

Furthermore, global corporations utilize Mexican iconic celebrities and artists in order to appeal consumers. For example, Zara, Converse, Cerveceria Cuauhtémoc Moctezuma now merged with Heineken, and Forever 21 are using the image of well-known Mexican figures. These Mexican icons from the cinema and television include Pedro Infante, one of the greatest actors and singers of the Golden Age of Mexican cinema and an idol of Latin American people, El Santo who is the best well-known Mexican wrestler, and Roberto Gomez Bolaños, a TV actor with famous characters such as 'El Chavo' and 'El Chapulin Colorado'. For the children's market, the confectionary brand Larín has used the name of Cri-Cri to launch a new chocolate bar for the Mexican market. Frida Kahlo is the celebrity most used for global and local brands with 34

international licenses and 65 in Mexico (Alcántara, 2017). These brands have products in a broad range of categories, from food, tequila, clothes, accessories, cosmetics, to feminine hygiene products.

Therefore, the more ethnocentric consumers are, the less interested they are in the purchase of foreign products and services, thinking that purchasing non-local products and services is wrong, unethical, and unpatriotic because it affects the local economy and causes unemployment in Mexico. As a result, in Javier's view, some consumers try to buy local brands most of the time, although sometimes it depends on the price and availability. There is a profound sentiment among some segments of Mexicans to maintain the local culture and to reject foreign influences perceived as part of the globalization. Indeed, many Mexicans prefer local consumption imagery because they are more easily associated with local values, lifestyles, behaviors, and attitudes. In some segments of consumers, there is an open discussion about the appropriateness of purchasing global brands, only acceptable if the products of these global brands are manufactured in Mexico.

Many Mexicans tend to interpret other social groups from the perspective of their own group and to reject persons who are different in terms of culture while uncritically tolerant to those who are culturally like themselves. This ethnocentric perspective provides to most of the population a sense of identity and feelings of belongingness. In addition, in Elizabeth's view, Mexicans prefer local brands in categories such as fruits, vegetables, meat, as well as restaurants and coffee shops because they know that this purchase behavior is acceptable to family, friends, and neighbors.

4.6.4 Hybrid consumption orientation

Consequently, consumer cosmopolitanism and ethnocentrism are important in shaping Mexicans consumers' perceptions and attitudes toward global and local brands. Moreover, it is important to analyze the extent to which consumers have consistent or different consumption orientations considering factors such as product category. Therefore, it is relevant to understand to what extent consumption orientation, in terms of cosmopolitanism and ethnocentrism, moderates consumer's image and attitude toward global brands, local brands, as well as global-local brand alliances.

According to Adela, some Mexican consumers believe that buying local and global brands most of the time is important in order to keep a healthy economy. Pedro comments that sometimes buying local or global brands depends on the product or service. For example, local brands are preferred in product categories such as food, beverages, clothes, beer, and liquors, whereas global brands are preferred for product categories where innovation and technology are relevant such as cars, cellular phone, televisions, computers, videogames, and home appliances (Patricia, Isabel).

Carolina comments that there are some consumers that take into account the country of origin for the brands when shopping and consider buying 50 percent local and 50 percent global. Leonardo

remarks that another segment of consumers prefers local brands but sometimes purchase global brands when products are made in Mexico. Also, Elizabeth adds that another segment of consumers is acquiring mostly global brands, around 75 percent of purchased products, and the remaining of Mexican brands.

4.7 Product category

Nowadays, Mexican consumers are gradually challenged with a choice between global and local brands in many product categories. In the current Mexican market, it is essential to understand how consumers make this choice and why some consumers prefer global brands or local brands according to the product category. This section presents the Mexican consumers' preferences for global or local brands considering product category, the importance of brand origin in the selection of these product categories, as well as the products and services with potential for global-local brand alliances.

4.7.1 Product category themes and key codes

This section presents a list of themes and key codes generated during the thematic analysis in relation to product category as shown in Table 4.7. A short description is also provided for each theme to explain their meanings. The list contains key codes related to important dimensions of the product category.

Table 4.7. List of codes and key themes for product category

Themes	Description	Key codes
Global brands	Product categories often associated with global brands from a consumer perspective	<p><i>Categories:</i> Technology Software Electronics Videogames Cars</p> <p><i>Features:</i> Quality Security standards Value for money Uniqueness Design Advanced technology Symbol of status</p>
Local brands	Product categories often associated with local brands from a consumer perspective	<p><i>Categories:</i> Fruit and vegetables Coffee Milk, yogurt, cheese Beer Liquors</p> <p><i>Features:</i> Freshness Flavors Taste Accessibility Convenience Price</p>
Brand alliances	Product categories often associated with brand alliances from a consumer perspective	<p><i>Products:</i> Food Beverages Clothes, shoes, accessories Automobiles Electronics Software Telecommunication</p> <p><i>Services:</i> Airlines Banks Hotels Restaurants</p>

4.7.2 Local brands

In Leonardo's words, Mexican consumers mainly consume local brands for food including product categories such as fruit, vegetables, coffee, milk, yogurt, cheese, beer, and liquors. Some of the factors behind this preference for local brands are freshness, flavors, taste, accessibility, convenience, and price. Most of the local brands are for staples, produce, cereals, and dairy (Pedro, Elizabeth). Indeed, Patricia states that many of the produce can be purchased in the local market because people perceive these products are fresher, more colorful, and with great flavor compared to the supermarket, which is from a global chain, with produce long refrigerated with changed characteristics and a higher price.

To some Mexican consumers, there is an aversion for products coming from China because of the low-quality reputation they have so they try to avoid them when feeding their family.

In regard to food, definitively I prefer local products. For example, if I'm offered meat or fish from China, absolutely it's no thanks. Similarly, in the case of milk, cheese, and yogurt, I wouldn't buy a product from China because I don't want to risk my family's health, especially my baby. I would prefer products from Germany or the United States because they are trustful (Patricia).

Chinese products have negative connotations among Mexicans. Furthermore, products with a label 'Made in China' have a negative reputation not only in Mexico but also around the world. The Made in Country Index 2017 reports that products from China are ranked in the last place in 49 out of 52 countries included in the study such as the United States, Germany, and Mexico. The only market where the label 'Made in China' is ranked in first place as the most respected manufacturer of products is among Chinese consumers (Statista, 2017). A positive association given to products made in China is that such products are perceived as 'good value for money.' In Antonio's view, another set of product categories in which Mexican consumers prefer local brands include coffee shops, restaurants, and entertainment such as books and films. Elizabeth adds other categories including clothes, shoes, and accessories.

4.7.3 Brand alliances

Carolina and Antonio suggest that for brand alliances between local and global brands, Mexican consumers feel there is a potential for this sort of alliance and they would like to see the following product categories involved: clothes, shoes, food, beverages, automobiles, electronics, and software. Some consumers would like to see a brand alliance for telecommunication services and computers including local companies (Isabel), and some other would like to see local furniture manufacturers involved in an alliance with a global brand (Javier).

According to Elizabeth, the most preferred category for alliances is restaurants, such as El Portón o Sanborns (local brands of restaurants) which could ally with a global brand. In the case of hotels, the iconic local brand Hoteles Misión has the potential to ally with a global brand airline to offer touristic packages for visiting Mexico promoting its culture and nature. Another example is Aeroméxico which could ally with well-known global brands such as American Express or Marriot so that tourists can have a Mexican experience (Elizabeth). Another possibility of alliance is for

banks. For example, Banorte, a well-known Mexican bank, has the potential to internationalize its services or at least to be known overseas through a brand alliance (Elizabeth).

4.8 Implications

This study identified that while global brands have a strong acceptance and presence in Mexico, local brands have deep roots in the Mexican culture. The Mexican consumers interviewed have positive perceptions toward global brands with positive associations including accessibility, high quality, design, diversity of options, experience, prestige, and reliability. These brands are trustworthy for product categories including medicines, food, and technology. Similarly, Mexican consumers' attitudes toward local brands depend on the affection to the locality to boost the economy, strengthened by sentiments of nationalism deeply rooted among elders and a segment of educated young consumers excited about supporting companies and brands with strong local connections. Certainly, the brand origin is a relevant factor; some consumers prefer local brands because they are more easily associated with local traditions, values, and customs.

Mexican consumers perceive positive opportunities for global and local brands involved in brand alliances when there is a good congruity between both brands and the associated companies generate synergies through the alliance regarding branding, product research and development, as well as advertising and promotion campaigns. Indeed, these alliances are perceived as very attractive because they may offer a fusion of strong, positive and distinctive attributes and benefits, fulfilling consumer's emotional and functional needs. However, negative effects might happen if consumers consider the global brand is just taking advantage of the local brand.

Some Mexican consumers are engaged with global brands to project an identity as global citizen, open to other cultures, customs, and traditions. These consumers frequently search for foreign ethnic restaurants, music, and follow news about trending global events. In contrast, other consumers have developed strong bonds with local brands to express belongingness to Mexico, pride of the Mexicaness, and interest in local events and causes. Local brands in Mexico can be strategic allies to global brands seeking to be relevant to the consumer's group of reference. Along with the country itself, Mexican people can be ambivalent consumers: consumers who struggle for tradition but are more than open to diversity. Therefore, it is relevant to understand to what extent consumer identity, in terms of global and local citizenship, moderates consumer's image and attitude toward global brands, local brands, as well as global-local brand alliances.

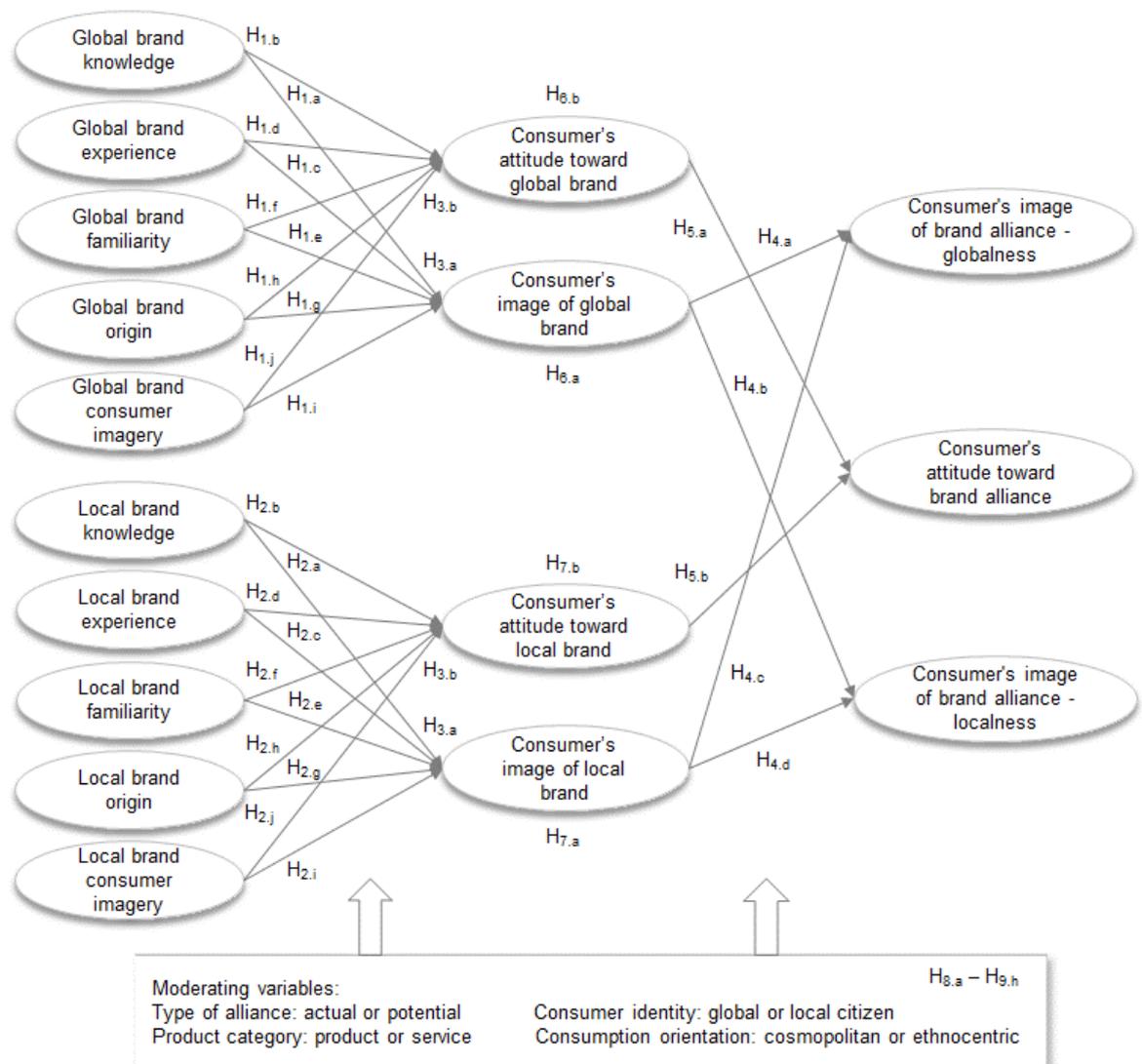
Furthermore, consumption orientation in terms of cosmopolitanism and ethnocentrism is vital in shaping Mexicans consumers' perceptions and attitudes toward global and local brands. Also, an analysis of the extent to which consumers have consistent or different consumption orientations considering factors such as product category is relevant. Therefore, it is important to understand to what extent consumption orientation, in terms of cosmopolitanism and ethnocentrism, moderates consumer's image and attitude toward global brands, local brands, and global-local brand alliances.

This study has some limitations. The study focuses on middle to upper-class consumers because they have more experience and access to both global and local brands in the Mexican context. In addition, the interviews were conducted with consumers located in Mexico City because it is the most representative market in Mexico. The research will follow up with a quantitative study to assess the extent to which these findings can be generalized. The insights from both online interviews and literature review will be essential for designing a more robust quantitative study. Also, these insights will assist in the selection of words and expressions for questionnaire wording.

4.9 Conceptual model of global-local brand alliances

The conceptual model presents the relations between the constructs, as shown in Figure 4.1. This research will assess to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a global-local brand alliance.

Figure 4.1 Conceptual model of global-local brand alliances



The model proposes consumer's image of and attitudes toward global and local brands mediate the relationship between brand dimensions and the consumer's image of and attitude toward the global-local brand alliance. Additionally, this model addresses potential effects of type of brand alliance, product category, consumer identity, and consumption orientation as moderating variables.

In summary, the purpose of the qualitative study has been to develop further the conceptual model, research questions, and hypotheses presented in Chapter 2 based on the findings of the online interviews with Mexican consumers. The qualitative study involving online interviews with ten Mexican consumers was designed and conducted to explore in depth what brand dimensions are relevant in the generation of global and local brand images and attitudes, as well as their perceptions and attitudes toward brand alliances.

The qualitative research exposed positive and negative associations of global and local brands and the potential of global-local brand alliance across different product categories. The answers of the participants enriched the analysis and conceptualization of each construct, identified potential new items to be included in the model, and alternative relations among the constructs. It also uncovered the need to assess the conceptual model taking into account actual and potential brand alliances.

The online interviews assisted the researcher to explore product categories to obtain the respondents view on global and local brands. In addition, the researcher looked for literal words and expressions for questionnaire wording. In the next chapter, the research design of the quantitative study is discussed, together with the operationalization of the constructs in the conceptual model, the questionnaire design, and the data analysis strategy.

Chapter 5

Research design of quantitative study

This chapter explains the research design of the quantitative study. The study will analyze to what extent brand dimensions such as brand knowledge, brand experience, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a brand alliance comprised by these individual brands. In addition, the analysis expects to explain to what extent the type of alliance, product category, consumer identity, and consumption orientation moderate consumers' image of and attitude toward a brand alliance between global and local brands.

The first section explains the operationalization of the constructs of the quantitative study. The second section describes the quantitative study and the selected method. The third section outlines the process to select the global and local brands for this study. The fourth section describes profile of participants and sampling method. The fifth section outlines the shopping mall intercept survey process and recording data. The sixth section outline the process to design the questionnaire, the actions taken in the pre-testing process, and the conduction of the survey. The seventh section outlines the process to analyze the survey data. The last section discusses the ethical considerations of this research. The assessment of the model will be presented in the Chapter 6. The implications of the findings, the contributions of the study, limitations and further research will be outlined in Chapter 7.

5.1 Operationalization of the constructs

This section outlines the operationalization of the constructs of the model in chapter 4. The researcher proposed a conceptual model based on the literature review and the insights of the online interviews. In addition, the thematic analysis highlighted positive and negative associations of global and local brands, and consumer's images of and attitudes toward global-local brand alliance. The answers of the participants enriched the analysis and conceptualization of each construct, identified potential new items to be included in the model, and alternative relations among the constructs. It also uncovered the need to assess the conceptual model considering actual and potential brand alliances.

An important number of items of these constructs are based on existing scales in the literature. However, some of these constructs have new scales proposed by the researcher developed from scales of other studies and text extracts from the thematic analysis of the online interviews. Table 5.1 presents the constructs of the conceptual model. In the first column, the name of the construct is presented, and the second column describes a conceptual definition for each construct resulting from the literature and the qualitative study findings. In the third column, the construct items are listed, these are selected from previous scales and the online interviews. The last two columns

comprise the scale anchors used in the Likert scales and the sources of each scale. The selection of the items for each of the constructs is explained in the following lines.

The brand knowledge items related to the cognitive representation of the brand in terms of awareness, attributes, and benefits are based on key studies in the literature such as Dimofte, Johansson, and Bagozzi (2010) and Dimofte, Johansson, and Ronkainen (2008). Ten items are selected to represent the construct. The scale includes items related to brand attributes frequently mentioned in the online interviews such as available, high quality, reliable, prestigious, and innovative.

The brand familiarity items are adapted from Özsoy (2012) and Steenkamp, Batra, and Alden (2003). These items include consumer's experiences in relation to a brand such as exposure to advertising campaigns in mass media and new media, information search, interactions with brand ambassadors and loyal consumers, purchase decision-making, and product usage. The exposure to advertising campaigns includes mass media channels such as television, radio, newspapers and magazines, outdoor and transit advertising, as well as new media alternatives such as corporate and brand websites, social media platforms, and videogames. In addition, the consumption frequency item is related to consumer satisfaction and loyalty.

The brand experience items are related to consumer's sensations, feelings, cognitions, and behavioral responses evoked by stimuli related to a brand. The original brand experience scale proposed by Brakus, Schmitt, and Zarantonello (2009) includes four dimensions: affective, sensory, behavioral, and intellectual. In six studies, the authors demonstrate that the scale is valid, reliable, and distinct from other brand experience measures, including brand involvement, customer delight, brand attachment, brand evaluations, and brand personality. For this study, the researcher enriched the scale with a fifth dimension, lifestyle, based on the findings of the online interviews.

In relation to brand origin, the researcher developed a new scale where it is recognized that country of origin is a complex concept with multiple dimensions that generates different sets of associations and attitudes among consumers. In the literature, most of the studies use unidimensional scales of country of origin strongly focused on assess a brand association: the perceived quality of a product or service. For this reason, the researcher created a new scale based on Samiee, Shimp, and Sharma (2005), Insh and McBride (2004), and Chao (2001) studies. The scale comprises the decomposition of the country of origin into country of design, country of ingredients, and country of production. This is relevant to the study of country of origin effects on consumer product acceptance considering a multidimensional scale rather than just the broad "made in" approach.

In this research, brand familiarity and brand origin are modelled as reflective because the latent variable is proposed as the common cause of item behavior. The causal action flows from the latent variable to the items. In this research, it is studied to what extent the perceived brand origin of a global brand or a local brand influence the construction of consumer image of country of headquarters, design, manufacture and ingredients.

Table 5.1 Model constructs, definitions, items and sources.

Construct	Conceptual definition	Construct items	Scale anchors	Source of items
Brand knowledge	The cognitive representation of the brand in terms of awareness, attributes, and benefits	Well-known Available High quality Reliable Good value Expensive Prestigious Personal Ethical Innovative	Strongly disagree / strongly agree	Adapted from Dimofte, Johansson, and Bagozzi (2010) and Dimofte, Johansson, and Ronkainen (2008)
Brand experience	Cognitions, feelings, sensations, and behavioral responses triggered by brand-related stimuli	Senses stimulation Physical action Feelings/sentiments Thinking stimulation Lifestyle	Strongly disagree / strongly agree	Adapted from Brakus, Schmitt, and Zarantonello (2009)
Brand familiarity	Experiences in relation to a brand including information search, exposure to advertisements, purchase decision, and product consumption	Familiar to consumer Collective knowledge Individual knowledge Consumer's ads exposition Consumption frequency	Strongly disagree / strongly agree	Adapted from Özsozer (2012) and Steenkamp, Batra, and Alden (2003)
Brand origin	Country or geographic location from which brand originates	Local* headquarters Local formula Local manufacturing Local ingredients	Strongly disagree / strongly agree	New scale, developed from Samiee, Shimp, and Sharma, (2005), Inch and McBride (2004) and Chao (2001)
Brand consumer imagery	Human traits or characteristics that distinctively and consistently describe a real or imagined consumer in relation to a brand	Young Masculine Feminine Upper class Individualist Family oriented Emotional Original Friendly Popular Up to date Practical Honest Sophisticated Successful	Strongly disagree / strongly agree	Adapted from Aaker (1997) and Aaker, Benet-Martinez, and Garolera (2001)
Consumer's image of global/local brand	Consumer's perceptions of globalness or localness of a brand	Brand localness** Local consumption Local authenticity Localness representation Iconic localness	Strongly disagree / strongly agree	Adapted from Batra, Ramaswamy, Alden, Steenkamp, and Ramachander (2000) and Steenkamp, Batra, and Alden (2003)
Consumer's attitude to global/local brand	Consumer's cognitive and expressive behavior toward a brand	Positive opinion Active searching Affection Loyalty Event attendance Recommendation to others Purchase intention	Strongly disagree / strongly agree	New scale, developed from Sénéchal, Georges, and Pernin (2014)

Table 5.1 Model constructs, definitions, items and sources (cont.)

Construct	Conceptual definition	Construct items	Scale anchors	Source of items
Consumer's image of brand alliance	Consumer's perceptions of globalness or localness of a brand alliance	Brand globalness Global consumption Global accessibility Globalness representation Global recognition Brand localness Local consumption Local authenticity Localness representation Iconic localness	Strongly disagree / strongly agree	Adapted from Batra, Ramaswamy, Alden, Steenkamp, and Ramachander (2000) and Steenkamp, Batra, and Alden (2003)
Consumer's attitude to brand alliance	Consumer's cognitive and expressive behavior toward a brand alliance	Positive opinion Active searching Affection Loyalty Event attendance Recommendation to others Purchase intention	Strongly disagree / strongly agree	New scale, developed from Sweeney and Soutar (2001), Yoo, Donthu, and Lee (2000), Bhardwaj, Kumar, and Kim (2010)
Consumer's identity	Consumer's individuality built through choices based on congruency between brand image and self-image	Cultural openness Global culture preference Global citizen self-concept Global issues interest Local culture pride Local culture preference Local citizen self-concept Local issues interest	Strongly disagree / strongly agree	Adapted from Tu, Khare, and Zhang (2012), and Zhang and Khare (2009)
Consumption orientation	Set of attitudes to the global diffusion on consumption choices	Global purchasing preference Global brand labels selection Global symbols attraction Global brands affection Global brand connection Local purchasing preference Local brand labels selection Local symbols attraction Local brands affection Local brand connection	Strongly disagree / strongly agree	New scale, developed from Alden, Steenkamp, and Batra (2006)

* Global or local according to the profile of the brand, ** Globalness or localness

The brand consumer imagery items related to the human characteristics or traits that consistently and distinctively describe an real or imagined consumer in relation to a brand are adapted from the personality scales of Aaker (1997) and Aaker, Benet-Martinez, and Garolera (2001) studies. These studies suggest that the level of preference for a brand is proportional to the congruity between the real and ideal traits of both consumer and brand. Consequently, brand personality and brand consumer-imagery can be used interchangeably (Parker, 2009). The original scale comprises personality 42 traits categorized in five dimensions. For this study, the researcher selected the 15 most relevant personality traits based on the findings of the qualitative study.

The consumer's image of global brand and local brand items related to consumer's perceptions of globalness or localness are based on Batra, Ramaswamy, Alden, Steenkamp, and Ramachander (2000), and Steenkamp et al. (2003) studies. These studies propose that brands perceived as global are associated with higher quality, higher prestige, and more emotional

benefits than brands seen as local. In other cases, a brand is perceived as an icon of the local culture and then it is positively connected to consumer perceptions of brand prestige. Consequently, perceived brand globalness or localness influences the possibility of brand purchase for different segments of consumers. In the case of global brands, the items are phrased in terms of globalness, whereas in the case of local brands, the items are expressed in terms of localness. In the case of brand alliances, the scale includes both sets of items to assess the contributions of the global and local brands.

In regard to consumer's attitude toward global and local brand, the researcher developed a new scale where it is recognized that consumer's attitude is a multi-dimensional concept involving cognitive and expressive elements. In the literature, earlier studies use unidimensional scales of consumer's attitude with bipolar scale anchors such as bad/good, negative/positive, unfavorable/favorable, such as Desai and Keller (2002), Samu, Krishnan, and Smith (1999), and Simonin and Ruth (1998). For this reason, the researcher created a new scale based on Sénéchal, Georges, and Pernin (2014) study. The scale includes cognitive elements such as positive opinion and active searching, and expressive elements such as affection and loyalty. For this study, the researcher enriched the scale with two elements based on the findings of the online interviews: event attendance, recommendation to others.

The consumer's identity items are adapted from Tu, Khare, and Zhang (2012), and Zhang and Khare (2009). A local identity means that consumers feel they have its place in their local community and identify with local lifestyles, whereas a global identity means that consumers feel they aspire to have its place in a global community and identify with a global lifestyle (Y. Zhang & Khare, 2009). The scale includes items intended to recognize a global or a local identity of a consumer. This moderator construct is key to understanding consumers' attitudes toward global versus local products.

In relation to consumption orientation, the researcher developed a new scale intended to test consumer preferences for globalized, localized, or hybridized products and services. In the literature, earlier studies use unidimensional scales of consumption preference with bipolar scale anchors such as global/local or foreign/national. For this reason, the researcher created a new scale based on Alden, Steenkamp, and Batra (2006) study. The scale includes items related to exposition to global mass media, travel experience, preference for global or local symbols, companies, and brands. This moderator construct provides insight on potential positioning strategies depending on target market preferences for global, local or hybrid brands.

In summary, the operationalization of the constructs includes scales of previous studies and new scales proposed by the researcher. The definitions of the constructs are based on the literature and the findings from the thematic analysis of the online interviews. These items also reflect the participants' perspectives and attitudes toward global brands, local brands, and global-local brand alliances examined in the qualitative study. This approach is consistent with the analytical modeling literature and consumer's perspective and attitudes toward brands. Some additional aspects such as analytical method, brand selection, sampling, questionnaire structure, and wording will be more fully discussed in the following sections of the chapter.

5.2 Quantitative study

Two issues highlight the need of the quantitative study. First, the necessity to empirically assess the research questions generated considering the literature review and the qualitative study. Second, the findings from the qualitative study, the online interviews, cannot be generalized and causal relationships cannot be inferred. Therefore, a causal research approach is adopted to validate the conceptual model developed based on the literature review and insights of the online interviews and to assess the level of generalizability of this model. Two research designs are appropriate for causal research: structural equation modeling (SEM) and experiments. This section discusses the research design to assess the conceptual model with structural equation modeling, followed by a discussion of the survey method.

5.2.1 Structural equation modeling

This study utilizes Structural Equation Modeling (SEM) to assess the conceptual model. SEM provides the most suitable and efficient estimation technique for a series of multiple regression equations estimated at the same time (Hair, Black, Babin, & Anderson, 2014). SEM involves the assessment of a measurement model and a structural model. The measurement model allows the researcher to use multiple indicators for a single independent or dependent variable whereas the structural model is the set of paths connecting independent to dependent variables (Ghauri & Grønhaug, 2002).

The conceptual model has seventeen constructs: ten exogenous and seven endogenous including four mediating constructs. These constructs entail multi-item measures generated with scales of previous studies and new scales proposed by the researcher. The assessment of the hypotheses of this research influence the selection of research method analysis techniques, for example, multivariate analysis techniques. The multi-item measures of constructs are frequently examined with exploratory factor analysis (EFA) and then validated with confirmatory factor analysis (CFA). The model has a set of causal or structural paths to be assessed and includes both independent and dependent constructs.

As a multivariate technique, SEM allows multiple independent and dependent constructs to be assessed simultaneously (Hair et al., 2014). It also allows these constructs to be measured through multi-item scales, then validated and incorporated into a structural model to assess the causal paths. Consequently, SEM has several advantages, specifically construct measurement and path analysis between multiple independent and dependent constructs simultaneously that are not possible in other multivariate statistical approaches.

The conceptual model may be assessed using the data collected from Mexican consumers. SEM allows the researcher to assess the conceptual model with data collected utilizing interval scales, evaluate measurement error in the constructs, and assess the structural error in the model. Also, it can be assessed the reliability and validity of each construct (Bagozzi & Yi, 2012). This process allows the researcher to assess both theoretical and empirical meaning of the conceptual model. First, the analysis of the measurement model is performed for the global and local brands brand

dimensions, the global and local brands independently, and then global brand, local brand, and brand alliance together. Second, the structural model is fitted to the data to establish the causal relationships. The model is validated by evaluating the unidimensionality, convergent validity, discriminant validity, reliability, stability, and nomological validity.

The measurement model's development for the exogenous and endogenous constructs follows a two-step approach to assess the measurements models. The first step includes validating the items for each construct and estimating a measurement model, before the structural model is fitted to the data in the second step. Then, in the second step, the statistical significance of all path coefficients and the fit indices of the model can be assessed. Moreover, modifications to the model and evaluation of an alternative model can be examined. This process allows the researcher to ensure the items within each construct are robust. The researcher performs SEM analysis using AMOS 24.

An analysis of the items of each construct will be developed, followed by an assessment of the fit indices. The analysis of the items will be performed in SPSS 24 and includes the Cronbach's alpha coefficients, adjusted item-to-total correlation, the initial estimates of the squared multiple correlations (SMC), factor loadings, and t-values. This analysis will be applied to the constructs of both exogenous and endogenous models. The re-specification of each model will involve an examination of fit indices, and consideration of the standardized residuals and modification indices for each item in relation to its construct. After a satisfactory fit of each model to the data is achieved, then composite reliability and variance-extracted estimates will be calculated for each construct to assess unidimensionality, reliability and convergent validity. Later, an assessment of cross-validation, stability, and discriminant validity will be performed. For this analysis, the data will be randomly split into two datasets for evaluation. The first dataset will be the calibration dataset, whereas the second dataset will be the validation dataset.

The assessment of the congeneric, measurement, and structural models will be performed in AMOS 24 following well-known criteria from the literature. The criteria include evaluation of initial fit, including factor loadings, standard errors, overall model fit and the fit of the internal structure of the model. The criteria for an acceptable model fit is a normed chi-square (χ^2/df) < 3, comparative-goodness-of-fit (CFI) > 0.90, RMSEA < 0.08, SRMR < 0.08, composite reliability > 0.70, variance extracted > 0.50, and a t-test for convergent validity $t > 1.96$ (Hair et al., 2014). The chi-square statistic is also frequently utilized to evaluate a structural model. However, in the case of large samples, chi-square statistic has been shown to be sensitive. Normed chi-square values between 2.0 and 3.0 confirm a good fit of the model to the data (Hair et al., 2014).

Subsequently, the researcher will assess the mediation effects of the constructs consumer's image of and attitude toward a global brand and a local brand within the structural model. In relation to the global brand, the consumer's image of a global brand mediates the relationship between the global brand dimensions and the consumer's image of a brand alliance. Besides, the consumer's attitude toward a global brand mediates the relationship between the global brand dimensions and the consumer's attitude toward a brand alliance. In relation to the local brand, the consumer's image of a local brand mediates the relationship between the local brand

dimensions and the consumer's image of a brand alliance. Additionally, the consumer's attitude toward a local brand mediates the relationship between the local brand dimensions and the consumer's attitude toward a brand alliance.

In addition, the researcher will address the potential effects of moderating variables on the structural model. Four moderating variables will be analyzed: type of brand alliance, product category, consumer identity, and consumption orientation. The first two variables are dichotomous: actual or potential brand alliances, and product or service categories. The last two variables, consumer identity and consumption orientation, have scales with eight-items and ten-items respectively. The analysis of effects of moderating variables has the following process. First, the dataset will be split into two groups, for example, actual alliances or potential alliances datasets. Then, individual structural models will be estimated for each dataset. Lastly, a multi-group analysis is performed to compare both datasets to identify statistically significant differences between both datasets. Consequently, the researcher will be able to identify whether a significant difference exists between the pathways of both structural models.

5.2.2 Survey method

A mixed method design with two sequential studies has been selected for this research. First, a qualitative study allowed the researcher to explore in deep what brand dimensions influence the consumer's image of and attitudes toward global and local brands, as well as consumer's image of and attitudes toward global-local brand alliances. The qualitative research exposed positive and negative associations of global and local brands and the potential of global-local brand alliance across different product categories. The answers of the participants enriched the analysis and conceptualization of each construct, identified potential new items to be included in the model, and alternative relations among the constructs. It also uncovered the need to assess the conceptual model taking into account actual and potential brand alliances. The researcher proposed the conceptual model based on the literature review and the findings of the online interviews. Second, a quantitative study will allow the researcher to assess the conceptual model. The researcher has selected structural equation modeling as the method of analysis to assess the model. Now, the next step involves the selection of the most adequate survey method.

There are several survey methods. The most important survey methods are telephone, mail, or postal service, online, and personal surveys (D. Aaker, Kumar, Leone, & Day, 2012). Personal surveys comprise in-home surveys, street intercept surveys, and shopping mall intercept surveys. The selection of a research method is determined by some factors, including time, costs, flexibility of data collection, coverage of the target population, diversity of questions, control of the data collection environment, quantity and quality of data, sample control, response rate, perceived anonymity, and response accuracy (D. Aaker et al., 2012).

Taking into account these factors, the researcher has selected a shopping mall intercept survey. The advantages of this type of personal survey include good response rate, a higher number of questions, longer interviews, consumer's attitude can be observed, and it is possible to clarify any doubt from the participants previous and during the survey (D. Aaker et al., 2012). Mexican

consumers don't like to participate in online surveys because they don't trust the confidentiality and use of data of this type of studies. Even, the level of distrust among Mexican consumers is higher if they don't recognize the research agency or institution collecting the data. As a result, the researcher showed his institutional ID when it was requested by the participants in order to increase their level of trust about the study, in addition to the participant information sheet.

The researcher conducted the collection of the data for the survey by asking the questions to the participant with the assistance of an electronic device during the conduction of the survey. The use of the tablet facilitated the collection of data by presenting randomly the answers to reduce systematic error, and also helped in presenting visual materials to the participants before asking the questions for global and local brands separately, and later the brand alliance, including logos and prototypes of the packaging.

5.3 Brand selection

An important phase of the study is the selection of the brands and product categories for the four versions of the questionnaire. The study involved both actual and potential brand alliances across a range of product and service categories. In the case of actual brand alliances, the researcher explored the Mexican market to find out brand alliances currently available in different business sectors such as food, beverages, airlines, financial services, stationary and office supplies. The actual global-local brand alliances currently available in the Mexican market are Oreo and Holanda (cookies and ice cream), Burger King and Sabritas (fast food and snacks), Barbie and Liverpool (toys and departmental store), Aeroméxico and American Express (airlines and financial services), Banamex and Office Depot, (financial services and stationery store), Bancomer and Walmart (financial services and supermarkets).

In the case of potential brand alliances, the researcher explored global and local brands already offered in the Mexican market but not currently involved in a brand alliance. After an extensive analysis of alternatives, the researcher selected a set of global and local brands well-positioned among Mexican consumers, with a high level of brand recall and recognition, from different product and service categories but not currently involved in a brand alliance. An example of a potential brand alliance between global and local brands in the yogurt and cereal categories is Yoplait and Maizoro.

The researcher examined information from brand rankings of global brands and Mexican brands developed by Interbrand and Millward Brown in 2014, see Appendix 2.1. Based on the information in these sources, the global brands selected for the actual alliances are Oreo and American Express, and for the potential alliances are Yoplait and OfficeMax. The local brands selected for the actual alliances are Holanda and Aeroméxico, and for the potential alliances are Maizoro and Banorte.

5.4 Profile of participants and sampling method

An important issue in previous research that has elicited more doubts about the generalizability of the research findings is the predominant use of convenience samples (Essoussi & Merunka, 2007; Lanseng & Olsen, 2012; Özsomer & Simonin, 2004; Pappu et al., 2007), mostly consisting of students (Bluemelhuber et al., 2007; Hao et al., 2013; Hui & Zhou, 2002; Pecotich & Ward, 2007; Strizhakova et al., 2008). Even among the more recent studies, only a few researchers (Romani, Grappi, & Dalli, 2012; Rosenbloom & Haefner, 2009) employ a sample of consumers. Consequently, this research involves a sample of Mexican consumers to collect more representative data and generate more realistic findings.

As this study asked participants about their image of and attitudes toward global brands, local brands, and global-local brand alliances considering brand knowledge, experience, familiarity, origin, and consumer imagery, it is important that the respondents have some knowledge or experience about the individual brands: Mexican consumers, men and women, 18 years old or more, with a level of education of high school or higher. The researcher developed five to fifteen items per construct to perform the Structural Equation Modeling (SEM) analysis. In addition, the sample size depends on model complexity and other factors. Some experts recommend a minimum size sample of 100 to 200 cases based on the number of variables (Kline, 2011; Sarstedt, Hair, Ringle, Thiele, & Gudergan, 2016). Other experts recommend a sample size of 200 with increases if the model is large or complex (Hair et al., 2014; Hair, Ringle, & Sarstedt, 2011). Based on this, the study had 15 constructs and a sample of 300 participants, as a result there are 20 observations per parameter. Hence, the sample size requirements for SEM are met for both criteria.

This research used a shopping mall intercept survey with a systematic sampling method to select potential participants. In this sampling method, the researcher approached the first participant randomly in the food court, and after the completion of the questionnaire, the interviewer selected the subsequent participant in a systematic way, approaching every third consumer in the surrounding tables. The shopping mall intercept survey was conducted in shopping malls located in different areas in Mexico City such as Centro Santa Fe, Plaza Satélite, Parque Delta, Plaza Universidad, Pabellón Polanco, Plaza Loreto, and Perisur. Mexico City is an economic, political, and cultural magnet to people from different regions of Mexico, and as result, the profile of the participants considering gender, age, and level of education is representative of the Mexican market.

5.5 Shopping mall intercept survey and recording data

Participants were selected utilizing the systematic sampling method described above in the mentioned shopping malls. The researcher approached consumers and politely asked them if they want to participate in the study. The researcher explained the participants the research objective and the importance of participating in this study. At least one minute was given to potential participants to consider the invitation. The interested participants responded to the

researcher face to face. The survey took 30-45 minutes. The researcher, with the assistance of an electronic device, interviewed the participants and recorded the data in Qualtrics platform using a tablet.

Participants were provided with a participant information sheet explaining the details of the study and how anonymity and confidentiality will be ensured, see Appendix 2.2. Participant consent is voluntary. Participants were informed in the information sheet that completing the survey is indicative of their consent to participate in the investigation. Participant completion of the survey acted as the indicator that both the researcher and participants abide by the information outlined honorably with good faith towards each other. All respondents were thanked for their contribution to the study, and a summary of findings was provided if requested by participants upon completion of the study as an acknowledgment of their contribution.

The role of participants in this research is to share their knowledge and experience about actual and potential global-local brand alliances. Participants were not asked to influence the essence of the research, objectives, and methodology. They were not involved in conducting the research; they only provided useful and insightful information about global and local brands. Interviewees' participation is relevant to the success of the research, and great care was taken to approach them. No information was hidden to the participants.

Participants were aware of the purpose of this research through the information sheet provided by the researcher which states the purpose of the study and use of data collection. All respondents were advised that they may withdraw at any time before completing the data collection without consequences. They did not have to answer questions if they did not want to. Participants had control over how they answer the questions and assured full confidentiality. No individual participants were identified in the analysis and reporting of the data. The participant information sheet was translated to Spanish by the primary researcher to stimulate the interest of the potential participants and facilitate the communication with the participants, see Appendix 2.3. The translation of this document was performed by the primary researcher, who is Mexican and bilingual. Additionally, the translation of this document was checked by two external Mexican reviewers who are also bilingual to verify the accuracy of both versions.

5.6 Questionnaire design

The questionnaire includes a diverse sample of well-known global brands and iconic local brands to assess possible moderating effects of types of alliances and product category. Consumers answered questions relating to two brands, one global brand and one local brand, and subsequently, questions about a brand alliance comprised by these brands. Four versions of the questionnaire are designed, two versions for actual brand alliances, see Appendix 2.4, and two versions for potential brand alliances, see Appendix 2.5. However, the analysis was conducted at an aggregate, not at an individual brand level.

This section explains the process to design the questionnaire, the actions taken in the pre-testing process, and the conduction of the survey. Question structure and content, measurement scale,

wording, order and structure of questions, and physical layout of the questionnaire are also examined. The questionnaire is not designed based on the profile of the participants, brands and product categories selected. The important considerations in drafting the questionnaire are the survey method, the questionnaire length, the measurement scales, the structure of questionnaire, wording and an appropriate layout for consumer research.

5.6.1 Questionnaire structure and wording

The structured questionnaire has three sections: the assessment of a global brand and a local brand, then the evaluation of an actual or potential brand alliance between the global and local brands, and at the end, the demographics of participants. Four versions of the questionnaire with identical questions and scales are designed and administered to different participants. Two versions of the questionnaire include actual brand alliances, whereas other two include potential brand alliances. At the same time, two versions of the questionnaire include global and local brands related to products, whereas other two include brands related to services.

In the process to design the questionnaire, issues about content and wording of questions, the measurement scale, structure and order of questions and the physical layout of the questionnaire has been analyzed. The wording of the questionnaire is kept as simple as possible. Vague questions, implicit assumptions, leading questions, and generalizations are avoided. Additionally, double-barrel questions are avoided verifying each item contains only one concept or idea. These issues are addressed during the design and pre-test of the questionnaire to ensure the use of words and phrases familiar to consumers.

A rating scale is used to measure each item. This approach has the advantage of both being easy to design and understood by participants. The number of categories into a scale can range from five to nine points. A seven-point scale is selected to offer an appropriate and meaningful distinction between the categories (Steenkamp et al., 2003). The ratings of a seven-point scale tend to be more reliable than a five-point scale (Iacobucci & Churchill, 2015). Because of space limitations on the questionnaire, it was not possible to include a complete itemization of each scale. However, scale anchors are displayed in all the scales.

Each scale is balanced with three negative points, a neutral point, and three positive points. Every item includes a label and has a numeric indicator with a range from one to seven. A rating of one expresses strong disagreement with the items being rated whereas a rating of seven expresses strong agreement. Scale points with an odd number rather than even number was preferred because in some situations it is valid for respondents to adopt a neutral position. The use of a consistent seven-point scale throughout all the questionnaire was preferred because participants are not challenged to use different scale items continually. seven-point scales are suitable for data analysis using structural equation modeling. In addition, the items of the scales of the questions were randomly presented to the participants in order to avoid common method variance (Chang, Van Witteloostuijn, & Eden, 2010).

The last issue to be addressed is the layout of the questionnaire. The researcher administered the questionnaire in his role as interviewer. The instructions are presented in a small font size to differentiate this information from the items and item response scales. The text of the question is presented in a larger font size. These considerations reduced any interviewer error in completing each questionnaire while interviewing the participants. In addition, the design of the questionnaire included some visual aids such as logos and packaging to show the participants some aspects of the local brand, global brand, and brand alliance. The survey has been initially designed in a word text file, and after a set of reviews with the supervisor, it has been uploaded in Qualtrics. This layout has cost advantages and gives the perception to potential participants that this survey may not require a long period of time to be answered.

5.6.2 Questionnaire pretesting

The questionnaire was designed and then pretested to minimize any possible problems in the design. The first pretest involved Mexican consumers living in Auckland to refine the content of the introduction, as well as the wording of some questions, scales, and instructions. The second pretest of the questionnaire involved an expert panel, including the researcher's supervisor and other faculty members of the department of marketing at Auckland University of Technology. These experts recommended to assist the collection of data with an electronic device, displaying the questions individually, and presenting randomly the answers to reduce systematic error.

Subsequently, the questionnaire was translated to Spanish by the researcher because he is a Spanish native speaker. Two external Mexican reviewers, who are also bilingual, translated back to English the questionnaire to validate the instructions, questions, and scale items. The use of back-translation to control cultural equivalence, vocabulary equivalence, idiomatic equivalence, and grammatical and syntactical equivalence in a survey is widely used in cross-cultural studies (Alden et al., 2006; Erdem et al., 2006; Orth & Firbasová, 2003; Romani et al., 2012). Finally, any possible issue such as understanding, level of difficulty, and time to answer the questionnaire has been improved through a pretest of the four versions of the questionnaire in Spanish among Mexican consumers, see Appendices 2.6 and 2.7. The researcher made a few minor changes to some words and expressions included in the introduction and the demographic questions.

5.7 Data analysis

This section explains the strategy to analyze the data collected from the participants during the shopping mall intercept survey. The selection of an appropriate strategy to analyze the data should consider the research problem, research objectives, and assumptions of the statistical techniques (Malhotra, 2007). In order to address the research problem, the researcher has proposed a preliminary model based on the literature review. Afterward, a qualitative study assisted the researcher to understand how Mexican consumers perceive a global and local brand, and their behavior toward global-local brand alliances, so the researcher refined the model.

The analysis of survey data will involve a multivariate analysis. The research will analyze global-local brand alliances in different product categories. The study will analyze the synergies between global and local brands in brand alliances. The research will look at the effect of the global and local brands contributions toward brand alliances. In addition, the analysis expects to explain to what extent consumption orientation and product category moderate consumers' attitudes towards a brand alliance between global and local brands. This study will use Structural Equation Modeling (SEM) to test the research model. Two main elements of SEM are the measurement model and the structural model. The measurement model allows the researcher to utilize multiple indicators for a single independent or dependent variable whereas the structural model is the path which relates independent to dependent variables (Ghauri & Grønhaug, 2002). The analysis of the measurement model will be performed for both global and local brand. In some cases, one indicator alone is inadequate to measure comprehensively a construct and measures based on multiple indicators are more robust. This technique offers the most suitable and effective estimation for a series of multiple regression equations simultaneously calculated.

There are assumptions about multivariate techniques including SEM. Normality of data is the first assumption, or in other words, to what extent the response distribution has a normal distribution curve. The existence of linear relationships among the measured items is the second assumption. Another consideration is the measurement scale utilized for each construct. A seven-point rating scale is used in the questionnaire. This scale is processed as an interval scale because of its numbered scale points. The category labels allow the scale to have ordinal properties. AMOS 24 is designated for this analysis because literature reports this SEM software is extensively used in the business, social science, and human science fields.

The researcher will generate a dataset from Qualtrics for each of the four questionnaires. Subsequently, the researcher will merge these datasets into a single dataset. This dataset will be uploaded in SPSS 24 for further analysis. SPSS 24 is utilized to conduct some descriptive statistics such as frequency tables, comparison of means, correlations, assessment of missing data, cross-tabulations, compute reliability statistics, and exploratory factor analysis.

5.7.1 Data cleaning and screening

The process of cleaning and screening data involves edition, questionnaire completion, additional data coding, and treatment of missing data. The first step in the process of edition involves evaluating the questionnaire response rate. The next step involves reviewing the completion of the questionnaires. Once the dataset has been entered into SPSS, frequency distributions are performed in SPSS to identify out of range responses and missing data. Next, the level of missing data in the dataset is evaluated. Some approaches to address this problem include deleting complete cases where missing data is found, deleting the incomplete variables, or using statistical imputation. The missing data is analyzed in SPSS to identify whether the data is Missing Completely at Random (MCAR). In this case, an imputation method, expectation maximization, may be used to replace any missing data.

5.7.2 Assessment of instrument reliability and validity

Accuracy and consistency are two important issues to be addressed during the design of any instrument of measurement. The types of validity important to researchers include content validity, construct validity, and criterion related validity. Content validity refers to the degree to which the items of the construct represent the concept examined. This may be attained through conceptually defining the domain of the construct (Iacobucci & Churchill, 2015). Each construct domain was defined taking into account the literature review, feedback from experts, the findings of the qualitative study, and pre-testing of the questionnaire.

Construct validity is used to assess how well the data generated through the use of an instrument, for example a rating scale, fits the theory (Steenkamp & van Trijp, 1991). Convergent validity is evaluated through analyzing the unidimensionality of constructs. The researcher may use a confirmatory factor analysis to generate a congeneric model for each construct. Examination of the item-to-total correlations and the standardized residuals allow the researcher to achieve the unidimensionality of each construct. In the case of the new scales, the researcher will conduct an exploratory factor analysis to examine the underlying factor structure of the construct. And then, conduct as confirmatory factor analysis to generate the congeneric model of the respective constructs.

The next step is to assess the within-method convergent validity and reliability of the constructs. Cross-validation of the model will be achieved by comparing calibration and validation samples. The cross-validation will be conducted using multi-group analysis in AMOS in order to identify possible differences by constraining various parameters within the model. The examination of the significance of the parameters and correlations of each item within the construct assist the researcher to achieve the within-method convergent validity by comparing the AMOS output between the calibration and validation sample. The Fornell and Larcker (1981) formula is utilized to calculate the construct reliability and variance extracted for each construct.

By testing for factor invariance, the stability of the measurement model may be assessed (Byrne, 1998). In order to test the validity of the factor structure, the researcher will examine the invariant pattern of factor loadings, invariant factor covariances, and the equality of factor invariances. Then, a comparison of the average of the variance extracted estimate with the square of the correlation between any two constructs is recommended to assess the discriminant validity of the measurement model (Fornell & Larcker, 1981). Criterion-related validity refers to whether the measures from different brands work as predicted. Multi-group analyses will enable responses to be analyzed according to whether the brand alliances are actual or potential.

The last stage consists in the assessment of nomological validity which tests to what extent one construct is theoretically linked to other constructs. Therefore, an alternative model will be assessed and compared to the conceptual model. Particularly, the nomological validity between global and local brand dimensions, consumer's image and attitude toward global and local brands by separated, and the consumer's image and attitude toward global-local brand alliances will be examined.

5.8 Ethical considerations

The proposal for the quantitative study was submitted to Auckland University of Technology Ethics Committee (AUTEC) for approval in November 1, 2015. The ethics application 15/461 was approved on December 1, 2015, see Appendix 2.8. This process ensured that participants are not hurt or affected during the research. The survey was conducted in shopping malls located in different areas in Mexico City. As a result, the profile of the participants in terms of age, gender, and education level is representative of the Mexican market.

This research used a shopping mall intercept survey with a systematic sampling method. After approaching the first participant randomly in the food court and completing the questionnaire, the interviewer selected the subsequent participant in a systematic way, approaching every third consumer in the surrounding tables. Participants were made aware of the objective of this research using a participant information sheet which explains the purpose of the study, use of the collected data, and research practice principles.

These principles included some provisions for the privacy of the participants and their personal information. All participants were advised that they can withdraw at any time prior to the completion of data collection without consequences. They do not have to answer questions if they do not want to. Participants had control over how they answered the questions and assured full confidentiality. The identity of the participants was kept confidential because the information supplied may contain personal information. Participants' name and contact information were not collected. Demographics such as age, gender and level of education were collected but did not enable identification of the participants. The researcher will use fictitious names in the analysis and reporting of the data.

In summary, this chapter has explained the research design selected to assess the conceptual model. A structural equation modeling (SEM) is adopted to validate the conceptual model developed from the literature review and refined considering the findings of the qualitative study. The operationalization of the constructs is developed based on the conceptual model refined in Chapter 4. The profile of participants, sampling method, and data collection have been described. The shopping mall intercept survey has been designated as the research method to collect data, utilizing four versions of the questionnaire in Qualtrics platform. Data cleaning and screening includes exploratory factor analysis to analyze the suitability of the data for SME.

The researcher will perform structural equation modeling utilizing AMOS 24 to analyze the measurement model and the relationships among constructs in the structural model. This multivariate technique allows the researcher to analyze simultaneously multiple independent and dependent constructs to be. A discussion of the actions to achieve data validity and reliability has been outlined. Lastly, ethical considerations of this study have been presented. The next chapter includes the preliminary analysis of the survey data, the assessment of the congeneric and measurement model, the structural model estimation, analysis of construct mediation, and effects of moderating variables.

Chapter 6

Assessment of model

This chapter presents the assessment of the model. The chapter is organized in eight sections. First, the researcher describes the profile of participants and survey response rate. Second, a preliminary analysis of the dataset is developed. This analysis is performed to ensure the data collected from the participants during the shopping mall intercept survey is suitable for structural equation modeling (SEM), the principal method of analysis of the quantitative study. In this analysis, the researcher examines missing data, descriptive statistics, and correlations between different questionnaire items.

Third, the questionnaire items are analyzed using exploratory factor analysis (EFA). Fourth, the measurement models for global brands and local brands, based on the proposed model are assessed. For each construct, the related questionnaire items are analyzed using confirmatory factor analysis (CFA). These constructs are then refined using a validation process of marketing constructs (Steenkamp & van Trijp, 1991). Also, the researcher assesses the unidimensionality, cross-validation, convergent validity, reliability, and stability of the congeneric and measurement models.

Fifth, the structural model is assessed, fitted to the data, and the fit indices are examined. In this process, the model is analyzed with the complete dataset, and then the stability of the model is examined with calibration and validation datasets. Sixth, the analysis of the mediation effects of main constructs in the model is conducted (Baron & Kenny, 1986). Seventh, the effect of the moderating variables is evaluated utilizing a multi-group analysis (Hair et al., 2014). Eighth, an alternative model to the structural model is assessed and compared. The implications of the results and conclusions are discussed in chapter 7.

6.1 Profile of participants

The analysis of the demographics of the participants in terms of age, gender, level of education, and family income allow the researcher to create a profile of the participants in the survey and the representativeness with respect to the population of Mexico. In addition, the survey response rate, an analysis of participants who did not complete the questionnaire and their reasons are discussed. The main study consisted in a shopping mall intercept survey to Mexican consumers assisted with an electronic device. The field research was conducted in Mexico City from December 2015 to March 2016.

The shopping mall intercept survey was conducted in shopping malls located in different areas of Mexico City. The selected shopping malls for this study are Centro Santa Fe, Plaza Satélite, Pabellón Polanco, Parque Delta, Plaza Universidad, Plaza Loreto, and Perisur. The data collection was conducted both weekdays and weekends during the holidays comprising of Christmas and New Year celebrations. These events increased the presence of consumers on shopping malls and the time spend in these places. The researcher intercepted participants in

the food court and surrounding areas of the shopping malls. These conditions increased the interest of the participants in the study and the availability of time to answer the questions.

6.1.1 Demographics

The structure of the population and the profile of participants in terms of gender, age, level of education, and family income is presented in Table 6.1. The proportion of female and male participants, 51 and 49% respectively, into the sample of the study is very similar to the Mexico's population. Similarly, the number of participants among the different segments of age into the study has a similar distribution in relation to the general population. The percentage of the population in terms of age presented in the last column only include the population over 18 years old, in other words 64% of the total population.

Table 6.1. Gender, age, education, and income of participants

Demographic	Participants	Percentage
Gender		
Female	153	51.0
Male	147	49.0
Age		
18-24	60	20.0
25-29	45	15.0
30-34	40	13.3
35-39	36	12.0
40-44	35	11.7
45-49	25	8.3
50-54	24	8.0
55-59	20	6.7
60+	15	5.0
Education		
High School	31	10.3
Bachelor	194	64.7
Master	65	21.7
PhD/Doctorate	10	3.3
Family income		
	Households	Percentage
Up to MX\$ 5,000	10	3.3
MX\$ 5,001 10,000	24	8.0
MX\$ 10,001 15,000	36	12.0
MX\$ 15,001 20,000	50	16.7
MX\$ 20,001 25,000	45	15.0
MX\$ 25,001 30,000	40	13.3
MX\$ 30,001 40,000	36	12.0
MX\$ 40,001 50,000	25	8.3
MX\$ 50,001 75,000	24	8.0
Over MX\$ 75,000	10	3.3
Total	300	100

Regarding education, younger Mexicans are achieving higher levels of education than older generations. 64% of Mexicans between 25-64 years old have a secondary education, 19% high school education, and 17% tertiary education (OCDE, 2013). In this study, there is a concentrated

number of participants with at least a bachelor's degree and a family income of MX\$15,000 or more because the participants were intercepted in shopping malls where there is a high presence of consumers with this profile. These consumers are selected for this study because they have a higher level of knowledge and experience with global brands than the rest of population with lower level of education and family income.

6.1.2 Survey completion rate

This research used a shopping mall intercept survey with a systematic sampling method to select potential participants. In this sampling method, the researcher approached the first participant randomly in the food court, and after the completion of the questionnaire, the interviewer selected the subsequent participant in a systematic way, approaching every third consumer in the surrounding tables. The researcher presented a participant information sheet to the potential participants. Then, they decided whether or not to participate. The interested participants responded the survey questions formulated by the primary researcher assisted with a tablet connected to the Qualtrics platform.

The structured questionnaire had three sections: the assessment of a global brand and a local brand, then the evaluation of an actual or potential brand alliance between the global and local brands, and at the end, the demographics of participants. Four versions of the questionnaire with identical questions and scales were designed and administered to different participants. Two versions of the questionnaire included actual brand alliances, whereas other two included potential brand alliances. At the same time, two versions of the questionnaire included global and local brands related to products, whereas other two include brands related to services.

The total number of administered surveys was 315. However, some surveys were only partially answered because some participants withdrew from the survey. The number of partial answered questionnaires was 15. These participants withdrew from the survey after they answered the questions related to individual global and/or local brands, without answering the questions related to the brand alliance and consumption orientation. The most common situations with these participants were the following: seven participants answered only the global or local brand section, five participants did not answer the brand alliance section, and three participants did not answer the consumer identity or consumption orientation section. Some participants considered the survey was longer than expected, they received a cellphone call and leaved the mall. Then, after these incomplete surveys are deducted from the total participants, the final dataset has a total of 300 complete surveys; a completion rate of 95.25%.

The completion rate of the survey indicates that there are sufficient observations to analyze the dataset with Structural Equation Modeling (SEM). The researcher developed from five to fifteen indicators or items per construct to perform the analysis. The sample size depends on model complexity and other factors. Some experts recommend a size sample of 100 to 200 cases based on the number of variables (Kline, 2011; Sarstedt et al., 2016). Other experts propose a sample size of 200 with increases if the model is large or complex (Hair et al., 2014, 2011). In this study,

there are 15 constructs and a sample of 300 participants, so there are 20 observations per construct. Therefore, the sample size prerequisite for SEM is met for this study.

6.2 Preliminary analysis

This section deals with a set of issues that need to be analyzed after data have been collected but before the main data analysis are performed: exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM). The attention and resolution of these issues before the main analysis are fundamental in order to have an accurate analysis of the data (Tabachnick & Fidell, 2013). These issues are related to the accuracy of the data entered into the dataset and consideration of factors that could produce distorted correlations. Important issues such as missing data, normality of the data and outliers, descriptive statistics, and normality of the data will be examined. Finally, a correlation analysis will be performed between the measurement items to check whether there are sufficient significant linear relationships between the items of the constructs for conducting a structural equation modeling analysis.

In relation to the accuracy of the dataset, the interested participants responded to the primary researcher face to face and completed a tablet survey using Qualtrics administered by the researcher. At the end of the field research, the researcher generated from this platform a dataset for each version of the questionnaire. Then, the researcher eliminated the incomplete surveys and merged the four datasets in the following order: actual brand alliance of product brands, actual brand alliance of service brands, potential brand alliance of product brands, and potential brand alliance of service brands. The final dataset includes the answers of 300 participants.

6.2.1 Missing data

The survey was administered by the researcher, therefore missing data is not a potential source of survey error as the researcher conducted the interviews to ensure that the answers of the participants are correctly filled in the questionnaire. In a few cases, participants were sceptic to answer the last question related to the monthly family income as they considered this data very sensible or personal. One advantage is that this question is not directly involved in the analysis of the proposed model. However, after the researcher explained to these participants that the information of this research is not shared with the government or multinational corporations, then they decided to answer the last question. Consequently, there was not missing data. Overall, the analysis of the dataset indicates missing data is not a potential source of survey error.

6.2.2 Descriptive statistics

The descriptive statistics of the items organized by constructs are provided in this section. A list of the labels of the constructs and the related questionnaire items is provided in the Appendix 3.1. The mean scores and standard deviation for the global brand and local brand items are shown in Table 6.2. For the global brand, the mean values of the items measured on the 7-point scale ranged from 2.0 to 5.9, and the standard deviation values ranged from 1.4 to 2.1. For the local

brand, the mean values of the items ranged from 1.9 to 5.6, and the standard deviation values ranged from 1.5 to 2.1.

Table 6.2. Mean scores and standard deviations for global and local brand

Construct	Item	Global Brand Mean (Std. Dev)		Local Brand Mean (Std. Dev)	
BRAND KNOWLEDGE	Well-known	GBK 01	5.9 (1.4)	LBK 01	5.6 (1.5)
	Personal	GBK 02	4.9 (1.7)	LBK 02	4.5 (1.6)
	Available	GBK 03	5.4 (1.6)	LBK 03	5.1 (1.6)
	High quality	GBK 04	5.5 (1.5)	LBK 04	5.0 (1.5)
	Good value	GBK 05	5.2 (1.6)	LBK 05	4.9 (1.5)
	Expensive	GBK 06	5.0 (1.7)	LBK 06	4.6 (1.8)
	Prestigious	GBK 07	5.5 (1.5)	LBK 07	5.1 (1.6)
	Reliable	GBK 08	5.4 (1.5)	LBK 08	5.1 (1.5)
	Ethical	GBK 09	4.9 (1.6)	LBK 09	4.9 (1.5)
	Innovative	GBK 10	5.1 (1.6)	LBK 10	4.4 (1.6)
BRAND FAMILIARITY	Familiar to consumer	GBF 01	5.5 (1.8)	LBF 01	5.2 (1.8)
	Collective knowledge	GBF 02	5.5 (1.8)	LBF 02	5.3 (1.8)
	Individual knowledge	GBF 03	4.1 (1.8)	LBF 03	3.9 (1.8)
	Consumer's ads exposition	GBF 04	5.3 (1.9)	LBF 04	4.8 (2.0)
	Consumption frequency	GBF 05	4.0 (2.1)	LBF 05	3.5 (2.1)
BRAND EXPERIENCE	Senses stimulation	GBE 01	3.6 (1.9)	LBE 01	3.2 (1.7)
	Physical action	GBE 02	2.8 (1.7)	LBE 02	2.6 (1.5)
	Feelings/sentiments	GBE 03	3.4 (1.9)	LBE 03	3.4 (1.9)
	Thinking stimulation	GBE 04	3.3 (1.8)	LBE 04	2.9 (1.7)
	Lifestyle	GBE 05	3.8 (2.0)	LBE 05	3.5 (1.9)
BRAND ORIGIN	Headquarters	GBO 01	5.4 (1.8)	LBO 01	5.2 (1.8)
	Formula design	GBO 02	5.5 (1.7)	LBO 02	4.7 (1.8)
	Manufacturing	GBO 03	5.5 (1.8)	LBO 03	5.4 (1.7)
	Ingredients	GBO 04	5.1 (1.9)	LBO 04	4.7 (1.9)
BRAND CONSUMER IMAGERY	Young	GBC 01	4.8 (1.9)	LBC 01	4.1 (1.8)
	Masculine	GBC 02	4.5 (2.0)	LBC 02	4.0 (1.9)
	Feminine	GBC 03	4.5 (2.0)	LBC 03	4.0 (1.9)
	Upper class	GBC 04	4.7 (1.9)	LBC 04	3.9 (1.9)
	Individualist	GBC 05	4.5 (2.0)	LBC 05	3.8 (1.8)
	Family oriented	GBC 06	4.4 (1.9)	LBC 06	4.5 (1.8)
	Emotional	GBC 07	4.2 (1.8)	LBC 07	3.8 (1.8)
	Original	GBC 08	4.5 (1.7)	LBC 08	4.0 (1.7)
	Friendly	GBC 09	4.4 (1.8)	LBC 09	4.2 (1.7)
	Popular	GBC 10	4.7 (1.8)	LBC 10	4.4 (1.9)
	Up to date	GBC 11	4.9 (1.7)	LBC 11	4.2 (1.8)
	Practical	GBC 12	5.1 (1.6)	LBC 12	4.5 (1.7)
	Honest	GBC 13	4.4 (1.8)	LBC 13	4.2 (1.8)
	Sophisticated	GBC 14	4.4 (1.9)	LBC 14	3.9 (1.9)
	Successful	GBC 15	5.0 (1.8)	LBC 15	4.5 (1.8)
BRAND IMAGE	Brand globalness/localness	GBI 01	5.7 (1.7)	LBI 01	4.7 (2.1)
	Consumption	GBI 02	5.6 (1.7)	LBI 02	4.3 (2.1)
	Accessibility	GBI 03	5.2 (1.9)	LBI 03	4.8 (2.0)
	Representation	GBI 04	5.3 (1.8)	LBI 04	4.5 (2.1)
	Recognition	GBI 05	5.3 (1.8)	LBI 05	4.6 (2.1)
BRAND ATTITUDE	Positive opinion	GBA 01	4.9 (1.9)	LBA 01	4.7 (1.8)
	Active searching	GBA 02	3.0 (2.0)	LBA 02	3.0 (2.0)
	Affection	GBA 03	4.5 (2.1)	LBA 03	4.1 (2.0)
	Loyalty	GBA 04	3.3 (2.1)	LBA 04	2.9 (2.0)
	Event attendance	GBA 05	2.0 (1.6)	LBA 05	1.9 (1.5)
	Recommendation to others	GBA 06	3.4 (2.1)	LBA 06	3.2 (2.2)
	Purchase intention	GBA 07	3.9 (2.2)	LBA 07	3.5 (2.2)

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

The mean scores and standard deviation for the brand alliance constructs are shown in Table 6.3. The mean values of the items measured on the 7-point scale ranged from 2.7 to 4.4. The standard deviation values ranged from 1.8 to 2.1.

Table 6.3. Mean scores and standard deviations for brand alliance

Construct	Item	All alliances	
		Mean	(Std. Dev)
BRAND ALLIANCE IMAGE	Brand globalness	BAI 01	4.3 (1.9)
	Global consumption	BAI 02	4.0 (1.8)
	Global accessibility	BAI 03	3.8 (1.9)
	Globalness representation	BAI 04	4.4 (1.8)
	Global recognition	BAI 05	3.8 (1.9)
	Brand localness	BAI 06	3.9 (2.0)
	Local consumption	BAI 07	3.8 (2.1)
	Local authenticity	BAI 08	3.5 (1.9)
	Localness representation	BAI 09	3.4 (1.8)
	Iconic localness	BAI 10	3.3 (1.8)
BRAND ALLIANCE ATTITUDE	Positive opinion	BAA 01	4.3 (2.0)
	Active searching	BAA 02	3.2 (2.1)
	Affection	BAA 03	3.9 (2.0)
	Loyalty	BAA 04	3.1 (1.9)
	Event attendance	BAA 05	2.7 (2.0)
	Recommendation to others	BAA 06	3.2 (2.1)
	Purchase intention	BAA 07	3.6 (2.1)

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

The mean scores and standard deviation for the consumer identity and consumption orientation constructs are shown in Table 6.4. The mean values of the items measured on the 7-point scale ranged from 3.4 to 6.0. The standard deviation values ranged from 1.3 to 2.0.

Table 6.4. Mean scores and standard deviations for moderation variables

Construct	Item	All alliances	
		Mean	(Std. Dev)
CONSUMER IDENTITY	Global cultural openness	CID 01	6.0 (1.3)
	Global culture preference	CID 02	4.2 (1.8)
	Global citizen self-concept	CID 03	5.2 (1.8)
	Global issues interest	CID 04	5.3 (1.7)
	Local culture pride	CID 05	5.9 (1.6)
	Local culture preference	CID 06	4.8 (1.8)
	Local citizen self-concept	CID 07	4.7 (2.0)
	Local issues interest	CID 08	5.1 (1.8)
CONSUMPTION ORIENTATION	Global purchase preference	COR 01	3.4 (1.8)
	Global brand lab selection	COR 02	3.0 (1.7)
	Global symbols attraction	COR 03	4.0 (1.8)
	Global brands affection	COR 04	4.6 (1.9)
	Global brand connection	COR 05	4.0 (1.9)
	Local purchase preference	COR 06	3.9 (1.9)
	Local brand label selection	COR 07	3.3 (1.9)
	Local symbols attraction	COR 08	4.7 (1.8)
	Local brands affection	COR 09	5.0 (1.8)
	Local brand connection	COR 10	4.2 (1.9)

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

In summary, the mean values of the items measured on the 7-point scale ranged from 1.9 to 6.0. The standard deviation values ranged from 1.3 to 2.1. This level of variance in the responses is sufficient for the structural equation modeling analysis.

6.2.3 Multivariate normality

The normality of the data is a relevant preliminary measure as the presence of non-normal data affects the selection of estimation method in SEM. The variables are tested individually for skewness and kurtosis of the data utilizing SPSS 24. The threshold level for skewness is 2.0 and for kurtosis is 7.0 (Hair et al., 2014). There is some evidence of skewness in the dataset. However, there was little kurtosis with no variables having a value greater than 7.0.

In the global brand constructs, the items 'well-known' and 'event attendance' have the highest level of skewness, with 1.50 and 1.44 respectively, see Table 6.5. The three items with higher level of kurtosis are 'well-known' in the brand knowledge construct, as well as 'purchase intention' and 'recommendation to others' in the brand attitude construct, with 1.95, 1.44 and 1.36 respectively. Similarly, in the local brand constructs, the items 'well-known' and 'event attendance' have the highest level of skewness with 1.15 and 1.74 respectively. The three items with higher level of kurtosis were 'event attendance', 'purchase intention' and 'recommendation to others' in the brand attitude construct, with 2.18, 1.38 and 1.26 respectively.

In the brand alliance, cultural background, and consumption orientation constructs, there was very little skewness among the items. In the brand alliance construct, the two items with higher level of kurtosis were 'local consumption' in the brand alliance image construct and 'purchase intention' in the brand alliance attitude construct, with 1.33 and 1.32 respectively, see Table 6.6. In the consumer identity construct, the items 'global cultural openness' and 'local culture pride' have the highest level of skewness with 1.57 and 1.54 respectively. In the consumption orientation construct, the two items with higher level of kurtosis were 'global cultural openness' and 'local culture pride' in the cultural background construct, with 2.13 and 1.45 respectively, see Table 6.7.

Overall the data can be considered to have a low level of skewness and kurtosis. A moderate level of non-normal data, with skewness above 2.0 and kurtosis above 7.0, may generate an artificial inflation of chi-square in confirmatory factor analysis (CFA) utilizing maximum likelihood (ML) estimation. This may lead a researcher to reject a correct specified model, i.e. Type I error (Curran et al., 1996). Consequently, the maximum likelihood estimation is only recommended at low levels of skewness and kurtosis of the data (Curran et al., 1996). Indeed, maximum likelihood estimations are in fact robust to moderate problems of normality of the data when the sample size exceeds 100 participants (Steenkamp & van Trijp, 1991). The data of this study has low levels of skewness and kurtosis and sample the size is greater than 100 participants, as a result it appeared suitable for maximum likelihood estimation.

Table 6.5. Skewness and kurtosis for global and local brands

Construct	Item	Global brand		Local brand	
		Skewness ¹	Kurtosis ²	Skewness ¹	Kurtosis ²
BRAND KNOWLEDGE	Well-known	-1.508	1.957	-1.150	.806
	Personal	-.594	-.521	-.288	-.630
	Available	-1.061	.381	-.750	-.134
	High quality	-.939	.318	-.580	-.125
	Good value	-.851	.187	-.525	-.292
	Expensive	-.669	-.275	-.393	-.838
	Prestigious	-.985	.384	-.610	-.309
	Reliable	-.853	.138	-.565	-.436
	Ethical	-.598	-.262	-.563	-.334
	Innovative	-.678	-.083	-.276	-.595
BRAND FAMILIARITY	Familiar to consumer	-1.105	.161	-.852	-.360
	Collective knowledge	-1.158	.266	-.958	-.193
	Individual knowledge	-.073	-.948	-.011	-1.000
	Consumer's ads exposition	-.896	-.528	-.585	-.955
	Consumption frequency	-.120	-1.396	.273	-1.277
BRAND EXPERIENCE	Senses stimulation	.144	-1.133	.341	-.953
	Physical action	.460	-.956	.682	-.582
	Feelings/sentiments	.266	-1.093	.264	-1.046
	Thinking stimulation	.323	-.976	.591	-.472
	Lifestyle	.018	-1.303	.266	-1.122
BRAND ORIGIN	Headquarters	-.872	-.370	-.723	-.567
	Formula design	-.911	-.178	-.359	-.924
	Manufacturing	-.923	-.168	-.968	.030
	Ingredients	-.758	-.522	-.390	-.973
BRAND CONSUMER	Young	-.628	-.607	-.198	-.991
	Masculine	-.384	-1.042	-.112	-1.063
	Feminine	-.364	-.970	-.145	-1.061
	Upper class	-.585	-.694	.020	-1.065
	Individualist	-.320	-1.063	.037	-1.023
	Family oriented	-.340	-.902	-.364	-.856
	Emotional	-.129	-.891	-.008	-1.069
	Original	-.437	-.605	-.134	-.777
	Friendly	-.390	-.816	-.259	-.776
	Popular	-.480	-.763	-.234	-1.006
	Up to date	-.751	-.213	-.155	-1.008
	Practical	-.684	-.156	-.394	-.649
	Honest	-.390	-.615	-.136	-.900
	Sophisticated	-.382	-.959	-.037	-1.131
Successful	-.657	-.493	-.338	-.869	
BRAND IMAGE	Globalness/localness	-1.325	.853	-.497	-1.111
	Consumption	-1.106	.246	-.255	-1.305
	Accessibility	-.798	-.496	-.497	-1.072
	Representation	-.896	-.317	-.311	-1.234
	Recognition	-.859	-.343	-.405	-1.202
BRAND ATTITUDE	Positive opinion	-.705	-.622	-.371	-.834
	Active searching	.536	-1.020	.552	-1.046
	Affection	-.344	-1.199	-.065	-1.140
	Loyalty	.380	-1.195	.649	-.893
	Event attendance	1.440	.885	1.744	2.180
	Recommendation to others	.280	-1.369	.471	-1.267
	Purchase intention	-.085	-1.445	.240	-1.388

¹ Standard Error 0.141 ² Standard Error 0.281 n=300

Table 6.6. Skewness and kurtosis for brand alliance

Construct	Item	Skewness ¹	Kurtosis ²
BRAND ALLIANCE IMAGE	Brand globalness	-.159	-1.057
	Global consumption	.020	-.959
	Global accessibility	.091	-1.023
	Globalness representation	-.270	-.851
	Global recognition	.144	-1.035
	Brand localness	-.026	-1.277
	Local consumption	-.038	-1.329
	Local authenticity	.232	-1.062
	Localness representation	.340	-.900
	Iconic localness	.379	-.792
BRAND ALLIANCE ATTITUDE	Positive opinion	-.272	-1.086
	Active searching	.443	-1.156
	Affection	.026	-1.264
	Loyalty	.428	-1.070
	Event attendance	.922	-.528
	Recommendation to others	.433	-1.149
	Purchase intention	.198	-1.327

¹ Standard Error 0.141 ² Standard Error 0.281 n=300

In summary, the dataset does not have problems of missing data and out of range responses, an excellent level of response to the survey was achieved, when the level of response of other studies with consumers are compared. The sample size of this study is appropriate for SEM analysis and representative of Mexican population. The data has a low level of skewness and kurtosis. As a result, confirmatory factor analysis using maximum likelihood estimation may be utilized.

Table 6.7. Skewness and kurtosis for consumer identity and consumption orientation

Construct	Item	Skewness ¹	Kurtosis ²
CONSUMER IDENTITY	Global cultural openness	-1.573	2.137
	Global culture preference	-.269	-.900
	Global citizen self-concept	-.837	-.264
	Global issues interest	-.911	-.167
	Local culture pride	-1.548	1.458
	Local culture preference	-.450	-.848
	Local citizen self-concept	-.381	-1.110
	Local issues interest	-.719	-.595
CONSUMPTION ORIENTATION	Global purchase preference	.249	-.934
	Global brand lab selection	.592	-.606
	Global symbols attraction	-.174	-.951
	Global brands affection	-.418	-.925
	Global brand connection	-.128	-1.042
	Local purchase preference	.116	-1.032
	Local brand label selection	.320	-.960
	Local symbols attraction	-.347	-.949
	Local brands affection	-.586	-.746
	Local brand connection	-.137	-1.150

¹ Standard Error 0.141 ² Standard Error 0.281 n=300

6.2.4 Correlation analysis

A correlation analysis will be conducted between the construct items to analyze whether there are enough significant linear relationships between the most important items of each construct for an analysis of structural equation modeling. The researcher will examine the correlations between the global brand dimensions items and the global brand image and attitude items. Similarly, a correlation analysis will be performed between the local brand dimension items and the local brand image and attitude items. Later, an analysis of correlations between the global or local brand image and attitude items and the brand alliance image and attitudes items will be executed.

Correlations between the global brand dimensions, global brand image, and global brand attitude items are reported in Table 6.8. These items are significantly correlated, and therefore these constructs can be tested in the measurement model. However, some items of the global brand dimensions such as 'consumption frequency' and 'physical action' are weakly correlated with the global brand image items, which indicates that these may not be significant in the construction of a global brand image among Mexican consumers. Likewise, items such as 'expensive', 'global headquarters' and 'global formula design' are weakly correlated with the global brand attitude items, which indicates that these may not be significant in the generation of a positive attitude toward global brands among Mexican consumers.

Correlations between the local brand dimensions, local brand image, and local brand attitude items are reported in Table 6.9. These items are significantly correlated, and therefore these constructs can be tested in the measurement model. Nevertheless, some items of the local brand dimensions such as 'well-known', 'personal', 'available', 'expensive', and 'consumer's ads exposition' are weakly correlated with the global brand image items, which indicates that these may not be significant in the construction of a local brand image among Mexican consumers. In contrast, the items of the local brand dimensions are all significantly correlated with the items related to local brand attitude. This indicates that these items may be significant in the generation of a positive attitude toward local brands among Mexican consumers.

Correlations between the global brand image, global brand attitude, and brand alliance image and attitude items are reported in Table 6.10. The items of global brand image have a low level of correlation with the items related to localness and a high level of correlation with items related to globalness of the brand alliance image. In addition, the items of the global brand attitude have a low level of correlation with the all the items of the brand alliance image. Similarly, the items of the global brand image have a low level of correlation with all the items of the brand alliance attitude. In contrast, the items of the global brand attitude have a high level of correlation with the items of the brand alliance attitude.

Table 6.8. Correlations between global brand dimensions, brand image, and brand attitude

Construct	Item	Label	Global brand image					Global brand attitude						
			GBI1	GBI2	GBI3	GBI4	GBI5	GBA1	GBA2	GBA3	GBA4	GBA5	GBA6	GBA7
GLOBAL BRAND KNOWLEDGE	Well-known	GBK 01	.425**	.410**	.328**	.315**	.406**	.503**	.238**	.469**	.283**	.089	.300**	.340**
	Personal	GBK 02	.363**	.358**	.305**	.385**	.369**	.464**	.291**	.399**	.353**	.201**	.302**	.371**
	Available	GBK 03	.227**	.202**	.148**	.124**	.139**	.396**	.105	.405**	.245**	.061	.280**	.337**
	High quality	GBK 04	.420**	.381**	.298**	.309**	.378**	.589**	.306**	.521**	.385**	.185**	.384**	.453**
	Good value	GBK 05	.305**	.295**	.249**	.271**	.303**	.546**	.307**	.494**	.350**	.199**	.398**	.394**
	Expensive	GBK 06	.318**	.316**	.253**	.305**	.311**	.105	.213**	-.034	.069	.112	.033	.033
	Prestigious	GBK 07	.464**	.431**	.381**	.395**	.448**	.509**	.306**	.449**	.317**	.170**	.385**	.342**
	Reliable	GBK 08	.359**	.324**	.282**	.214**	.327**	.617**	.288**	.558**	.380**	.166**	.397**	.429**
	Ethical	GBK 09	.303**	.262**	.224**	.250**	.277**	.617**	.326**	.460**	.356**	.224**	.369**	.398**
	Innovative	GBK 10	.323**	.269**	.282**	.332**	.332**	.572**	.328**	.440**	.399**	.300**	.415**	.375**
GLOBAL BRAND FAMILIARITY	Familiar to consumer	GBF 01	.346**	.313**	.295**	.231**	.298**	.603**	.266**	.582**	.381**	.105	.377**	.472**
	Collective knowledge	GBF 02	.377**	.433**	.418**	.257**	.393**	.418**	.306**	.465**	.319**	.147	.327**	.384**
	Individual knowledge	GBF 03	.203**	.205**	.189**	.222**	.229**	.469**	.498**	.484**	.472**	.417**	.448**	.478**
	Consumer's ads exposition	GBF 04	.298**	.282**	.279**	.212**	.274**	.354**	.252**	.344**	.237**	.195**	.269**	.230**
	Consumption frequency	GBF 05	.173**	.164**	.126**	.128**	.147**	.613**	.345**	.677**	.630**	.361**	.583**	.706**
GLOBAL BRAND EXPERIENCE	Senses stimulation	GBE 01	.221**	.230**	.213**	.179**	.251**	.553**	.419**	.537**	.484**	.334**	.524**	.481**
	Physical action	GBE 02	.079	.082	.108	.105	.157**	.379**	.405**	.317**	.374**	.357**	.413**	.297**
	Feelings/sentiments	GBE 03	.279**	.312**	.305**	.312**	.361**	.496**	.433**	.491**	.469**	.361**	.471**	.387**
	Thinking stimulation	GBE 04	.211**	.229**	.226**	.246**	.290**	.455**	.479**	.412**	.423**	.404**	.517**	.336**
	Lifestyle	GBE 05	.264**	.275**	.202**	.238**	.258**	.632**	.472**	.624**	.550**	.336**	.547**	.600**
GLOBAL BRAND ORIGIN	Global headquarters	GBO 01	.494**	.469**	.454**	.468**	.466**	.135	.175**	.095	.104	.170**	.043	.075
	Global formula design	GBO 02	.497**	.493**	.486**	.494**	.495**	.193**	.180**	.156**	.131	.150**	.035	.077
	Global manufacturing	GBO 03	.539**	.545**	.543**	.524**	.574**	.217	.254**	.176**	.149**	.181**	.105	.104
	Global ingredients	GBO 04	.385**	.409**	.434**	.485**	.430**	.216	.278**	.116	.132	.218**	.097	.109
GLOBAL BRAND CONSUMER	Young	GBC 01	.243**	.214**	.221**	.205**	.165**	.390**	.131	.323**	.287**	.188**	.292**	.318**
	Masculine	GBC 02	.236**	.242**	.241**	.269**	.196**	.266**	.322**	.207**	.245**	.331**	.246**	.225**
	Feminine	GBC 03	.309**	.289**	.323**	.275**	.291**	.281**	.262**	.224**	.243**	.263**	.224**	.246**
	Upper class	GBC 04	.424**	.426**	.398**	.488**	.414**	.203	.366**	.150	.213**	.244**	.186**	.179**
	Individualist	GBC 05	.359**	.330**	.333**	.348**	.300**	.162	.351**	.195**	.229**	.309**	.253**	.165**
	Family oriented	GBC 06	.203**	.164**	.172**	.135**	.120**	.419**	.226**	.405**	.332**	.244**	.355**	.376**
	Emotional	GBC 07	.312**	.334**	.346**	.305**	.344**	.343**	.388**	.337**	.407**	.373**	.355**	.333**
	Original	GBC 08	.384**	.402**	.399**	.374**	.391**	.484**	.356**	.444**	.431**	.292**	.379**	.447**
	Friendly	GBC 09	.293**	.304**	.317**	.255**	.264**	.481**	.378**	.453**	.431**	.320**	.421**	.384**
	Popular	GBC 10	.306**	.311**	.310**	.287**	.265**	.311**	.170**	.267**	.226**	.172**	.227**	.262**
	Up to date	GBC 11	.485**	.484**	.458**	.454**	.446**	.494**	.386**	.396**	.359**	.241**	.327**	.376**
	Practical	GBC 12	.342**	.326**	.327**	.233**	.246**	.454**	.267**	.449**	.370**	.177**	.328**	.397**
	Honest	GBC 13	.301**	.327**	.313**	.315**	.315**	.514**	.441**	.429**	.425**	.326**	.430**	.438**
	Sophisticated	GBC 14	.432**	.429**	.427**	.464**	.415**	.312**	.366**	.289**	.355**	.316**	.309**	.296**
	Successful	GBC 15	.428**	.443**	.408**	.406**	.434**	.398**	.391**	.343**	.318**	.309**	.334**	.322**

Correlation is significant at the p<0.05 level (2-tailed). ** Correlation is significant at the p<0.01 level (2-tailed) n=300

Table 6.9. Correlations between local brand dimensions, brand image, and brand attitude

Construct	Item	Label	Local brand image					Local brand attitude						
			LBI1	LBI2	LBI3	LBI4	LBI5	LBA1	LBA2	LBA3	LBA4	LBA5	LBA6	LBA7
LOCAL BRAND KNOWLEDGE	Well-known	LBK 01	.093	-.053	.127	.172	.249	.441	.238	.417	.228	.088	.289	.306
	Personal	LBK 02	.165	.088	.180	.217	.195	.416	.309	.455	.356	.156	.374	.410
	Available	LBK 03	.044	-.078	.090	.174	.174	.488	.138	.397	.281	.094	.286	.369
	High quality	LBK 04	.129	-.007	.223	.243	.185	.576	.223	.514	.381	.150	.396	.414
	Good value	LBK 05	.220	.079	.268	.267	.245	.561	.236	.527	.402	.185	.407	.427
	Expensive	LBK 06	-.041	-.040	-.032	.016	.025	.159	.310	.186	.100	.148	.176	.147
	Prestigious	LBK 07	.100	-.065	.171	.214	.223	.493	.257	.461	.307	.124	.325	.366
	Reliable	LBK 08	.074	-.028	.163	.236	.212	.617	.148	.484	.374	.140	.394	.417
	Ethical	LBK 09	.198	.127	.294	.297	.283	.525	.246	.455	.411	.193	.347	.391
	Innovative	LBK 10	.128	.020	.182	.223	.204	.452	.315	.454	.345	.242	.359	.421
LOCAL BRAND FAMILIARITY	Familiar to consumer	LBF 01	.169	.027	.226	.292	.299	.527	.220	.480	.335	.119	.383	.381
	Collective knowledge	LBF 02	.128	.028	.167	.211	.266	.366	.305	.431	.246	.160	.303	.344
	Individual knowledge	LBF 03	.159	.090	.225	.248	.281	.354	.510	.566	.501	.346	.549	.507
	Consumer's ads exposition	LBF 04	.033	-.005	.072	.141	.173	.300	.316	.339	.271	.217	.282	.298
	Consumption frequency	LBF 05	.126	.017	.120	.216	.247	.399	.498	.619	.594	.355	.601	.608
LOCAL BRAND EXPERIENCE	Senses stimulation	LBE 01	.105	.068	.168	.230	.250	.429	.409	.579	.527	.425	.601	.560
	Physical action	LBE 02	.167	.188	.199	.288	.281	.306	.354	.361	.393	.326	.370	.360
	Feelings/sentiments	LBE 03	.183	.098	.186	.253	.241	.393	.294	.475	.450	.362	.510	.433
	Thinking stimulation	LBE 04	.168	.143	.247	.316	.316	.325	.442	.464	.455	.356	.442	.418
	Lifestyle	LBE 05	.202	.068	.316	.366	.334	.396	.473	.582	.512	.364	.570	.527
LOCAL BRAND ORIGIN	Local headquarters	LBO 01	.449	.310	.547	.571	.522	.342	.338	.311	.298	.142	.312	.246
	Local formula design	LBO 02	.430	.377	.542	.553	.476	.298	.317	.202	.293	.193	.243	.224
	Local manufacturing	LBO 03	.446	.332	.501	.448	.406	.411	.235	.285	.291	.119	.267	.259
	Local ingredients	LBO 04	.458	.356	.532	.508	.465	.316	.295	.291	.360	.160	.301	.282
LOCAL BRAND CONSUMER	Young	LBC 01	.127	.078	.031	.098	.066	.313	.181	.354	.327	.173	.273	.348
	Masculine	LBC 02	.285	.177	.322	.388	.354	.295	.419	.322	.344	.293	.301	.341
	Feminine	LBC 03	.218	.184	.208	.244	.216	.369	.246	.373	.342	.183	.309	.374
	Upper class	LBC 04	.139	.079	.267	.308	.287	.289	.363	.363	.272	.214	.338	.290
	Individualist	LBC 05	.213	.145	.244	.344	.354	.237	.397	.326	.296	.293	.304	.355
	Family oriented	LBC 06	.326	.229	.329	.370	.290	.493	.177	.436	.351	.144	.349	.388
	Emotional	LBC 07	.165	.195	.194	.261	.224	.381	.299	.392	.393	.270	.404	.414
	Original	LBC 08	.273	.172	.281	.347	.286	.498	.387	.494	.543	.320	.501	.511
	Friendly	LBC 09	.171	.172	.234	.284	.238	.480	.250	.407	.354	.278	.385	.409
	Popular	LBC 10	.182	.097	.240	.338	.342	.370	.229	.348	.301	.184	.296	.343
	Up to date	LBC 11	.183	.072	.290	.352	.302	.501	.389	.500	.448	.254	.450	.483
	Practical	LBC 12	.205	.080	.248	.315	.305	.458	.200	.428	.380	.143	.366	.408
	Honest	LBC 13	.181	.239	.313	.323	.321	.483	.284	.372	.383	.248	.359	.327
	Sophisticated	LBC 14	.237	.141	.305	.367	.357	.414	.392	.485	.434	.306	.452	.452
	Successful	LBC 15	.169	.060	.292	.345	.321	.441	.310	.405	.318	.181	.354	.336

Correlation is significant at the p<0.05 level (2-tailed). ** Correlation is significant at the p<0.01 level (2-tailed) n=300

Table 6.10. Correlations between global brand and brand alliance images and attitudes

Construct	Item	Label	Brand alliance image										Brand alliance attitude						
			BAI1	BAI2	BAI3	BAI4	BAI5	BAI6	BAI7	BAI8	BAI9	BAI10	BAA1	BAA2	BAA3	BAA4	BAA5	BAA6	BAA7
GLOBAL BRAND IMAGE	Brand globalness	GBI 01	.377**	.286**	.328**	.402**	.289**	.207**	.136*	.091	.081	.156**	.235**	.036	.213**	.172**	-.025	.097	.173**
	Global consumption	GBI 02	.381**	.365**	.387**	.404**	.334**	.206**	.093	.059	.085	.138*	.212**	-.003	.185**	.155**	-.049	.073	.156**
	Global accessibility	GBI 03	.350**	.397**	.402**	.395**	.369**	.175**	.137*	.120	.102	.184**	.173**	-.023	.161**	.136*	.025	.058	.151**
	Globalness representation	GBI 04	.339**	.266**	.319**	.414**	.319**	.166**	.127*	.131*	.145**	.168**	.119*	.004	.134*	.096	-.010	.039	.092
	Global recognition	GBI 05	.353**	.426**	.422**	.430**	.399**	.157**	.062	.050	.101	.180**	.249**	.014	.229**	.189**	-.028	.102	.179**
GLOBAL BRAND ATTITUDE	Positive opinion	GBA 01	.301**	.206**	.204**	.307**	.209**	.253**	.198**	.271**	.267**	.288**	.576**	.329**	.515**	.471**	.199**	.448**	.496**
	Active searching	GBA 02	.206**	.179**	.208**	.225**	.268**	.330**	.325**	.299**	.291**	.275**	.306**	.417**	.294**	.386**	.308**	.298**	.346**
	Affection	GBA 03	.242**	.233**	.238**	.224**	.241**	.220**	.128*	.186**	.181**	.208**	.595**	.322**	.613**	.536**	.188**	.474**	.551**
	Loyalty	GBA 04	.216**	.233**	.268**	.239**	.306**	.226**	.146*	.217**	.232**	.277**	.492**	.338**	.535**	.603**	.228**	.471**	.560**
	Event attendance	GBA 05	.195**	.273**	.211**	.215**	.256**	.351**	.235**	.275**	.347**	.335**	.260**	.414**	.347**	.454**	.469**	.361**	.356**
	Recommendation others	GBA 06	.188**	.193**	.173**	.182**	.203**	.275**	.244**	.285**	.341**	.340**	.445**	.435**	.495**	.532**	.267**	.544**	.485**
	Purchase intention	GBA 07	.229**	.186**	.190**	.208**	.217**	.284**	.190**	.241**	.226**	.244**	.540**	.338**	.538**	.547**	.233**	.459**	.570**

Table 6.11. Correlations between local brand and brand alliance images and attitudes

Construct	Item	Label	Brand alliance image										Brand alliance attitude						
			BAI1	BAI2	BAI3	BAI4	BAI5	BAI6	BAI7	BAI8	BAI9	BAI10	BAA1	BAA2	BAA3	BAA4	BAA5	BAA6	BAA7
LOCAL BRAND IMAGE	Brand localness	LBI 01	-.043	-.108	-.092	.080	.036	.361*	.328*	.353*	.271*	.242*	.029	.268*	.083	.189*	.134*	.178*	.112
	Local consumption	LBI 02	-.111	-.159	-.112	.011	-.022	.388*	.383*	.359*	.292*	.263*	-.022	.274*	.045	.156*	.192*	.127*	.110
	Local authenticity	LBI 03	.039	-.086	-.042	.164*	.053	.351*	.345*	.404*	.355*	.286*	.101	.337*	.139*	.235*	.251*	.212*	.135*
	Localness representation	LBI 04	.087	.024	-.013	.200*	.153*	.352*	.280*	.408*	.431*	.332*	.147*	.364*	.172*	.240*	.317*	.246*	.152*
	Iconic localness	LBI 05	.073	.006	.020	.210*	.126*	.348*	.330*	.379*	.398*	.337*	.153*	.294*	.154*	.201*	.227*	.182*	.128*
LOCAL BRAND ATTITUDE	Positive opinion	LBA 01	.148*	.195*	.162*	.196*	.215*	.080	-.011	.083	.137*	.099	.325*	.114*	.274*	.261*	-.022	.242*	.205*
	Active searching	LBA 02	.143*	.184*	.170*	.178*	.248*	.266*	.233*	.237*	.275*	.242*	.195*	.353*	.182*	.275*	.267*	.249*	.252*
	Affection	LBA 03	.168*	.265*	.185*	.219*	.268*	.131*	.057	.093	.168*	.123*	.353*	.213*	.364*	.357*	.092	.343*	.327*
	Loyalty	LBA 04	.078	.172*	.139*	.116*	.199*	.154*	.190*	.185*	.243*	.234*	.249*	.259*	.268*	.395*	.144*	.327*	.312*
	Event attendance	LBA 05	.141*	.193*	.186*	.121*	.203*	.250*	.248*	.223*	.255*	.255*	.190*	.227*	.194*	.264*	.288*	.251*	.265*
	Recommendation others	LBA 06	.116*	.238*	.172*	.179*	.201*	.161*	.145*	.150*	.240*	.191*	.254*	.191*	.283*	.324*	.144*	.334*	.265*
	Purchase intention	LBA 07	.146*	.234*	.175*	.205*	.255*	.160*	.112	.141*	.223*	.203*	.322*	.182*	.330*	.336*	.163*	.319*	.325*

* Correlation is significant at the p<0.05 level (2-tailed). ** Correlation is significant at the p<0.01 level (2-tailed) n=300

Correlations between the local brand image, local brand attitude, and brand alliances image and attitude items are reported in Table 6.11. The items of local brand image have a high level of correlation with the items related to localness and a low level of correlation with items related to globalness of the brand alliance image. In addition, the items of the local brand attitude have a low level of correlation with the all the items of the brand alliance image. Likewise, the items of the local brand image have a low level of correlation with all the items of the brand alliance attitude. In contrast, the items of the local brand attitude have a high level of correlation with the items of the brand alliance attitude. Then, these constructs can be tested in the measurement model.

In summary, the analysis of correlations indicates that these constructs may perform well in the structural equation modeling. In the case of global brand constructs, 65 percent of correlations between the global brand dimensions and the global brand image and attitude are over 0.3 indicating a good level of relationship between these constructs, whereas 35 percent have weak correlations, with values between 0.005 and 0.299 in contrast to items with strong correlations of 0.5 or more. In the case of local brand constructs, 51 percent of correlations between the local brand dimensions and the local brand image and attitude are over 0.3 indicating a good level of relationship between these constructs, whereas 49 percent have weak correlations, with values between 0.005 and 0.299 in contrast to items with strong correlations of 0.5 or more. This indicates a better level of relationship between the items of the global brand constructs compared with their local counterparts.

In the case of brand alliance constructs, 38 percent of the correlations between the global brand image and attitude items and the brand alliance image and attitude are over 0.3, whereas 62 percent have values between 0.005 and 0.299. Similarly, 22 percent of the correlations between the global brand image and attitude items and the brand alliance image and attitude are over 0.3, whereas 78 percent have values between 0.005 and 0.299. This can be partially explained because the items of global/local brand image have a low/high level of correlation with the items related to localness and a high/low level of correlation with items related to globalness of the brand alliance image. The items of the global/local brand attitude have a high/moderate level of correlation with the items of the brand alliance attitude. The correlation analysis confirms that there are enough significant linear relationships between the most important items of each construct, and then the data is suitable for structural equation modeling. In the following section, an analysis of the underlying factors in the structure of the dataset will be performed.

6.3 Exploratory factor analysis

This section presents the exploratory factor analysis (EFA) conducted to estimate the underlying factors structure of the dataset. The researcher performed the exploratory factor analysis using Principal Axis Factoring extraction method with Direct Oblimin rotation in SPSS 24. Common factor analysis, also called principal factor analysis (PFA) or principal axis factoring (PAF), identifies potential interrelationships among items and group items, or factors, related to theoretical concepts (Hair et al., 2014). Principal axis factoring allows the researcher to describe

variability among the observed, correlated items of the survey in terms of a potentially lower number of unobserved variables or factors. The researcher has previously examined the level of correlation among items of global brands, local brands, and brand alliances. Subsequently, the researcher proceeds to explore the factors underlying in the dataset.

Another important decision is the selection of the factor rotation to interpret the extracted factors. The researcher compared the orthogonal and oblique rotation methods. The strength of orthogonal research methods such as Varimax, Quartimax, and Equimax is data reduction to independent or uncorrelated factors, whereas oblique rotations such as Direct Oblimin and Promax are inclusive of orthogonal rotation (Hair et al., 2014). Therefore, the researcher considered that an oblique rotation method will be best suited to generate theoretically meaningful factors or constructs because realistically few constructs in branding and consumer behavior are uncorrelated. The Direct Oblimin rotation is selected for this exploratory factor analysis because it is more appropriate when the factors are expected to be intercorrelated.

This process follows a five-step approach to assess the items related to each construct included in the conceptual model. First, the analysis started with the exploration of the items for each individual construct and the estimation of unidimensionality of the construct. Second, the analysis is performed for the global brand and local brand dimensions: brand knowledge, experience, familiarity, origin, and consumer imagery. Third, the analysis is conducted for the global and local brand dimensions together. Fourth, the analysis is performed for the constructs related to each individual brand: brand dimensions, brand image, and brand attitude. Fifth, the analysis is conducted for all the constructs of the conceptual model including global and local brand dimensions, as well as brand image and brand attitude to global brand local brand, and brand alliance. This process ensures the items within each construct are robust.

6.3.1 Analysis of individual constructs

First, the analysis started with the examination of unidimensionality for each individual construct. Most of the constructs were unidimensional, only a few constructs presented two factors. In the case of global brand dimensions, the constructs global brand knowledge (GBK) and global brand consumer imagery (GBC) presented items with cross-loadings: GBK 06 and GBC 01, 04, 06 respectively. A similar situation occurred among the local brand dimensions, the constructs local brand knowledge (LBK) and local brand consumer imagery (LBC) presented items with cross-loadings: LBK 06 and LBC 01, 04, 06 respectively. The researcher explored the deletion of these items in order to have unidimensional constructs.

In the case of brand alliance image, the construct presents two factors, the first factor involves the five items related to the globalness dimension of the alliance, and the second factor involves the five items related to the localness dimension of the alliance. In both cases, the items shown high factor loadings, above 0.5 threshold, and high communalities between 0.50 and 0.75. Consequently, an important finding of the exploratory factor analysis is the identification of two dimensions for consumer's image of the brand alliance (BAI): globalness and localness. The detailed results are presented in the Appendix 3.2.

6.3.2 Analysis of global and local brand dimensions

Second, the analysis is performed for the global and local brand dimensions: brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery. For the global brand dimensions, the pattern matrix of the factors underlying in the dataset is shown in Table 6.12. The areas highlighted in grey indicates the items with significant loadings for each factor.

Table 6.12. Pattern matrix of global brand dimensions

	Factor						
	GBC01	GBC02	GBO	GBE	GBF01	GBF02	GBK
GBK 01 Well-known *	-.038	-.022	.096	.065	-.116	.516	.541
GBK 02 Personal	-.048	.232	.033	.106	.115	.085	.478
GBK 03 Available *	-.040	.077	.050	-.068	.100	.430	.398
GBK 04 High quality	.067	.014	.005	.001	.090	.123	.733
GBK 05 Good value	-.078	.103	-.044	.079	.075	.078	.709
GBK 07 Prestigious	.042	-.072	.084	.115	-.139	.278	.685
GBK 08 Reliable	.174	-.150	.012	-.041	.134	.126	.718
GBK 09 Ethical	.220	-.067	.053	.044	.087	-.136	.759
GBK 10 Innovative	-.009	.173	.078	.139	.096	-.087	.640
GBF 01 Familiar to consumer	.043	-.011	.084	.060	.284	.416	.219
GBF 02 Collective knowledge	.071	-.010	.040	.100	.111	.644	.020
GBF 03 Individual knowledge	-.023	.090	.010	.187	.567	.135	-.015
GBF 04 Consumer's ads exposition	.051	.023	-.006	.175	.095	.491	.045
GBF 05 Consumption frequency	-.015	-.009	-.042	.021	.869	.004	.089
GBE 01 Senses stimulation	-.012	-.021	.030	.730	.150	.102	.033
GBE 02 Physical action	.004	.066	-.001	.663	.077	-.056	-.015
GBE 03 Feelings/sentiments	.018	-.063	.042	.856	-.033	.090	.027
GBE 04 Thinking stimulation	.034	-.028	-.008	.813	.003	.004	.066
GBE 05 Lifestyle	.088	-.022	.127	.418	.395	-.055	.121
GBO 01 Global headquarters	-.033	-.008	.880	-.027	-.016	-.003	-.034
GBO 02 Global formula design	-.080	.033	.958	-.023	-.008	.034	-.046
GBO 03 Global manufacturing	.062	-.068	.833	-.002	-.050	.059	.063
GBO 04 Global ingredients	.035	.030	.766	.075	.046	-.121	.007
GBC 02 Masculine	.129	.654	.037	-.020	.042	-.077	.040
GBC 03 Feminine	.020	.667	.117	.000	.087	-.067	-.006
GBC 05 Individualist	.197	.413	.033	.152	-.056	.104	-.111
GBC 07 Emotional	.093	.445	.044	.424	-.093	.049	-.022
GBC 08 Original	.544	.102	.004	.116	.114	.030	.093
GBC 09 Friendly *	.391	.349	.054	.249	-.035	.066	-.012
GBC 10 Popular	.511	.373	.016	-.123	-.037	.181	-.014
GBC 11 Up to date	.618	.041	.101	.113	.031	.039	.106
GBC 12 Practical	.433	.067	.118	.009	.222	.234	-.103
GBC 13 Honest	.649	.116	-.030	.165	.038	-.107	.151
GBC 14 Sophisticated	.552	.027	.010	.117	.097	.015	.009
GBC 15 Successful	.737	.044	.023	.017	-.033	.024	.151

* Items deleted because they have cross-loading among factors.
Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization,
Rotation converged in 16 iterations.

The researcher considered the elimination of items GBK 01, 03, and GBC 09 because these items have cross-loadings among factors. For the local brand dimensions, the pattern matrix of the factors underlying in the dataset is shown in Table 6.13. The researcher pondered the elimination of items LBK 01, LBF 01, 03, 05, and LBC 11, 14, 15 with cross-loadings among factors.

Table 6.13. Pattern matrix of local brand dimensions

	Factor					
	LBC01	LBK	LBO	LBE	LBC02	LBF
LBK 01 Well-known *	.019	.512	.094	-.068	-.019	.427
LBK 02 Personal	.038	.540	.047	.118	.132	.054
LBK 03 Available	.160	.639	.013	-.031	-.255	.148
LBK 04 High quality	-.010	.813	.020	.019	.100	-.010
LBK 05 Good value	.027	.794	.016	.131	-.042	-.085
LBK 07 Prestigious	-.100	.741	.041	-.001	.127	.168
LBK 08 Reliable	.078	.832	-.003	-.003	-.084	.033
LBK 09 Ethical	.029	.755	.055	.108	.089	-.199
LBK 10 Innovative	.038	.565	-.113	.208	.114	.091
LBF 01 Familiar to consumer *	.143	.363	.216	.005	-.182	.437
LBF 02 Collective knowledge	.145	.070	.082	.045	.049	.620
LBF 03 Individual knowledge *	.076	.045	.099	.360	.069	.374
LBF 04 Consumer's ads exposition	.082	.005	.018	.145	.158	.553
LBF 05 Consumption frequency *	.051	.165	.050	.358	.050	.289
LBE 01 Senses stimulation	.027	.143	-.044	.751	-.031	.035
LBE 02 Physical action	-.044	.023	.009	.813	-.050	-.118
LBE 03 Feelings/sentiments	.104	.042	.057	.672	-.111	.061
LBE 04 Thinking stimulation	.021	-.053	.061	.835	-.011	.006
LBE 05 Lifestyle	-.014	.103	.087	.612	.197	.087
LBO 01 Local headquarters	-.080	.018	.885	-.032	.017	.090
LBO 02 Local formula design	-.007	-.117	.800	.103	.057	.017
LBO 03 Local manufacturing	-.009	.023	.872	-.085	-.045	.018
LBO 04 Local ingredients	.005	.018	.747	.110	-.046	-.104
LBC 02 Masculine	.415	-.109	.191	.168	.227	.057
LBC 03 Feminine	.528	.001	.009	.026	.121	.135
LBC 05 Individualist	.431	-.152	.068	.143	.238	.193
LBC 07 Emotional	.608	.007	-.015	.221	-.049	.024
LBC 08 Original	.595	.009	.084	.133	.228	-.018
LBC 09 Friendly	.767	.041	-.026	.062	-.018	.010
LBC 10 Popular	.602	.124	.010	-.016	.146	.047
LBC 11 Up to date *	.492	.173	.063	.011	.458	-.014
LBC 12 Practical	.571	.118	.159	-.002	-.001	-.011
LBC 13 Honest	.587	.130	.138	.018	.188	-.184
LBC 14 Sophisticated *	.407	.074	.025	.113	.560	.015
LBC 15 Successful *	.446	.209	.127	-.124	.479	.017

* Items deleted because they have cross-loading among factors.
Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization,
Rotation converged in 24 iterations.

6.3.3 Analysis of global and local brand dimensions together

Third, the analysis is conducted for the items related to global brand dimensions and local brand dimensions together. The pattern matrix of the factors underlying in the dataset is shown in Table 6.14. Items GBF 01, 02, 04, GBC 02, 03, 05, 07, and LBC 02, 03, 05 are candidate for deletion considering cross-loadings among items of different factors. As a result, the constructs GBF and LBF have only two remaining items respectively: GBF 03, 05 and LBF 02, 04. Therefore, these constructs are eliminated from the model.

6.3.4 Analysis of brand dimensions, image, and attitude of each individual brand

Fourth, the analysis is performed for the constructs related to each individual brand: brand dimensions, brand image, and brand attitude. For the global brand, the pattern matrix of the factors underlying in the dataset is shown in Table 6.15. Item GBA 01 is candidate for deletion considering cross-loadings among items of different constructs. For the local brand, the pattern matrix of the factors underlying in the dataset is shown in Table 6.16. Item LBA 01 is candidate for deletion considering cross-loadings among items of different constructs.

6.3.5 Analysis of global brand, local brand, and brand alliance

Fifth, the analysis is conducted for all the items of the proposed model including global brand dimensions, local brand dimensions, brand image of and brand attitude toward a global brand and a local brand, as well as brand image of and brand attitude toward a brand alliance. The pattern matrix of the factors underlying in the dataset is shown in Table 6.17. In the analysis, fifteen factors are identified:

Global Brand:

- GBK Global Brand Knowledge
- GBE Global Brand Experience
- GBO Global Brand Origin
- GBC Global Brand Consumer Imagery
- GBI Global Brand Image
- GBA Global Brand Attitude

Local Brand:

- LBK Local Brand Knowledge
- LBE Local Brand Experience
- LBO Local Brand Origin
- LBC Local Brand Consumer Imagery
- LBI Local Brand Image
- LBA Local Brand Attitude

Brand Alliance:

- BAIL Brand Alliance Image - Localness
- BAIG Brand Alliance Image - Globalness
- BBA Brand Alliance Attitude

Table 6.14. Pattern matrix of global and local brand dimensions

	Factor												
	GBK	GBF01	GBO	LBE	LBO	GBC	LBC01	GBE	LBF	MF	LBK	LBC02	LBC03
GBK 02 Personal	.549	.103	.025	-.037	.068	.086	-.013	.114	.015	.107	.037	-.118	.263
GBK 04 High quality	.817	.078	.006	.027	-.002	.011	-.016	.011	-.016	.016	.034	.057	-.016
GBK 05 Good value	.797	.071	-.042	.047	.005	-.048	.056	.055	-.102	.007	.031	-.109	.123
GBK 07 Prestigious	.853	.128	.090	.060	-.005	-.021	-.044	.072	.082	.001	.007	.065	-.076
GBK 08 Reliable	.778	.158	.026	.026	-.048	-.005	.031	-.032	-.026	-.086	.075	.121	-.034
GBK 09 Ethical	.640	.147	.053	-.033	-.012	-.041	.021	.064	-.152	.036	.163	.179	-.048
GBK 10 Innovative	.602	.112	.117	.064	-.067	-.044	.105	.098	-.080	.128	.032	-.003	.053
GBF 01 Familiar to consumer *	.394	.296	.066	-.098	.009	.100	.020	.152	.231	.003	-.020	-.031	-.200
GBF 02 Collective knowledge *	.324	.125	.010	-.018	.054	.243	-.052	.149	.344	-.043	-.023	-.073	-.071
GBF 03 Individual knowledge	.111	.503	.002	.042	.080	.050	-.034	.216	.135	.061	-.134	-.016	.143
GBF 04 Consumer's ads exposition *	.239	.135	-.019	-.037	.028	.255	-.055	.224	.285	-.114	.039	-.060	-.022
GBF 05 Consumption frequency	.152	.789	-.039	.092	-.008	-.065	-.040	.068	-.010	.058	-.061	-.021	.031
GBE 01 Senses stimulation	.057	.166	.077	.093	-.087	.024	.008	.709	.037	-.048	.082	-.048	-.037
GBE 02 Physical action	-.046	.135	.017	.208	.103	.049	-.077	.584	-.234	-.001	.033	.005	-.015
GBE 03 Feelings/sentiments	.075	-.026	.077	.025	.004	-.035	.092	.827	.061	-.032	-.006	-.015	.030
GBE 04 Thinking stimulation	.082	.002	.011	.139	.017	-.041	-.056	.746	.037	.077	-.051	.087	-.064
GBE 05 Lifestyle	.117	.376	.098	-.027	.082	-.045	-.111	.475	-.053	.124	.002	.070	.039
GBO 01 Global headquarters	-.001	-.021	.864	.076	.053	-.010	.010	-.060	-.036	-.027	-.089	-.038	-.044
GBO 02 Global formula design	-.029	-.015	.949	-.063	.015	-.005	.060	.023	-.028	-.023	-.015	-.132	-.031
GBO 03 Global manufacturing	.077	-.039	.809	-.003	.053	.000	-.063	.016	.026	.013	.025	.050	-.100
GBO 04 Global ingredients	-.034	.036	.791	-.071	.012	-.006	-.006	.106	-.071	.048	-.021	.058	.138
GBC 02 Masculine *	-.010	.047	.043	-.015	-.056	.275	-.007	.018	-.004	.657	.090	-.025	.062
GBC 03 Feminine *	-.028	.077	.108	.056	.045	.212	-.018	-.002	-.075	.711	-.029	-.101	-.116
GBC 05 Individualist *	-.020	-.086	-.101	-.026	.185	.323	.054	.173	.111	.203	-.071	-.072	.300
GBC 07 Emotional *	.011	-.074	.085	.124	.015	.360	.113	.359	.024	.187	-.022	-.129	.107
GBC 08 Original	.160	.140	.062	.154	-.032	.525	.100	.069	.029	.105	-.070	.090	.129
GBC 10 Popular	.021	.062	.043	.017	-.045	.672	.171	-.093	.009	.137	.065	.051	-.112
GBC 11 Up to date	.150	.065	.116	.024	-.008	.547	-.069	.139	.069	.160	-.044	.177	.015
GBC 12 Practical	-.037	.305	.068	-.012	.172	.549	-.059	.067	.077	.025	.016	.027	-.172

Table 6.14 Pattern matrix of global and local brand dimensions (cont.)

GBC 13 Honest	.087	.099	.016	.042	-.054	.557	.073	.190	-.110	.143	.084	.173	.016
GBC 14 Sophisticated	.124	.040	.065	.146	.011	.544	-.097	.089	-.009	.096	-.029	.166	.267
GBC 15 Successful	.183	.003	.043	.008	.021	.710	-.052	.045	.025	.177	-.014	.242	.024
LBK 02 Personal	-.087	.049	-.069	.055	.082	.031	-.083	.006	.073	.186	.616	.088	.029
LBK 03 Available	.018	-.001	.031	.010	.028	.029	.121	.033	.148	-.093	.620	-.050	-.213
LBK 04 High quality	.065	-.040	.052	-.008	.018	-.047	.016	.023	-.075	.033	.827	.003	.086
LBK 05 Good value	.110	-.021	-.064	.108	.072	.030	-.001	.003	-.063	.004	.754	-.047	-.004
LBK 07 Prestigious	.118	-.020	.061	.028	.000	-.090	-.032	-.099	.055	.044	.759	-.008	.114
LBK 08 Reliable	.000	-.015	-.017	-.014	.027	.011	.019	.068	.045	-.049	.828	.045	-.092
LBK 09 Ethical	.010	.001	-.074	.074	.116	.077	-.054	.032	-.153	-.020	.740	.141	.007
LBK 10 Innovative	-.087	.052	.005	.183	-.061	.090	.111	-.027	.038	-.044	.616	-.048	.198
LBF 02 Collective knowledge	.016	-.011	.058	.083	.040	.026	.140	.004	.535	.031	.157	-.027	.104
LBF 04 Consumer's ads exposition	-.072	.071	.055	.171	-.014	-.006	.062	-.019	.497	-.010	.089	.113	.187
LBE 01 Senses stimulation	.017	.040	.051	.734	-.053	.034	.062	.057	.035	-.070	.138	-.005	-.016
LBE 02 Physical action	-.075	.125	-.008	.764	.055	.024	.039	.080	-.122	-.100	.029	-.074	.011
LBE 03 Feelings/sentiments	.050	-.143	-.002	.635	.056	.067	.064	.133	.126	.054	.046	-.092	-.076
LBE 04 Thinking stimulation	.065	-.020	-.044	.811	.054	-.002	.027	.015	.019	.035	-.049	.031	-.042
LBE 05 Lifestyle	.118	-.040	.008	.532	.027	-.149	-.074	.103	.059	.231	.154	.118	.064
LBO 01 Local headquarters	.009	-.044	.077	-.046	.823	-.014	-.035	.029	.035	-.029	.085	-.024	.033
LBO 02 Local formula design	-.090	.054	.020	.059	.810	-.026	.010	.038	.045	-.047	-.064	.056	.029
LBO 03 Local manufacturing	.015	-.022	.064	-.108	.830	-.036	.019	.022	.009	-.004	.071	-.048	-.059
LBO 04 Local ingredients	-.011	.048	.035	.127	.775	-.019	.041	-.109	-.138	.012	.030	-.073	-.006
LBC 02 Masculine *	.002	-.027	.023	.061	.129	-.224	.063	.106	.033	.655	.010	.214	.018
LBC 03 Feminine *	-.034	.044	.039	-.030	-.002	-.100	.331	.010	.070	.532	.107	.068	-.027
LBC 05 Individualist *	.039	.018	-.084	.021	.138	-.161	.276	.164	.215	.202	-.074	.110	.306
LBC 07 Emotional	.016	-.112	-.021	.175	.064	.081	.545	.162	-.017	.098	.063	-.061	.082
LBC 08 Original	-.012	.010	-.026	.167	.154	.027	.520	-.024	.039	.071	.003	.220	.126
LBC 09 Friendly	.029	-.013	.042	.082	.053	.086	.644	.124	.054	-.079	.013	.174	.016
LBC 10 Popular	.025	-.047	.010	.037	.036	.164	.506	.007	.108	.086	.124	.168	-.014
LBC 12 Practical	.096	-.047	.097	.080	.137	-.064	.504	-.004	.043	.100	.066	.154	-.193
LBC 13 Honest	.093	-.041	-.061	.038	.167	.072	.539	.087	-.066	.058	.091	.238	-.067

* Items deleted because they have cross-loading among factors.

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 37 iterations.

Table 6.15. Pattern matrix of global brand dimensions, brand image, and brand attitude

	Factor					
	GBK	GBE	GBO	GBC	GBI	GBA
GBK 02 Personal	.503	.090	.025	-.024	.060	.028
GBK 04 High quality	.765	-.025	-.026	.038	.085	.102
GBK 05 Good value	.741	.047	-.072	-.095	.068	.090
GBK 07 Prestigious	.763	.089	.025	-.014	.185	-.056
GBK 08 Reliable	.749	-.043	.006	.142	.019	.145
GBK 09 Ethical	.754	.047	.084	.207	-.090	.069
GBK 10 Innovative	.655	.121	.101	.000	-.048	.058
GBE 01 Senses stimulation	.039	.713	.048	.038	-.012	.126
GBE 02 Physical action	-.003	.687	.059	.036	-.121	.018
GBE 03 Feelings/sentiments	.034	.824	.000	.025	.157	.008
GBE 04 Thinking stimulation	.088	.827	.000	.038	.025	-.023
GBE 05 Lifestyle	.083	.579	.176	.150	-.107	.156
GBO 01 Global headquarters	-.030	-.036	.823	-.054	.096	-.001
GBO 02 Global formula design	-.037	-.030	.914	-.075	.075	-.001
GBO 03 Global manufacturing	.075	.010	.756	.024	.162	-.036
GBO 04 Global ingredients	.010	.092	.789	.066	-.054	-.033
GBC 08 Original	.075	.108	-.029	.475	.129	.134
GBC 10 Popular	.009	-.076	-.003	.591	.085	-.062
GBC 11 Up to date	.093	.136	.052	.553	.175	.021
GBC 12 Practical	-.093	.047	.119	.392	.031	.179
GBC 13 Honest	.126	.162	-.028	.548	.032	.108
GBC 14 Sophisticated	.007	.135	-.059	.424	.219	.063
GBC 15 Successful	.162	.051	-.004	.597	.127	-.015
GBI 01 Brand globalness	.061	-.107	.084	.020	.832	.065
GBI 02 Global consumption	-.011	-.043	.061	.043	.872	.047
GBI 03 Global accessibility	-.066	.014	.092	.036	.830	-.018
GBI 04 Globalness representation	.043	-.002	.134	.013	.700	-.001
GBI 05 Global recognition	.052	.084	.041	-.031	.902	.007
GBA 01 Positive opinion	.453	.059	.116	.110	-.035	.524
GBA 02 Active searching	.039	.262	.099	.015	.013	.408
GBA 03 Affection	.133	.008	.014	.104	.113	.747
GBA 04 Loyalty	.011	.073	-.026	-.009	.140	.758
GBA 05 Event attendance	-.027	.226	.049	-.165	.080	.488
GBA 06 Recommendation to others	.122	.211	-.077	-.015	.055	.612
GBA 07 Purchase intention	.043	-.124	.008	.099	.024	.893

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 17 iterations.

Table 6.16. Pattern matrix of local brand dimensions, brand image, and brand attitude

	Factor					
	LBK	LBE	LBO	LBC	LBI	LBA
LBK 02 Personal	.540	.069	.028	.080	.021	.064
LBK 03 Available	.580	.035	.007	-.064	-.002	.022
LBK 04 High quality	.803	-.009	.054	.080	-.035	.062
LBK 05 Good value	.791	.076	-.017	-.044	.086	.086
LBK 07 Prestigious	.719	.006	.043	.065	-.004	.001
LBK 08 Reliable	.792	.029	.007	.024	-.010	.034
LBK 09 Ethical	.742	.078	-.002	.106	.110	.041
LBK 10 Innovative	.605	.158	-.115	.033	.037	.040
LBE 01 Senses stimulation	.110	.702	-.009	.005	-.071	.183
LBE 02 Physical action	.063	.816	-.008	-.071	.044	-.044
LBE 03 Feelings/sentiments	.043	.677	.114	-.033	-.087	.047
LBE 04 Thinking stimulation	-.041	.840	.042	.017	.023	-.012
LBE 05 Lifestyle	.064	.492	.038	.169	.064	.218
LBO 01 Local headquarters	-.013	.006	.800	.024	.098	.009
LBO 02 Local formula design	-.113	.145	.711	.084	.109	-.054
LBO 03 Local manufacturing	.005	-.052	.923	-.014	-.071	.020
LBO 04 Local ingredients	.008	.086	.669	-.025	.109	.062
LBC 07 Emotional	.046	.240	.024	.566	-.026	.038
LBC 08 Original	.001	.045	.100	.551	-.008	.241
LBC 09 Friendly	.036	.119	-.021	.593	.029	.052
LBC 10 Popular	.092	.095	-.046	.515	.117	-.068
LBC 12 Practical	.050	.053	.164	.492	-.003	.077
LBC 13 Honest	.091	.120	.128	.572	.028	-.019
LBI 01 Brand localness	.087	-.091	.208	-.163	.594	.049
LBI 02 Local consumption	.014	.045	.173	-.161	.470	-.114
LBI 03 Local authenticity	.104	-.038	.188	.052	.763	.035
LBI 04 Localness representation	.047	.061	.093	.151	.790	.029
LBI 05 Iconic localness	-.007	.085	.036	.136	.783	.034
LBA 01 Positive opinion	.416	-.035	.204	.103	-.087	.364
LBA 02 Active searching	-.082	.092	.019	.028	.255	.517
LBA 03 Affection	.198	.012	.034	.024	-.018	.731
LBA 04 Loyalty	.054	.043	.097	.006	-.020	.817
LBA 05 Event attendance	-.074	.196	-.058	-.002	.085	.472
LBA 06 Recommendation to others	.020	.094	.093	.057	-.081	.809
LBA 07 Purchase intention	.103	.001	-.015	.018	.012	.778

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 27 iterations.

In the next section, an assessment of measurement models for the exogenous and endogenous constructs of the model is performed. The process includes the analysis of items for each individual construct, the analysis of fit indices of constructs, the estimation of congeneric and measurement models, and the analysis of convergent validity, reliability, and stability.

Table 6.17. Pattern matrix of global brand, local brand, and brand alliance

	Factor														
	GBK	GBE	GBO	GBC	GBI	GBA	LBK	LBE	LBO	LBC	LBI	LBA	BAI G	BAI L	BAA
GBK 01 Well-known	.717	.112	-.002	-.050	.163	-.017	.006	-.029	.115	.019	-.068	-.091	-.011	-.037	.018
GBK 02 Personal	.542	.090	.012	.156	.060	.018	.023	.035	.044	-.096	.038	-.009	.131	.088	-.017
GBK 03 Available	.517	.028	-.066	-.043	.079	.097	.044	-.011	.053	.094	-.049	-.358	-.027	.111	.123
GBK 04 High quality	.797	-.005	-.009	.076	.076	.069	.005	.037	.005	.000	-.047	-.015	-.037	.013	.036
GBK 05 Good value	.774	.040	-.062	-.022	.013	.091	-.037	.079	-.004	-.069	.076	.042	.096	-.005	-.024
GBK 07 Prestigious	.803	.075	.009	-.010	.182	-.068	.004	.009	.032	-.035	-.009	.064	.009	-.014	.016
GBK 08 Reliable	.770	-.033	.031	.054	-.024	.114	.061	.010	-.030	.040	-.055	-.040	.007	.012	.037
GBK 09 Ethical	.670	.025	.103	.151	-.122	.086	.118	-.058	-.051	.089	.123	.029	.000	-.064	.075
GBK 10 Innovative	.629	.084	.126	.016	-.055	.021	-.002	.014	-.125	.135	.109	.051	.094	.112	.030
GBE 01 Senses stimulation	.090	.607	.055	-.028	-.023	.181	.047	.160	-.043	.015	-.095	-.120	.060	.083	.019
GBE 02 Physical action	-.034	.608	-.007	.023	-.034	.013	-.009	.175	.010	-.014	.171	-.056	-.012	.027	.140
GBE 03 Feelings/sentiments	.053	.793	-.002	-.017	.129	.058	-.020	.026	.068	.078	-.135	.042	.019	-.017	-.018
GBE 04 Thinking stimulation	.117	.735	-.002	.033	.043	-.048	-.038	.094	.003	.029	.024	.046	-.020	.087	.036
GBE 05 Lifestyle	.160	.517	.127	.196	-.080	.176	-.006	.041	.139	-.109	-.055	-.045	-.003	.019	.123
GBO 01 Global headquarters	-.024	-.103	.790	-.061	.171	-.029	-.057	.088	.062	-.019	-.042	-.018	-.075	.019	.109
GBO 02 Global formula design	-.049	-.005	.848	-.125	.132	.062	-.013	-.034	.054	.050	-.014	-.057	.032	-.056	.011
GBO 03 Global manufacturing	.067	.021	.719	.013	.193	-.033	.056	-.014	.125	-.027	-.119	.027	-.037	-.008	.002
GBO 04 Global ingredients	-.007	.090	.774	.080	-.033	.006	-.005	-.053	.021	.032	.097	.027	.131	-.011	-.058
GBC 08 Original	.130	.038	.013	.584	.100	.072	-.050	.130	-.004	.162	-.031	-.004	.118	.114	-.045
GBC 10 Popular	-.006	-.055	-.048	.585	.126	.039	.020	.073	-.015	.140	-.090	-.251	.115	.080	.061
GBC 11 Up to date	.157	.107	.049	.525	.183	.062	-.015	-.004	.030	.075	-.036	-.006	.069	.153	-.046
GBC 12 Practical	-.006	.111	.023	.541	.129	.086	.048	.019	.171	.062	-.122	-.133	-.062	.106	.112
GBC 13 Honest	.060	.151	.003	.545	.031	.215	.062	.017	-.074	.247	.128	-.026	.018	-.043	.003
GBC 14 Sophisticated	.078	.096	-.008	.504	.225	.015	-.003	.092	-.008	.015	.043	.101	.107	.083	-.030
GBC 15 Successful	.178	.050	-.014	.639	.166	-.033	.001	-.087	.028	.194	.027	.082	.041	.060	.049
GBI 01 Brand globalness	.098	-.058	.128	.035	.791	.053	.007	-.002	-.013	.043	.052	-.051	.017	-.019	.016
GBI 02 Global consumption	.023	.030	.108	.087	.804	.033	.062	-.058	.014	-.015	-.034	-.021	.062	-.017	-.016
GBI 03 Global accessibility	-.015	.009	.132	.077	.766	-.020	-.014	.015	-.040	-.002	-.003	.014	.115	.041	-.023
GBI 04 Globalness representation	.044	.052	.181	.065	.652	.012	.030	-.030	-.036	-.007	.153	.045	.102	.023	-.121
GBI 05 Global recognition	.063	.094	.111	.013	.813	-.045	.015	.002	-.054	-.028	-.002	.083	.097	-.044	.014

Table 6.17. Pattern matrix of global brand, local brand, and brand alliance (cont.)

GBA 01 Positive opinion	.348	.090	.117	.039	-.055	.542	.007	.031	-.071	.075	.009	-.089	.006	.075	.071
GBA 02 Active searching	.052	.107	.157	.151	-.015	.544	.010	.060	-.096	-.083	.162	.196	.016	.097	.003
GBA 03 Affection	.192	.099	.001	.001	.081	.676	.011	.029	.008	-.010	-.066	-.088	-.008	-.036	.167
GBA 04 Loyalty	-.011	.150	-.027	.037	.099	.654	.019	-.043	.037	-.013	-.002	.140	.061	-.012	.154
GBA 05 Event attendance	-.076	.162	.101	.059	.049	.578	.012	.053	-.067	-.041	.133	.098	.077	.136	.079
GBA 06 Recommendation to others	.103	.150	-.044	-.001	.019	.596	.006	-.077	-.058	.045	.050	.150	-.015	.090	.160
GBA 07 Purchase intention	.093	-.020	.012	.092	-.025	.749	.017	.035	.053	-.056	-.051	-.002	.017	.049	.147
LBK 01 Well-known	.180	-.019	.076	.020	-.022	-.087	.587	.043	.067	.006	-.062	.019	.139	-.022	-.123
LBK 02 Personal	-.081	-.028	-.009	.222	-.057	-.003	.645	.083	.090	-.063	-.024	.058	.052	.006	.037
LBK 03 Available	.018	.065	-.003	-.151	.052	-.036	.621	.025	.012	.165	-.064	-.148	.038	-.048	.028
LBK 04 High quality	.018	.033	.025	-.010	.019	.012	.818	-.032	.024	.010	.014	.059	.016	-.038	-.020
LBK 05 Good value	.048	-.022	-.085	-.064	.069	.051	.761	.068	.016	-.009	.045	-.006	-.032	.058	.058
LBK 07 Prestigious	.117	-.116	.089	.001	-.015	-.069	.782	.036	-.015	-.102	-.010	.073	.074	.034	-.001
LBK 08 Reliable	-.023	.096	-.011	.053	.011	.015	.869	-.038	.005	.089	-.067	-.051	-.074	.030	-.032
LBK 09 Ethical	-.045	-.001	-.057	.085	.032	.055	.755	.004	.017	.021	.122	.004	-.078	.025	.076
LBK 10 Innovative	-.105	-.040	-.004	-.009	.006	.060	.632	.134	-.143	.078	.144	.048	.165	.055	-.034
LBE 01 Senses stimulation	.006	.055	.012	-.035	.022	.077	.115	.699	-.018	.055	-.057	.108	.041	-.065	.025
LBE 02 Physical action	-.075	.137	.001	-.068	-.061	.032	.042	.746	-.040	.004	.127	-.071	.020	.019	.013
LBE 03 Feelings/sentiments	-.014	.123	-.064	-.029	.173	-.003	.056	.639	.099	.052	-.141	.033	-.010	.062	-.070
LBE 04 Thinking stimulation	.080	-.005	.014	.088	-.086	-.074	-.038	.820	.026	.027	.028	.023	.023	-.025	.050
LBE 05 Lifestyle	.188	.049	.076	.131	-.062	-.124	.154	.501	.047	-.025	-.028	.270	-.019	-.001	.052
LBO 01 Local headquarters	.025	.055	.148	.030	-.066	-.017	.086	-.027	.752	-.010	.052	.072	.064	.048	-.071
LBO 02 Local formula design	-.048	.090	.082	.062	-.007	-.102	-.023	.096	.680	.052	.076	-.013	-.002	.028	.024
LBO 03 Local manufacturing	.004	.024	.068	-.027	-.045	.081	.010	-.059	.884	.027	-.039	.015	.111	-.032	-.033
LBO 04 Local ingredients	-.036	-.069	.047	-.043	.008	.003	.002	.111	.657	.053	.086	.012	.017	.036	.086
LBC 07 Emotional	-.078	.069	-.038	.009	.005	.126	.002	.156	.027	.532	.065	.056	.166	.049	-.071
LBC 08 Original	-.024	-.057	-.066	.069	.025	.019	-.028	.056	.121	.601	.050	.230	.151	.076	-.018
LBC 09 Friendly	-.001	.083	.051	.006	.005	.012	.023	.033	-.044	.747	.013	-.004	-.013	.066	.017
LBC 10 Popular	.025	-.002	.014	.218	.038	-.126	.129	.054	-.002	.548	.025	-.041	.042	.008	.036
LBC 12 Practical	.067	.014	.083	.034	.078	-.053	.093	.046	.129	.536	-.058	.028	-.120	-.029	.014
LBC 13 Honest	.071	.025	.020	.245	-.101	-.045	.078	-.002	.098	.573	.048	.036	-.067	-.024	.109
LBI 01 Brand localness	.081	-.094	-.124	-.001	.165	.080	.017	.036	.295	-.015	.573	.009	-.092	.091	.010
LBI 02 Local consumption	-.084	-.075	-.031	.052	.067	.059	-.079	.091	.171	.037	.589	-.122	-.107	.084	.051
LBI 03 Local authenticity	.156	-.018	.038	-.058	.071	-.069	.080	.008	.351	.054	.591	.017	-.085	.080	.073

Table 6.17. Pattern matrix of global brand, local brand, and brand alliance (cont.)

LBI 04 Localness representation	.071	.100	.106	-.056	.026	-.186	.117	.031	.266	.147	.538	.000	-.032	.102	.115
LBI 05 Iconic localness	.104	.050	.151	.001	.032	-.127	.113	.089	.122	.091	.537	-.005	-.049	.148	.027
LBA 01 Positive opinion	.112	-.068	-.040	-.122	.041	.098	.286	.016	.205	.160	-.096	.503	-.047	-.062	.030
LBA 02 Active searching	-.017	.047	.161	.066	-.033	-.035	.060	.148	.048	.004	.191	.530	.044	.061	.069
LBA 03 Affection	.133	-.063	-.031	-.101	.026	.062	.257	.176	.115	.219	-.131	.481	-.026	-.055	.118
LBA 04 Loyalty	-.026	-.002	-.115	-.057	.036	.114	.111	.148	.193	.209	-.095	.571	-.047	.030	.096
LBA 05 Event attendance	-.110	.004	-.014	-.027	.135	.044	-.043	.100	-.061	.077	.077	.552	.043	.123	.100
LBA 06 Recommendation to others	.001	.082	.002	-.089	.035	.043	.123	.171	.142	.202	-.215	.581	-.042	.053	.050
LBA 07 Purchase intention	.082	-.062	-.057	-.140	.048	.038	.152	.163	.087	.162	-.137	.597	.010	.056	.106
BAI 01 Brand globalness	.113	-.043	.074	-.016	.023	.060	.014	-.011	-.016	.041	.028	-.018	.771	.044	-.020
BAI 02 Global consumption	.026	.082	-.030	.041	.119	-.092	.022	.005	.031	.022	-.117	.060	.738	-.139	.181
BAI 03 Global accessibility	-.018	-.049	.014	.076	.120	.034	.065	.090	.027	-.096	-.078	-.015	.756	-.047	.082
BAI 04 Globalness representation	.088	-.020	.100	-.043	.050	.021	-.025	.050	.066	.092	.066	-.076	.768	.114	-.028
BAI 05 Global recognition	-.060	.102	-.039	.074	.076	-.018	.087	-.033	.104	-.028	-.017	.047	.772	.017	.103
BAI 06 Brand localness	.050	-.038	.007	.075	.138	-.010	.058	.039	.026	-.087	.014	.011	-.197	.606	.163
BAI 07 Local consumption	-.019	-.024	.079	.061	.033	.126	-.142	.091	.055	.048	.032	.056	-.234	.605	-.111
BAI 08 Local authenticity	.013	-.005	.009	.092	-.089	.018	.047	.005	.046	-.003	-.018	-.040	.003	.843	-.009
BAI 09 Localness representation	.022	.114	-.049	-.052	-.061	-.085	.053	-.077	.022	.031	-.004	.046	.125	.826	.082
BAI 10 Iconic localness	-.012	.053	-.054	-.077	.024	.012	.036	-.020	-.064	.046	.014	-.008	.170	.791	.041
BAA 01 Positive opinion	.145	-.019	.075	-.008	-.034	.170	.028	.069	-.016	.115	-.119	-.065	.163	-.019	.557
BAA 02 Active searching	-.018	.122	-.007	.108	-.105	-.033	-.052	.015	.046	-.015	.201	.044	.022	.067	.646
BAA 03 Affection	.111	-.039	.010	-.100	.056	.174	.019	.118	-.015	.055	-.034	-.079	.143	-.100	.715
BAA 04 Loyalty	-.007	.051	-.016	.004	.080	.134	.042	-.015	-.002	.008	.019	.065	.011	-.006	.808
BAA 05 Event attendance	-.051	.114	.028	.063	-.096	-.138	-.082	-.043	-.031	-.044	.123	.106	.033	.191	.576
BAA 06 Recommendation to others	.036	.052	.006	-.065	-.014	.036	.022	-.002	.051	.021	-.066	.036	-.001	.063	.805
BAA 07 Purchase intention	.027	-.043	.059	.013	-.002	.206	.067	.073	-.033	-.022	-.076	-.024	.074	.068	.672

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 36 iterations.

6.4 Measurement models

This section presents the development, specification, and assessment of the congeneric and measurement model. This process follows a two-step approach to assess the model (J. C. Anderson & Gerbing, 1988). First, the researcher validates the items for each construct and estimates the congeneric and measurement models. This step ensures the items within each construct are robust. Second, the researcher assesses the structural model. In this step, the statistical significance of pathways coefficients and the fit indices of the model are assessed. Also, the researcher can assess an alternative model considering the structural model estimation, construct mediation, and moderating variables. AMOS 24 is the SEM software used in the analysis.

The development and specification of the measurement model requires a complete analysis of the items in SPSS 24 and includes the Cronbach's alpha coefficients, item-to-total correlation, squared multiple correlations (SMC), factor loadings, and t-values for each construct. This analysis is applied to the constructs of global brand dimensions, local brand dimensions, consumer's image global brand image and attitude. Subsequently, an assessment of the fit indices of the congeneric models is performed. The re-specification of each model includes an analysis of fit indices, standardized residuals, and modification indices for each item. At this point, when an adequate fit of the model to the data is achieved, then the researcher calculates composite reliability and variance-extracted estimates for each construct in order to assess unidimensionality, convergent validity, and reliability. Later, the researcher assesses cross-validation, discriminant validity, and stability of the model. For this analysis, the data is randomly split into two datasets, the first is the calibration dataset, and the second is the validation dataset.

The assessment of the congeneric, measurement, and structural models is performed in AMOS 24 following well-known criteria from the literature. The criteria include evaluation of initial fit, including factor loadings, standard errors, overall model fit and the fit of the internal structure of the model. The criteria for an acceptable model fit is a normed chi-square (χ^2/df) < 3, comparative-goodness-of-fit (CFI) > 0.90, RMSEA < 0.08, SRMR < 0.08, composite reliability > 0.70, variance extracted > 0.50, and a t-test for convergent validity $t > 1.96$ (Hair et al., 2014). The chi-square statistic is also frequently utilized to evaluate a structural model. However, in the case of large samples, chi-square statistic has been shown to be sensitive. Normed chi-square values between 2.0 and 3.0 confirm a good fit of the model to the data (Hair et al., 2014).

6.4.1 Analysis of items of the constructs

The process begins with the analysis of constructs including both exogenous and endogenous constructs. Most of the scales applied to measure these constructs are adaptations from scales previously used in the literature. In some cases, the researcher developed a new scale based on scales from previous studies and findings from the qualitative study. In this case, the researcher reviewed the literature and translated the theoretical definition of the construct in a set of specific

measured items. The researcher not only considered operational requirements such as number of items, unidimensionality, but also establish construct validity of the new designed scale.

The most popular reliability estimate is Cronbach's alpha, which measures internal consistency, the degree to which responses are consistent across the items within a single measure (Kline, 2011). Cronbach's α is used as an estimate of the reliability of a psychometric scale. Constructs with a Cronbach's $\alpha \geq 0.9$ have an excellent internal consistency, whereas constructs with Cronbach's α between 0.8 and 0.9 have a good internal consistency (Hair et al., 2014). In addition, a review of the factor loadings unveils whether all the items load well in their constructs. Items without a corrected item-to-total correlation greater than 0.5 are candidates for deletion.

For the global brand dimensions constructs, all items have significant factor loadings above the cut-off value of 0.5 with t-values exceeding 1.96, as shown in Table 6.18. The four constructs have Cronbach's α coefficients ≥ 0.9 showing an excellent internal consistency. In addition, the correlation among items of each construct is higher than 0.7 with only two exceptions: 'popular' and 'sophisticated'. Only these items have square multiple correlation of less than 0.5 and are candidates for deletion from the model.

Table 6.18. Item analysis for the global brand dimensions

Construct	Item	Cronbach's Alpha α	Item-to-total correlation	Sq. multiple correlation	Std. factor loading	t-value
GLOBAL BRAND KNOWLEDGE	Well-known	0.929	.782	.704	.817	23.98
	Personal		.671	.491	.690	13.23
	Available		.525	.329	.551	10.04
	High quality		.841	.725	.877	18.59
	Good value		.771	.641	.811	16.51
	Prestigious		.819	.734	.859	18.02
	Reliable		.817	.705	.852	17.79
	Ethical		.747	.626	.776	15.51
GLOBAL BRAND EXPERIENCE	Innovative		.722	.569	.739	14.48
	Senses stimulation	0.918	.805	.676	.873	17.38
	Physical action		.654	.437	.852	13.09
	Feelings/sentiments		.824	.702	.670	19.67
	Thinking stimulation		.808	.661	.839	18.36
GLOBAL BRAND ORIGIN	Lifestyle		.855	.761	.915	21.29
	Global headquarters	0.913	.802	.676	.862	17.45
	Global formula design		.851	.731	.912	20.98
	Global manufacturing		.800	.641	.837	18.37
GLOBAL BRAND CONSUMER IMAGERY	Global ingredients		.757	.589	.798	16.95
	Original	0.903	.760	.605	.805	18.69
	Popular		.632	.422	.664	12.18
	Up to date		.779	.624	.831	16.26
	Practical		.581	.350	.603	10.86
	Honest		.740	.559	.783	15.02
	Sophisticated		.692	.525	.860	17.04
Successful		.807	.666	.743	14.03	

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

For the local brand dimensions constructs, all items have significant factor loadings above the cut-off value of 0.5 with t-values exceeding 1.96, as shown in Table 6.19. One construct has Cronbach's α coefficient ≥ 0.9 showing an excellent internal consistency, and three constructs have Cronbach's α between 0.8 and 0.9 showing a good internal consistency. In addition, the correlation among items of each construct is higher than 0.7 with only four exceptions: 'young',

'family oriented', 'emotional', and 'original'. Only these items have square multiple correlation of less than 0.5 and are candidates for deletion from the model.

Table 6.19. Items analysis for the local brand dimensions

Construct	Item	Cronbach's Alpha α	Item-to-total correlation	Sq. multiple correlation	Std. factor loading	t-value
LOCAL BRAND KNOWLEDGE	Well-known	0.923	.656	.518	.689	19.43
	Personal		.658	.455	.679	11.02
	Available		.650	.461	.677	10.98
	High quality		.797	.690	.849	13.54
	Good value		.775	.634	.819	13.11
	Prestigious		.778	.648	.808	12.95
	Reliable		.806	.694	.843	13.46
	Ethical		.725	.587	.753	12.14
LOCAL BRAND EXPERIENCE	Innovative		.675	.481	.695	11.26
	Senses stimulation	0.885	.770	.605	.823	20.33
	Physical action		.681	.541	.751	14.10
	Feelings/sentiments		.716	.533	.769	14.56
	Thinking stimulation		.774	.623	.831	16.05
LOCAL BRAND ORIGIN	Lifestyle		.693	.506	.745	13.96
	Local headquarters	0.891	.791	.652	.872	20.77
	Local formula design		.755	.577	.811	17.24
	Local manufacturing		.776	.626	.828	17.84
LOCAL BRAND CONSUMER IMAGERY	Local ingredients		.721	.526	.770	15.90
	Emotional	0.867	.625	.421	.794	18.58
	Original		.699	.503	.712	11.58
	Friendly		.727	.533	.728	11.99
	Popular		.653	.441	.662	10.93
	Practical		.613	.396	.688	10.24
	Honest		.676	.471	.760	11.15

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

For the global brand image and attitude constructs, all items have significant factor loadings above the cut-off value of 0.5 with t-values exceeding 1.96, as shown in Table 6.20. Both constructs have Cronbach's α coefficients ≥ 0.9 showing an excellent internal consistency. In addition, the correlation among items of each construct is higher than 0.7, and all items have square multiple correlation of more than 0.5.

Table 6.20. Item analysis for the global brand image and attitude

Construct	Item	Cronbach's Alpha α	Item-to-total correlation	Sq. multiple correlation	Std. factor loading	t-value
GLOBAL BRAND IMAGE	Brand globalness	0.932	.843	.713	.891	23.67
	Global accessibility		.846	.745	.822	22.11
	Global representation		.792	.634	.846	18.93
	Global recognition		.887	.797	.838	24.18
GLOBAL BRAND ATTITUDE	Affection	0.908	.817	.686	.856	27.43
	Loyalty		.792	.639	.873	20.72
	Recommend to others		.731	.543	.833	18.29
	Purchase intention		.828	.716	.916	18.74

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

For the local brand image and attitude constructs, all items have significant factor loadings above the cut-off value of 0.5 with t-values exceeding 1.96, as shown in Table 6.21. One construct has Cronbach's α coefficient ≥ 0.9 showing an excellent internal consistency, and one construct has Cronbach's α between 0.8 and 0.9 showing a good internal consistency. In addition, the

correlation among items of each construct is higher than 0.7 with only one exception: 'brand localness'. Only this item has a square multiple correlation of less than 0.5 and is candidate for deletion from the model.

Table 6.21. Item analysis for the local brand image and attitude

Construct	Item	Cronbach's Alpha α	Item-to-total correlation	Sq. multiple correlation	Std. factor loading	t-value
LOCAL BRAND IMAGE	Brand localness	0.896	.643	.483	.891	15.69
	Local authenticity		.841	.718	.822	13.16
	Local representation		.840	.765	.846	13.85
	Iconic localness		.763	.681	.838	13.02
LOCAL BRAND ATTITUDE	Affection	0.924	.834	.700	.856	27.59
	Loyalty		.821	.676	.873	20.39
	Recommend to others		.823	.687	.833	21.01
	Purchase intention		.821	.681	.916	20.76

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

For the brand alliance image and attitude constructs, all items have significant factor loadings above the cut-off value of 0.5 with t-values exceeding 1.96, as shown in Table 6.22. Two constructs have Cronbach's α coefficients ≥ 0.9 showing an excellent internal consistency, and one construct has Cronbach's α between 0.8 and 0.9 showing a good internal consistency. In addition, the correlation among items of each construct is higher than 0.7 with only one exception: 'brand localness'. Only this item has a square multiple correlation of less than 0.5 and is candidate for deletion from the model.

Table 6.22. Item analysis for the constructs of the brand alliance image and attitude

Construct	Item	Cronbach's Alpha α	Item-to-total correlation	Sq. multiple correlation	Std. factor loading	t-value
BRAND ALLIANCE IMAGE	Brand globalness	0.905	.772	.612	.822	17.88
	Global accessibility		.788	.634	.840	16.80
	Global representation		.797	.643	.854	17.17
	Global recognition		.790	.642	.843	16.88
BRAND ALLIANCE IMAGE	Brand localness	0.875	.621	.397	.663	15.87
	Local authenticity		.778	.618	.840	12.43
	Local representation		.808	.681	.898	12.98
	Iconic localness		.733	.593	.813	12.12
BRAND ALLIANCE ATTITUDE	Affection	0.923	.803	.650	.840	20.90
	Loyalty		.865	.762	.916	20.72
	Recommend to others		.805	.684	.849	18.30
	Purchase intention		.816	.689	.861	18.75

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

6.4.2 Analysis of fit indices of constructs

After the analysis of the items of the constructs, an assessment of the fit indices of the individual constructs, congeneric and measurement models is required. The re-specification of some individual constructs is performed previously to evaluate the exogenous and endogenous measurement models. In this section, the assessment and validation of the items of each construct is presented for the global brand, local brand, and brand alliance considering the results of the exploratory factor analysis (EFA).

The confirmatory factor analysis (CFA) of each construct is executed and the analysis for the re-specification of the constructs included the examination of the regression weights, standardized regression weights, variances, square multiple correlations, fit indices, standardized residuals and modification indices. The re-specification of some constructs required an analysis of the fit indices, standardized residuals, and modification indices.

The fit indices for the initial global brands constructs, the deleted items after an analysis of the literature and an inspection of the CFA results, and the fit indices of the re-specified constructs are presented in Table 6.23. For the global brand, the researcher decided to keep the item GBO 04 to test the complete brand origin scale in the model. In the case of a further re-specification of the measurement model, the researcher will explore the deletion of this item.

Table 6.23. Fit indices of the global brand constructs

Construct	Initial construct	Deleted items	Re-specified construct
Global Brand Knowledge (GBK)	$\chi^2 (27) = 133.991$ $\chi^2/df = 4.963$ CFI = 0.944 RMSEA = 0.115 SRMR = 0.0381	GBK 01, 06, 09	$\chi^2 (14) = 27.077$ $\chi^2/df = 1.934$ CFI = 0.990 RMSEA = 0.056 SRMR = 0.0240
Global Brand Experience (GBE)	$\chi^2 (5) = 16.668$ $\chi^2/df = 3.334$ CFI = 0.989 RMSEA = 0.088 SRMR = 0.0195	GBE 02	$\chi^2 (2) = 5.758$ $\chi^2/df = 2.879$ CFI = 0.996 RMSEA = 0.079 SRMR = 0.0114
Global Brand Origin (GBO)	$\chi^2 (2) = 8.962$ $\chi^2/df = 4.481$ CFI = 0.992 RMSEA = 0.108 SRMR = 0.0154	GBO 04 *	$\chi^2 (2) = 8.962$ $\chi^2/df = 4.481$ CFI = 0.992 RMSEA = 0.108 SRMR = 0.0154
Global Brand Consumer Imagery (GBC)	$\chi^2 (14) = 25.022$ $\chi^2/df = 1.787$ CFI = 0.990 RMSEA = 0.051 SRMR = 0.0245	GBC 10, 12	$\chi^2 (5) = 10.612$ $\chi^2/df = 2.122$ CFI = 0.994 RMSEA = 0.061 SRMR = 0.0169
Global Brand Image (GBI)	$\chi^2 (5) = 47.245$ $\chi^2/df = 9.449$ CFI = 0.972 RMSEA = 0.168 SRMR = 0.0193	GBI 02	$\chi^2 (2) = 1.774$ $\chi^2/df = 0.887$ CFI = 1.00 RMSEA = 0.000 SRMR = 0.0061
Global Brand Attitude (GBA)	$\chi^2 (9) = 107.558$ $\chi^2/df = 11.951$ CFI = 0.908 RMSEA = 0.191 SRMR = 0.0727	GBA 02, 05	$\chi^2 (2) = 4.373$ $\chi^2/df = 2.186$ CFI = 0.996 RMSEA = 0.063 SRMR = 0.0151

* This item is not deleted to test the complete scale

Regarding the local brands, the fit indices for the initial constructs, the deleted items after an analysis of the literature and an inspection of the CFA results, and the fit indices of the re-specified constructs are presented in Table 6.24. For the local brand, the researcher decided to keep item LBO 04 to test the complete brand origin scale in the model. In the case of a further re-specification of the measurement model, the researcher will explore the deletion of this item.

In the case of the brand alliance, the fit indices for the initial constructs, the deleted items after an analysis of the literature and an inspection of the CFA results, and the fit indices of the re-specified constructs are presented in Table 6.25. For brand alliance image, the researcher decided to split this bidimensional construct in BAI Globalness and BAI Localness, and delete items BAI 02, 07.

The fit indexes for the re-specified BAI Globalness and BAI Localness constructs are under the accepted thresholds.

Table 6.24. Fit indices of the local brand constructs

Construct	Initial construct	Deleted items	Re-specified construct
Local Brand Knowledge (LBK)	χ^2 (27) = 109.033 χ^2/df = 4.038 CFI = 0.951 RMSEA = 0.101 SRMR = 0.0371	LBK 01, 06, 09	χ^2 (14) = 38.953 χ^2/df = 2.782 CFI = 0.980 RMSEA = 0.077 SRMR = 0.0258
Local Brand Experience (LBE)	χ^2 (5) = 35.984 χ^2/df = 7.197 CFI = 0.961 RMSEA = 0.144 SRMR = 0.0333	LBE 02	χ^2 (2) = 2.179 χ^2/df = 1.089 CFI = 1.00 RMSEA = 0.017 SRMR = 0.0101
Local Brand Origin (LBO)	χ^2 (2) = 12.947 χ^2/df = 6.473 CFI = 0.984 RMSEA = 0.135 SRMR = 0.0219	LBO 04 *	χ^2 (2) = 12.947 χ^2/df = 6.473 CFI = 0.984 RMSEA = 0.135 SRMR = 0.0219
Local Brand Consumer Imagery (GBC)	χ^2 (9) = 18.619 χ^2/df = 2.069 CFI = 0.987 RMSEA = 0.060 SRMR=0.0270	LBC 12	χ^2 (5) = 5.509 χ^2/df = 1.102 CFI = 0.999 RMSEA = 0.018 SRMR=0.0151
Local Brand Image (LBI)	χ^2 (5) = 104.999 χ^2/df = 21.00 CFI = 0.897 RMSEA = 0.259 SRMR = 0.0735	LBI 02	χ^2 (2) = 5.043 χ^2/df = 2.521 CFI = .942 RMSEA = 0.072 SRMR = 0.0471
Local Brand Attitude (LBA)	χ^2 (9) = 50.301 χ^2/df = 5.589 CFI = 0.964 RMSEA = 0.124 SRMR = 0.0457	LBA 02, 05	χ^2 (2) = 5.957 χ^2/df = 2.978 CFI = 0.993 RMSEA = 0.070 SRMR = 0.0123

* This item is not deleted to test the complete scale

In summary, some individual constructs have been re-specified and now the confirmatory factor analysis (CFA) of the congeneric and measurement models can be performed. In the next section, it is examined the congeneric model of the global and local brand dimensions separately, then the measurement model of global and local brand dimensions together, the measurement model of all the constructs of the global and local brand separately, and finally, the overall measurement model including global brand, local brand, and brand alliance constructs.

Table 6.25. Fit indices of the brand alliance constructs

Construct	Initial construct	Deleted items	Re-specified construct
Brand Alliance Image (BAI) Globalness	χ^2 (35) = 928.325 χ^2/df = 26.524 CFI = 0.550 RMSEA = 0.292 SRMR = 0.2582	BAI 02	χ^2 (2) = 2.700 χ^2/df = 1.350 CFI = .999 RMSEA = 0.034 SRMR = 0.0087
Brand Alliance Image (BAI) Localness		BAI 07	χ^2 (2) = 6.185 χ^2/df = 3.092 CFI = 0.994 RMSEA = 0.084 SRMR=0.0182
Brand Alliance Attitude (BAA)	χ^2 (14) = 122.962 χ^2/df = 8.783 CFI = 0.928 RMSEA = 0.161 SRMR=0.0541	BBA 01, 02, 05	χ^2 (2) = 5.711 χ^2/df = 2.856 CFI = 0.993 RMSEA = 0.079 SRMR=0.0248

6.4.3 Analysis of fit indices of congeneric and measurement models

This section presents the confirmatory factor analysis (CFA) of the congeneric and measurement models. The extended results can be found in Appendix 3.3. The analysis includes the regression weights, standardized regression weights, variances, square multiple correlations, fit indices, standardized residuals and modification indices. First, it is examined the congeneric model of the four brand dimensions of global and local brands respectively. Second, the measurement model of the four brand dimensions of both global and local brands together is assessed. Third, the measurement model of the four brand dimensions, brand image, and brand attitude is evaluated for the global and local brand separately. Four, the measurement model including all constructs together is examined.

The fit indexes for the congeneric model of the four brand dimensions of the global brand are above of the accepted thresholds (Hair et al., 2014). The constructs of this congeneric model have an excellent fit to the data. The fit indexes for the global brand dimensions are $\chi^2 (164) = 364.051$, $\chi^2/df = 2.220$, CFI = 0.954, RMSEA = 0.064, and SRMR= 0.0541. Similarly, the fit indexes for the congeneric model of the four brand dimensions of the local brand are above of the accepted thresholds (Hair et al., 2014). The constructs of this congeneric model have an excellent fit to the data. The fit indexes for the local brand dimensions are $\chi^2 (164) = 323.224$, $\chi^2/df = 1.971$, CFI = 0.953, RMSEA = 0.057, and SRMR= 0.0449. The level of fit of the local brand dimensions constructs is slightly better than their global counterparts.

Subsequently, the measurement model of the four brand dimensions of both global and local brands together is assessed. The fit indexes for this measurement model are above of the accepted thresholds (Hair et al., 2014). The constructs of this measurement model have an excellent fit to the data. The fit indexes for this measurement model are $\chi^2 (712) = 1332.281$, $\chi^2/df = 1.871$, CFI = 0.924, RMSEA = 0.054, and SRMR= 0.0498.

Later, the measurement model of the four brand dimensions, brand image, and brand attitude is evaluated for the global and local brand separately. In the case of the global brand, the fit indexes for the measurement model including the four brand dimensions of global brand, brand image, and brand attitude constructs together are above of the accepted thresholds (Hair et al., 2014). The modified constructs of this measurement model have an excellent fit to the data. The fit indexes for this measurement model are $\chi^2 (335) = 760.770$, $\chi^2/df = 2.271$, CFI = 0.937, RMSEA = 0.065, and SRMR= 0.0525.

In the case of the local brand, the fit indexes for the measurement model including local brand dimensions, local brand image and local brand attitude constructs together are above of the accepted thresholds (Hair et al., 2014). The modified constructs of this congeneric model have an excellent fit to the data. The fit indexes for this measurement model are $\chi^2 (335) = 660.867$, $\chi^2/df = 1.973$, CFI = 0.942, RMSEA = 0.057, and SRMR= 0.0459. The level of fit of this measurement model is slightly better than the global counterpart.

Afterward, the measurement model including all constructs together is examined. The fit indexes for the measurement model including all constructs together are above the accepted thresholds except for the CFI (Hair et al., 2014). The fit indexes for this measurement model are χ^2 (2105) = 3674.634, $\chi^2/df = 1.746$, CFI = 0.902, RMSEA = 0.050, and SRMR= 0.0485. The CFI index is slightly above the 0.9 threshold. This result strongly suggests an analysis of the standardized residuals and modification indices. The model fit indices can be improved if the global brand knowledge (GBK) and local brand knowledge (LBK) constructs are re-specified from 7 items to 4 items. After the elimination of the items GBK 02, 03, 10 and LBK 02, 03, 10, the fit indices of this measurement model are χ^2 (1724) = 3022.8833, $\chi^2/df = 1.753$, CFI = 0.913, RMSEA = 0.050, and SRMR= 0.0462. The re-specified measurement model has a better fit to the data.

Table 6.26. Measurement model estimation

Construct	Item	Label	GBK & LBK 7-items		GBK & LBK 4-items	
			Std. factor loading	t-value	Std. factor loading	t-value
GLOBAL BRAND KNOWLEDGE	Personal	GBK 02	0.706	13.23		
	Available	GBK 03	0.538	8.93		
	High quality	GBK 04	0.886	14.62	0.891	14.62
	Good value	GBK 05	0.816	13.51	0.823	18.66
	Prestigious	GBK 07	0.842	13.92	0.844	19.54
	Reliable	GBK 08	0.835	13.81	0.839	19.31
	Innovative	GBK 10	0.750	12.43		
GLOBAL BRAND EXPERIENCE	Senses stimulation	GBE 01	0.857	17.38	0.857	17.38
	Feelings/sentiments	GBE 03	0.872	19.89	0.872	19.89
	Thinking stimulation	GBE 04	0.835	18.42	0.835	18.41
	Lifestyle	GBE 05	0.915	21.63	0.915	21.63
GLOBAL BRAND ORIGIN	Global headquarters	GBO 01	0.857	17.45	0.856	17.45
	Global formula design	GBO 02	0.904	20.82	0.905	20.82
	Global manufacturing	GBO 03	0.852	18.37	0.852	18.86
	Global ingredients	GBO 04	0.797	16.90	0.797	16.89
GLOBAL BRAND CONSUMER IMAGERY	Original	GBC 08	0.819	18.69	0.819	18.69
	Up to date	GBC 11	0.829	16.66	0.829	16.65
	Honest	GBC 13	0.779	15.27	0.780	15.29
	Sophisticated	GBC 14	0.754	14.61	0.755	14.61
	Successful	GBC 15	0.849	17.23	0.849	17.21
LOCAL BRAND KNOWLEDGE	Personal	LBK 02	0.670	11.02		
	Available	LBK 03	0.663	10.41		
	High quality	LBK 04	0.831	12.66	0.861	12.66
	Good value	LBK 05	0.815	12.46	0.826	17.24
	Prestigious	LBK 07	0.789	12.12	0.779	15.80
	Reliable	LBK 08	0.825	12.58	0.812	16.80
	Innovative	LBK 10	0.683	10.69		
LOCAL BRAND EXPERIENCE	Senses stimulation	LBE 01	0.825	20.33	0.825	20.33
	Feelings/sentiments	LBE 03	0.782	15.01	0.782	14.99
	Thinking stimulation	LBE 04	0.769	14.68	0.769	14.66
	Lifestyle	LBE 05	0.797	15.39	0.798	15.39
LOCAL BRAND ORIGIN	Local headquarters	LBO 01	0.877	20.77	0.877	20.77
	Local formula design	LBO 02	0.807	17.21	0.806	17.21
	Local manufacturing	LBO 03	0.832	18.10	0.832	18.11
	Local ingredients	LBO 04	0.763	15.77	0.763	15.77
LOCAL BRAND CONSUMER IMAGERY	Emotional	LBC 07	0.733	18.58	0.733	18.58
	Original	LBC 08	0.791	13.11	0.791	13.12
	Friendly	LBC 09	0.799	13.25	0.799	13.24
	Popular	LBC 10	0.728	12.07	0.728	12.06
	Honest	LBC 13	0.719	11.92	0.719	11.91

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

Table 6.26. Measurement model estimation (cont.)

Construct	Item	Label	GBK & LBK 7-items		GBK & LBK 4-items	
			Std. factor loading	t-value	Std. factor loading	t-value
GLOBAL BRAND IMAGE	Brand globalness	GBI 01	0.877	23.67	0.877	23.67
	Global accessibility	GBI 03	0.893	22.16	0.893	22.17
	Global representation	GBI 04	0.826	18.98	0.826	18.97
	Global recognition	GBI 05	0.932	24.17	0.932	24.20
GLOBAL BRAND ATTITUDE	Affection	GBA 03	0.886	27.43	0.887	27.43
	Loyalty	GBA 04	0.834	19.15	0.833	19.15
	Recommend to others	GBA 06	0.778	16.96	0.779	16.98
	Purchase intention	GBA 07	0.879	21.15	0.879	21.17
LOCAL BRAND IMAGE	Brand localness	LBI 01	0.653	15.69	0.653	15.69
	Local authenticity	LBI 03	0.863	12.70	0.863	12.70
	Local representation	LBI 04	0.917	13.24	0.917	13.24
	Iconic localness	LBI 05	0.846	12.52	0.846	12.51
LOCAL BRAND ATTITUDE	Affection	LBA 03	0.889	27.59	0.890	27.59
	Loyalty	LBA 04	0.844	19.89	0.844	19.90
	Recommend to others	LBA 06	0.870	21.09	0.870	21.13
	Purchase intention	LBA 07	0.855	20.39	0.855	20.37
BRAND ALLIANCE IMAGE	Brand globalness	BAI 01	0.832	17.88	0.832	17.88
	Global accessibility	BAI 03	0.859	17.91	0.859	17.90
	Global representation	BAI 04	0.859	17.89	0.859	17.89
	Global recognition	BAI 05	0.846	17.50	0.846	17.49
BRAND ALLIANCE IMAGE	Brand localness	BAI 06	0.671	15.87	0.671	15.87
	Local authenticity	BAI 08	0.844	12.75	0.844	12.78
	Local representation	BAI 09	0.895	13.29	0.895	13.28
	Iconic localness	BAI 10	0.831	12.59	0.831	12.59
BRAND ALLIANCE ATTITUDE	Affection	BAA 03	0.840	20.90	0.840	20.90
	Loyalty	BAA 04	0.908	20.27	0.908	20.26
	Recommend to others	BAA 06	0.833	17.66	0.833	17.66
	Purchase intention	BAA 07	0.852	18.31	0.852	18.31
FIT INDICES	Chi-square χ^2		3675		3023	
	df		2105		1724	
	χ^2/df		1.746		1.753	
	CFI		0.902		0.913	
	SRMR		0.049		0.046	
	RMSEA		0.050		0.050	

Items measured on 7-point Likert scales, the higher the rating, the more favorable. n=300

6.4.4 Analysis of convergent validity and reliability

Convergent validity refers to whether or not the factor loadings estimates of the measurement model have significant factor loadings above the cut-off value of 0.5 and are statistically significant, exceeding the t-statistic threshold of 1.96 at $p < 0.05$ (Steenkamp & van Trijp, 1991). In addition, the fit indices of the model need to be acceptable. The factor loadings and t-values of both measurement models are shown in Table 6.26. In the measurement model with global and local brand knowledge constructs with 7 items, the factor loadings are above the cut-off value, 0.54 to 0.93, and are statistically significant with t-values between 8.9 to 27.6. In contrast, in the measurement model with global and local brand knowledge constructs with 4 items, the factor loadings are also above the cut-off value, 0.65 to 0.93, and are statistically significant with t-values between 11.9 to 27.6. The fit indices indicate a better fit of the re-specified measurement model to the data and present evidence of convergent validity of the items for each construct.

6.4.5 Analysis of stability of measurement model

This section presents the analysis of the cross-validation of the estimates, the within method convergent validity and reliability, and the stability of the measurement model. The data is randomly split into two datasets (Diamantopoulos, 1994), the first dataset is the calibration dataset, and the second dataset is the validation dataset (Steenkamp & van Trijp, 1991). The items deleted during the re-specification of each individual construct are excluded from the analysis. First, the analysis of stability is performed with the eight-factor measurement model of the exogenous constructs tested with the calibration and validation datasets. Second, the analysis of stability is performed with the seven-factor measurement model of the endogenous constructs tested with the calibration and validation datasets.

The analysis of the stability of the measurement model is conducted by testing for invariance of parameters including factor loadings, error variance, and factor variance using the validation and calibration datasets simultaneously, utilizing a multi-group analysis. Utilizing difference chi-squared tests, including chi-square values and degrees of freedom, each of the nested models may be compared to a base model (Byrne, 1998). Firstly, it is performed the multi-group analysis for the base model without invariance of the parameters. In order to test for invariance, in model 2, the factor loadings between the calibration and validation datasets are restricted to be equal. Then, the chi-square and degrees of freedom values are compared with the base model to identify any statistical significant difference between both models. In model 3, the factor loadings and error variance between the calibration and validation datasets are restricted to be equal. Then, the chi-square and degrees of freedom values are compared with model 2 to identify any statistical significant difference between both models. In model 4, the factor loadings and factor variance between the calibration and validation datasets are restricted to be equal. Then, the chi-square and degrees of freedom values are compared with the model 2 to identify any statistical significant difference between both models. Lastly, in model 5, the factor loadings, error variance, and factor variance between the calibration and validation datasets are restricted to be equal. Then, the chi-square and degrees of freedom values are compared with model 4 to identify any statistical significant difference between both models.

The analysis proceeded with the exogenous constructs: global and local brand dimensions. The fit indices of this eight-factor measurement model assessed with the full database are $\chi^2 (712) = 1332.281$, $\chi^2/df = 1.871$, CFI = 0.924, RMSEA = 0.054, and SRMR= 0.0498. The researcher cross-validated the estimates of this measurement model and evaluated the within method convergent validity and reliability using the calibration and validation datasets. In Table 6.27 the calibration and validation datasets show similar fit of the model to the data. The researcher confirms the within method convergent validity and reliability of the global and local brand dimensions measurement model considering the similarity in the patterns of factor loadings between both datasets. The researcher confirms the re-specified exogenous constructs are valid and reliable for both datasets. However, the fit indices slightly decrease when the measurement model is estimated with smaller datasets.

Table 6.27. Exogenous constructs measurement model cross-validation

Construct	Item	Label	Calibration = 150		Validation = 150	
			Std. estimate	t-value	Std. estimate	t-value
GLOBAL BRAND KNOWLEDGE	High quality	GBK 04	0.900	16.43	0.874	12.49
	Good value	GBK 05	0.888	16.21	0.759	10.85
	Prestigious	GBK 07	0.877	15.77	0.816	12.08
	Reliable	GBK 08	0.892	16.39	0.784	11.40
GLOBAL BRAND EXPERIENCE	Senses stimulation	GBE 01	0.890	15.71	0.802	15.73
	Feelings/sentiments	GBE 03	0.872	15.40	0.879	12.42
	Thinking stimulation	GBE 04	0.829	13.87	0.854	11.93
	Lifestyle	GBE 05	0.947	18.47	0.875	12.33
GLOBAL BRAND ORIGIN	Global headquarters	GBO 01	0.871	16.45	0.855	16.45
	Global formula design	GBO 02	0.924	15.98	0.880	13.58
	Global manufacturing	GBO 03	0.862	14.14	0.834	12.52
	Global ingredients	GBO 04	0.816	12.78	0.789	11.49
GLOBAL BRAND CONSUMER IMAGERY	Original	GBC 08	0.803	14.52	0.836	14.48
	Up to date	GBC 11	0.818	11.10	0.833	12.25
	Honest	GBC 13	0.797	10.73	0.771	10.92
	Sophisticated	GBC 14	0.761	10.10	0.741	10.32
LOCAL BRAND KNOWLEDGE	High quality	LBK 04	0.893	14.22	0.814	10.80
	Good value	LBK 05	0.817	13.01	0.823	10.92
	Prestigious	LBK 07	0.855	14.12	0.722	9.302
	Reliable	LBK 08	0.833	13.46	0.811	10.74
LOCAL BRAND EXPERIENCE	Senses stimulation	LBE 01	0.835	11.49	0.804	10.49
	Feelings/sentiments	LBE 03	0.789	10.86	0.810	10.57
	Thinking stimulation	LBE 04	0.775	10.59	0.782	10.14
	Lifestyle	LBE 05	0.750	10.14	0.804	10.47
LOCAL BRAND ORIGIN	Local headquarters	LBO 01	0.854	12.54	0.882	13.06
	Local formula design	LBO 02	0.842	12.36	0.778	11.52
	Local manufacturing	LBO 03	0.819	11.89	0.857	13.38
	Local ingredients	LBO 04	0.787	11.22	0.743	10.73
LOCAL BRAND CONSUMER IMAGERY	Emotional	LBC 07	0.767	10.37	0.712	10.75
	Original	LBC 08	0.808	10.05	0.769	8.69
	Friendly	LBC 09	0.802	9.97	0.805	9.07
	Popular	LBC 10	0.674	8.21	0.780	8.80
FIT INDICES	Honest	LBC 13	0.708	8.67	0.730	8.27
	Chi-square χ^2		767		846	
	df		499		499	
	χ^2/df		1.537		1.697	
	CFI		0.930		0.900	
	SRMR		0.057		0.060	
			0.060		0.068	

The fit indices for estimation of the base model are: $\chi^2(998) = 1637$, $\chi^2/df = 1.640$, CFI = 0.940, SRMR = 0.0473 and RMSEA = 0.053. The difference in chi-squared and degrees of freedom values between model 2 and the base model is not significant. In model 3, there is a significant difference between chi-squared and degrees of freedom values with respect model 2. In model 4, there is no significant difference between chi-squared and degrees of freedom values with respect model 2. In model 5, there is significant difference between chi-squared and degrees of freedom values with respect model 4. In general, the invariance tests have no significant differences between the base model and the restricted models excluding the differences in error variances in models 3 and 5. The factor loadings and factor variances of the global and local brand dimensions constructs are stable within the total dataset. Table 6.28 presents the results of invariance tests between the calibration and validation dataset for the exogenous constructs.

Table 6.28. Exogenous constructs measurement model invariance tests

Competing models	Chi-square χ^2	df	$\Delta \chi^2$	Δ df	χ^2 p < 0.05	Model Comparison	Significance at p < 0.05
1. Base model	1637	998					
2. Factor loadings invariant	1664	1024	27	26	38.9	1 & 2	No significant
3. Factor loadings & error variance invariant	1736	1066	72	42	58.1	2 & 3	Significant
4 Factor loadings & factor variance invariant	1684	1052	20	28	41.3	2 & 4	No significant
5. Factor loadings, error variance & factor variance invariant	1762	1094	78	42	58.1	4 & 5	Significant

The Fornell and Larcker (1981) formula is utilized to calculate the construct reliability and variance extracted for each construct. A threshold level for this measure is 0.70 (Hair et al., 2014). The results indicate a good level of internal consistency of the items within the exogenous constructs. Hair et al. (2014) propose a formula to estimate the average variance extracted. Discriminant validity is confirmed when the average variance extracted surpasses the square of the correlation of the construct. Table 6.29 shows the results of these calculations based on the eight-factor measurement model for the full dataset.

Table 6.29. Exogenous constructs measurement model discriminant validity

Construct	CR	AVE	GBK	GBE	GBO	GBC	LBK	LBE	LBO	LBC
Global Brand Knowledge GBC	0.817	0.722	0.850							
Global Brand Experience GBE	0.782	0.757	0.511	0.870						
Global Brand Origin GBO	0.767	0.729	0.276	0.239	0.854					
Global Brand Consumer GBC	0.695	0.604	0.547	0.520	0.276	0.777				
Local Brand Knowledge LBK	0.796	0.694	0.334	0.146	0.109	0.226	0.795			
Local Brand Experience LBE	0.680	0.632	0.310	0.495	0.150	0.379	0.511	0.795		
Local Brand Origin LBO	0.716	0.674	0.203	0.192	0.399	0.264	0.321	0.382	0.821	
Local Brand Consumer LBC	0.627	0.521	0.267	0.361	0.103	0.525	0.446	0.584	0.448	0.722

The diagonal shows the square root of the AVE

All exogenous construct measures present high reliability and convergent validity, with composite reliabilities (CR) and average variances extracted (AVE) above the threshold of 0.7 and 0.5 respectively for all constructs (Bagozzi & Yi, 2012). These results also confirm the discriminant validity of the measures. Confidence intervals around the correlation estimates between any two constructs are all significantly different from one (Gerbing & Anderson, 1988). Also, the average variance extracted surpasses the squared correlation between all pairs of latent constructs (Fornell & Larcker, 1981).

In summary, the analysis of reliability and validity of the exogenous constructs shows that these indices are all above accepted thresholds. The results of the eight-factors measurement model for the global and local brand dimensions shows a good fit with the data and is consistent with the theoretical requirements. The exogenous construct model shows good construct validity with unidimensional constructs, items show good construct reliability supported by the variance extracted estimates and item-to-total correlations. Also, convergent validity is confirmed with high item loadings and significant t-values. Discriminant validity is assured because variance

extracted between the constructs surpasses the squared correlations. The invariance tests show the stability of the factor loadings and factor variances within the dataset. Therefore, the global and local brand dimensions constructs may now be assessed in the overall measurement model.

Table 6.30. Endogenous constructs measurement model cross-validation

Construct	Item	Label	Calibration = 150		Validation = 150	
			Std. estimate	t-value	Std. estimate	t-value
GLOBAL BRAND IMAGE	Brand globalness	GBI 01	0.873	15.36	0.876	15.07
	Global accessibility	GBI 03	0.902	15.87	0.887	15.26
	Global representation	GBI 04	0.857	14.32	0.782	12.08
	Global recognition	GBI 05	0.940	17.29	0.934	16.84
GLOBAL BRAND ATTITUDE	Affection	GBA 03	0.888	14.10	0.855	13.52
	Loyalty	GBA 04	0.832	13.21	0.856	13.54
	Recommend to others	GBA 06	0.678	9.53	0.869	13.91
	Purchase intention	GBA 07	0.869	14.23	0.904	14.91
LOCAL BRAND IMAGE	Brand localness	LBI 01	0.579	15.69	0.697	15.45
	Local authenticity	LBI 03	0.815	7.42	0.887	10.06
	Local representation	LBI 04	0.938	7.94	0.919	10.34
	Iconic localness	LBI 05	0.864	7.67	0.838	9.56
LOCAL BRAND ATTITUDE	Affection	LBA 03	0.890	15.37	0.876	13.76
	Loyalty	LBA 04	0.879	15.18	0.819	12.86
	Recommend to others	LBA 06	0.826	13.44	0.907	15.41
	Purchase intention	LBA 07	0.887	15.45	0.841	13.48
BRAND ALLIANCE IMAGE - GLOBALNESS	Brand globalness	BAI 01	0.858	13.49	0.808	11.14
	Global accessibility	BAI 03	0.857	13.47	0.856	11.80
	Global representation	BAI 04	0.876	13.99	0.849	11.69
	Global recognition	BAI 05	0.879	14.06	0.808	10.96
BRAND ALLIANCE IMAGE - LOCALNESS	Brand localness	BAI 06	0.676	7.39	0.675	7.14
	Local authenticity	BAI 08	0.822	8.98	0.861	9.11
	Local representation	BAI 09	0.922	9.78	0.871	9.18
	Iconic localness	BAI 10	0.860	9.32	0.800	8.60
BRAND ALLIANCE ATTITUDE	Affection	BAA 03	0.787	10.90	0.881	15.51
	Loyalty	BAA 04	0.926	12.82	0.899	15.83
	Recommend to others	BAA 06	0.830	11.23	0.843	13.91
	Purchase intention	BAA 07	0.823	11.11	0.878	15.08
FIT INDICES	Chi-square χ^2		613		595	
	df		329		329	
	χ^2/df		1.862		1.809	
	CFI		0.917		0.922	
	SRMR		0.060		0.059	
	RMSEA		0.076		0.074	

Afterward, the analysis proceeded with the endogenous constructs related to consumer's image and attitude toward global brand, local brand, and brand alliance. The fit indices of this seven-factor measurement model assessed with the full database are $\chi^2(329) = 707.56$, $\chi^2/df = 2.151$, CFI = 0.943, RMSEA = 0.062, and SRMR = 0.0464. The researcher cross-validated the estimates of this measurement model and evaluated the within method convergent validity and reliability using the calibration and validation datasets. In Table 6.30 the calibration and validation datasets show a similar fit of the model to the data. The researcher confirms the within method convergent validity and reliability of the consumer's image and attitude toward global brand, local brand, and brand alliance measurement model considering the similarity in the patterns of factor loadings between both datasets. The researcher confirms the re-specified endogenous constructs are

valid and reliable for both datasets. Additionally, this analysis found that the fit indices slightly decrease when the measurement model is estimated with smaller sample sizes.

The fit indices for estimation of the base model are: $\chi^2 (329) = 761$, $\chi^2/df = 2.314$, CFI = 0.936, SRMR= 0.0487 and RMSEA = 0.066. The difference in chi-squared and degrees of freedom values between model 2 and the base model is not significant. In model 3, there is a significant difference between chi-squared and degrees of freedom values with respect model 2. In model 4, there is no significant difference between chi-squared and degrees of freedom values with respect model 2. In model 5, there is significant difference between chi-squared and degrees of freedom values with respect model 4. In general, the invariance tests have no significant differences between the base model and the restricted models excluding the differences in error variances in models 3 and 5. The factor loadings and factor variances of the consumer's image and attitude toward global brand, local brand, and brand alliance constructs are stable within the total dataset. Table 6.31 presents the results of invariance tests between the calibration and validation dataset for the endogenous constructs.

Table 6.31. Endogenous constructs measurement model invariance tests

Competing models	Chi-square χ^2	df	$\Delta \chi^2$	Δdf	χ^2 p < 0.05	Model Comparison	Significance at p < 0.05
1. Base model	1264	658					
2. Factor loadings invariant	1288	686	24	28	41.3	1 & 2	No significant
3. Factor loadings & error variance invariant	1329	714	42	28	41.3	2 & 3	Significant
4 Factor loadings & factor variance invariant	1303	707	15	21	32.7	2 & 4	No significant
5. Factor loadings, error variance & factor variance invariant	1354	735	51	28	41.3	4 & 5	Significant

Similarly to the analysis of construct reliability and discriminant validity of the exogenous constructs using the Fornell and Larcker (1981) formula, the results indicate a good level of internal consistency of the items within the endogenous constructs. In addition, Hair et al. (2014) propose a formula to estimate the average variance extracted utilized to assess discriminant validity. Table 6.32 shows the results of these calculations based on the seven-factor measurement model for the full dataset.

Table 6.32. Endogenous constructs measurement model discriminant validity

Construct	CR	AVE	GBI	GBA	LBI	LBA	BAIG	BAIL	BAA
Global Brand Image GBI	0.813	0.779	.882						
Global Brand Attitude GBA	0.690	0.715	.301	.845					
Local Brand Image LBI	0.679	0.696	.237	.092	.834				
Local Brand Attitude LBA	0.741	0.754	.177	.324	.327	.868			
Brand Alliance Image Global BAIG	0.727	0.705	.502	.314	.120	.247	.840		
Brand Alliance Image Local BAIL	0.718	0.653	.162	.331	.506	.251	.198	.808	
Brand Alliance Attitude BAA	0.758	0.752	.191	.717	.249	.434	.393	.429	.867

The diagonal shows the square root of the AVE

All endogenous construct measures present high reliability and convergent validity, with CR and AVE above the threshold of 0.7 and 0.5 respectively for all constructs (Bagozzi & Yi, 2012). These results also confirm the discriminant validity of the measures. Confidence intervals around the correlation estimates between any two constructs are all significantly different from one (Gerbing & Anderson, 1988). Also, the average variance extracted surpasses the squared correlation between all pairs of latent constructs (Fornell & Larcker, 1981).

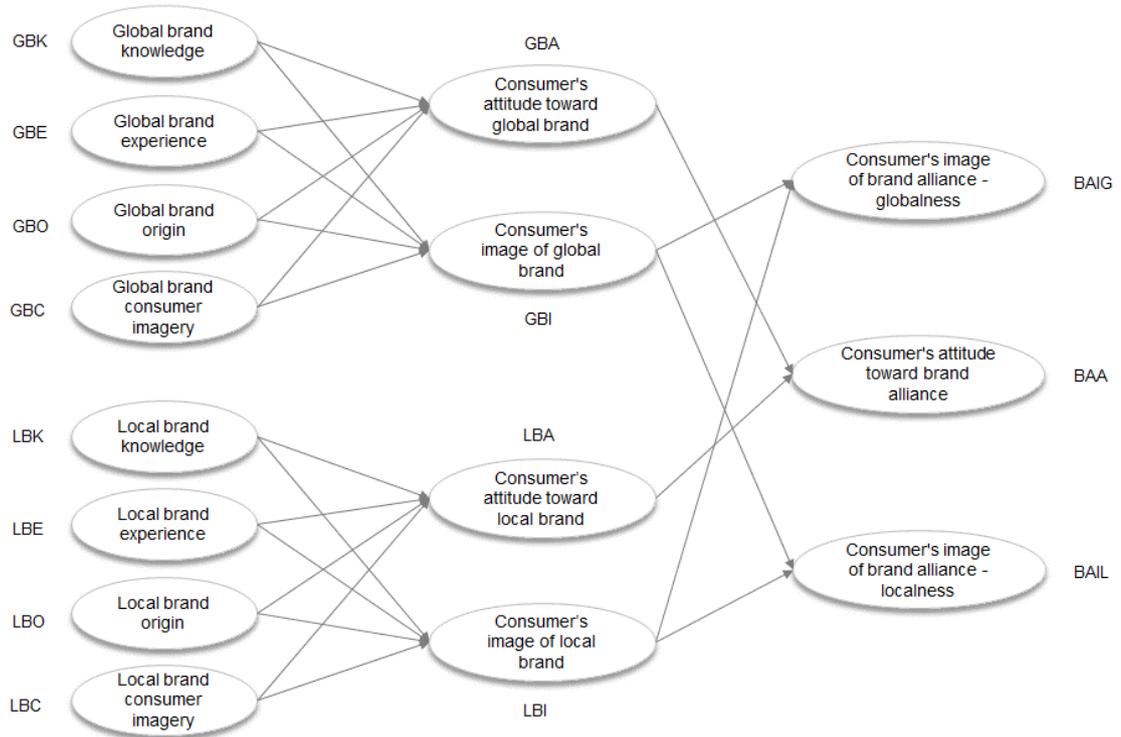
In summary, the analysis of reliability and validity of the endogenous constructs shows that these indices are all above accepted thresholds. The results of the seven-factor measurement model for the image and attitude to global brand, local brand, and brand alliance shows a good fit with the data and is consistent with the theoretical requirements. The endogenous construct model shows good construct validity with unidimensional constructs, items show good construct reliability supported by the variance extracted estimates and item-to-total correlations. Also, convergent validity is confirmed with high item loadings and significant t-values. Discriminant validity is assured because variance extracted between the constructs surpasses the squared correlations. The invariance tests show the stability of the factor loadings and factor variances within the dataset. Therefore, consumers' image and attitude toward global brand, local brand, and brand alliance constructs may now be assessed in the overall measurement model.

The final step is to assess the stability of the overall measurement model including both exogenous and endogenous constructs. The analysis proceeded with all the re-specified constructs of the global and local brand dimensions, as well as image and attitude to global brand, local brand, and brand alliance. The fit indices of this fifteen-factor measurement model assessed with the full database are $\chi^2 (1724) = 3023$, $\chi^2/df = 1.753$, CFI = 0.913, RMSEA = 0.050, and SRMR = 0.046. The fit indices of the measurement model assessed with the calibration dataset are $\chi^2 (1724) = 3018$, $\chi^2/df = 1.750$, CFI = 0.901, RMSEA = 0.071, and SRMR = 0.061. The fit indices of the measurement model assessed with the validation dataset are $\chi^2 (1724) = 3007$, $\chi^2/df = 1.743$, CFI = 0.905, RMSEA = 0.066, and SRMR = 0.063. The measurement model presents a similar fit to the data with the calibration and validation datasets. Therefore, the constructs of the global and local brands dimensions, and consumer's image and attitude toward global brand, local brand, and brand alliance now may be assessed in the structural model.

6.5 Structural model

This section presents the assessment of the structural model. The structural model has fifteen constructs: eight exogenous and seven endogenous constructs, see Figure 6.1. There are four mediating constructs. The global brand dimensions, comprised of global brand knowledge (GBK), global brand experience (GBE), global brand origin (GBO), and global brand consumer imagery (GBC), have pathways to the global brand image (GBI) and global brand attitude (GBA) constructs. Similarly, the local brand dimensions, comprised of local brand knowledge (LBK), local brand experience (LBE), local brand origin (LBO), and local brand consumer imagery (LBC), have pathways to the local brand image (LBI) and local brand attitude (LBA) constructs.

Figure 6.1. Structural model with constructs labels



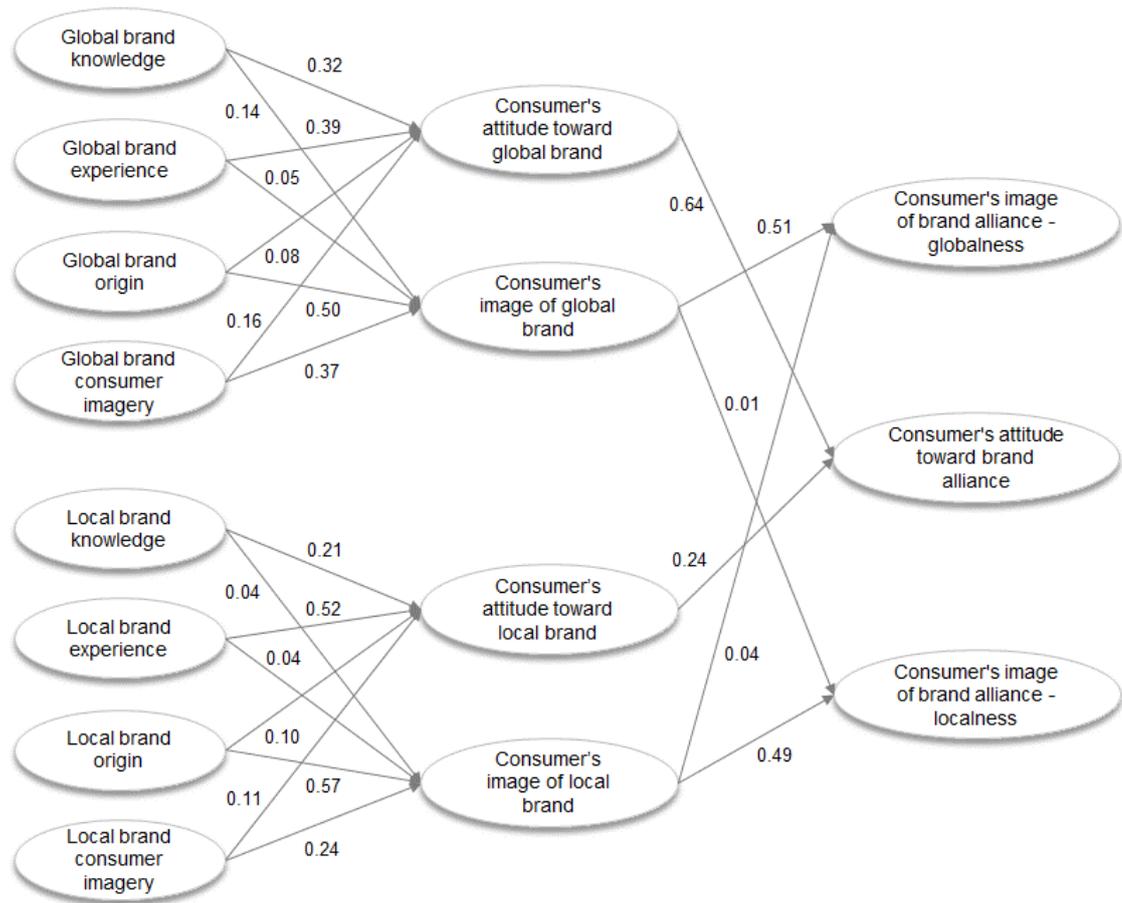
The four mediation constructs are global brand image (GBI), global brand attitude (GBA), local brand image (LBI), and local brand attitude (LBA). The global brand image (GBI) and local brand image (LBI) have pathways to the brand alliance image (BAI) comprised by brand alliance image – globalness (BAIG) and brand alliance image – localness (BAIL). In the same way, global brand attitude (GBA) and local brand attitude (LBA) have pathways to the brand alliance attitude (BAA).

6.5.1 Structural model estimation

The structural model estimation is presented in Figure 6.2. The global brand dimensions show statistically significant pathways to the global brand image (GBI) and global brand attitude (GBA) constructs. However, global brand knowledge (GBK) and global brand experience (GBE) have their strongest pathways linked to global brand attitude (GBA), whereas global brand origin (GBO) and global brand consumer imagery (GBC) have their strongest pathways connected to global brand image (GBI). Similarly, the local brand dimensions show statistically significant pathways to the local brand image (LBI) and local brand attitude (LBA) constructs. However, local brand knowledge (LBK) and local brand experience (LBE) have their strongest pathways linked to global brand attitude (LBA), whereas local brand origin (LBO) and local brand consumer imagery (LBC) have their strongest pathways connected to local brand image (LBI).

In relation to the mediation constructs, consumer's image of global brand (GBI) and consumer's image of local brand image (LBI) showed statistically significant pathways to the consumer's image of globalness of brand alliance (BAIG) and consumer's image of localness of brand alliance (BAIL) constructs respectively. Similarly, consumer's attitude toward global brand (GBA) and consumer's attitude toward local brand (LBA) showed statistically significant pathways to the consumer's attitude toward brand alliance (BAA) construct.

Figure 6.2. Standardized path estimates for the structural model



In contrast, the pathways between the mediation constructs, consumer's image of global brand (GBI) and consumer's image of local brand image (LBI), and the consumer's image of globalness of brand alliance (BAIG) and consumer's image of localness of brand alliance (BAIL) constructs were not statistically significant. There are eight exogenous constructs involving the global brand dimensions and local brand dimensions, and seven endogenous constructs considering the global and local brand image and attitude constructs, as well as the brand alliance image and attitude constructs. The structural model consists of sixty-two items in total and the list of labels of the constructs is presented in Appendix 3.1.

The researcher proceeds to assess the structural model, fitting the model to the data. The structural model is estimated utilizing the full dataset. Then, the stability of the model is evaluated utilizing the calibration and validation datasets. The structural models are estimated separately and then both datasets are compared simultaneously with multi-group analysis. Table 6.33 presents the structural model estimation results.

An analysis of the pathways within the structural model shows that consumer's image of global brand (GBI) and consumer's image of local brand image (LBI) constructs have significant pathways to the consumer's image of globalness of brand alliance (BAIG) and consumer's image of localness of brand alliance (BAIL) constructs respectively. Similarly, consumer's attitude toward global brand (GBA) and consumer's attitude toward local brand (LBA) constructs have significant pathways to the consumer's attitude toward brand alliance (BAA) construct.

Table 6.33. Structural model estimation

Parameter	Std. estimate	t-value
GBK → GBI	0.140	1.485
GBE → GBI	0.045	0.813
GBO → GBI	0.504*	9.789
GBC → GBI	0.368*	5.819
GBK → GBA	0.321*	5.035
GBE → GBA	0.384*	6.079
GBO → GBA	0.079	0.851
GBC → GBA	0.160	1.724
LBK → LBI	0.041	0.654
LBE → LBI	0.040	0.600
LBO → LBI	0.565*	8.051
LBC → LBI	0.241*	3.368
LBK → LBA	0.212*	3.684
LBE → LBA	0.515*	7.765
LBO → LBA	0.096	1.204
LBC → LBA	0.109	1.335
GBI → BAIL	0.012	0.214
GBI → BAIG	0.511*	8.268
LBI → BAIL	0.486*	6.547
LBI → BAIG	0.042	0.735
GBA → BAA	0.641*	11.436
LBA → BAA	0.237*	4.883
Chi-square χ^2	3197	
df	1779	
χ^2/df	1.797	
CFI	0.905	
SRMR	0.070	
RMSEA	0.052	

* Significant at the 0.01 level, n=300

In contrast, the pathways between consumer's image of global brand (GBI) and consumer's image of local brand image (LBI), and the consumer's image of globalness of brand alliance (BAIG) and consumer's image of localness of brand alliance (BAIL) constructs are no statistically significant. An examination of the fit indices confirms a satisfactory model fit: CFI is above 0.9, SRMR is below 0.08, and RMSEA is below 0.08. In addition, the normed chi-squared statistic χ^2/df is below the 3.00 threshold.

6.5.2 Structural model cross-validation

The stability of the structural model is validated using a calibration and validation datasets. The dataset is split randomly in two datasets, the calibration dataset n = 150, and the remaining cases are part of the validation dataset n = 150. The results of the cross-validation analysis are presented in Table 6.34. The results are similar to the full dataset estimates and t-values. However, the fit indices decrease when the structural model is estimated with smaller datasets.

Table 6.34. Structural model cross-validation

Parameter	Calibration n=150		Validation n=150	
	Std. estimate	t-value	Std. estimate	t-value
GBK → GBI	0.102	1.590	0.155	1.670
GBE → GBI	0.070	1.297	0.103	1.123
GBO → GBI	0.465*	6.901	0.526*	6.761
GBC → GBI	0.440*	5.029	0.307*	2.939
GBK → GBA	0.287*	3.207	0.384*	3.869
GBE → GBA	0.452*	5.126	0.449*	4.481
GBO → GBA	0.074	1.040	0.165	1.775
GBC → GBA	0.118	1.283	0.121	1.303
LBK → LBI	0.112	1.343	0.007	0.081
LBE → LBI	0.040	0.472	0.030	0.345
LBO → LBI	0.583*	5.775	0.531*	5.654
LBC → LBI	0.204*	2.127	0.326*	3.368
LBK → LBA	0.177*	2.126	0.209*	2.450
LBE → LBA	0.565*	5.895	0.438*	5.051
LBO → LBA	0.097	1.206	0.133	1.788
LBC → LBA	0.073	0.790	0.110	1.185
GBI → BAIL	0.091	1.095	0.058	0.687
GBI → BAIG	0.569*	6.760	0.564*	6.236
LBI → BAIL	0.444*	4.257	0.467*	4.548
LBI → BAIG	0.036	0.455	0.108	1.164
GBA → BAA	0.725*	9.151	0.706*	9.352
LBA → BAA	0.171*	2.724	0.213*	3.369
Chi-square χ^2	2979		2911	
df	1779		1779	
χ^2/df	1.675		1.636	
CFI	0.904		0.903	
SRMR	0.080		0.080	
RMSEA	0.067		0.065	

* Significant at the 0.01 level, n=300

The results of the multi-group analysis between the calibration and validation datasets are presented in Table 6.35. The multi-group analysis presents the results of the structural parameters both freely estimated in model 1 and then with the parameters invariant in the restricted models. The results show no statistical differences between the two datasets as the change in chi-square statistic between the models is below the threshold. The parameter estimates in the structural model are stable between the calibration and validation datasets.

In summary, the fit indices for the structural model show a satisfactory fit. The parameters are significant for most of the pathways. The statistically significant pathways are the same for the calibration and validation datasets. In the next section, the mediation effects of the consumer's image of and attitude toward global and local brands constructs is examined.

Table 6.35. Multi-group analysis structural model calibration/validation datasets

Competing models	Chi-square χ^2	df	$\Delta \chi^2$	Δ df	Model Comparison	CFI	SRMR	RMSEA	Significance at $p < 0.05$
1. All pathways estimated	6026	3558				0.846	0.0846	0.048	
2. GBK, GBE, GBO, GBC, LBK, LBE, LBO, LBC → GBI, GBA, LBI, LBA invariant	6045	3574	19	16	1 & 2	0.846	0.0869	0.048	No significant
3. GBI, GBA, LBI, LBA → BAIL, BAIG, BAA invariant	6036	3564	10	6	1 & 3	0.846	0.0865	0.048	No significant
4. All pathways invariant	6055	3580	29	22	1 & 4	0.846	0.0891	0.048	No significant

6.6 Analysis of mediation effects

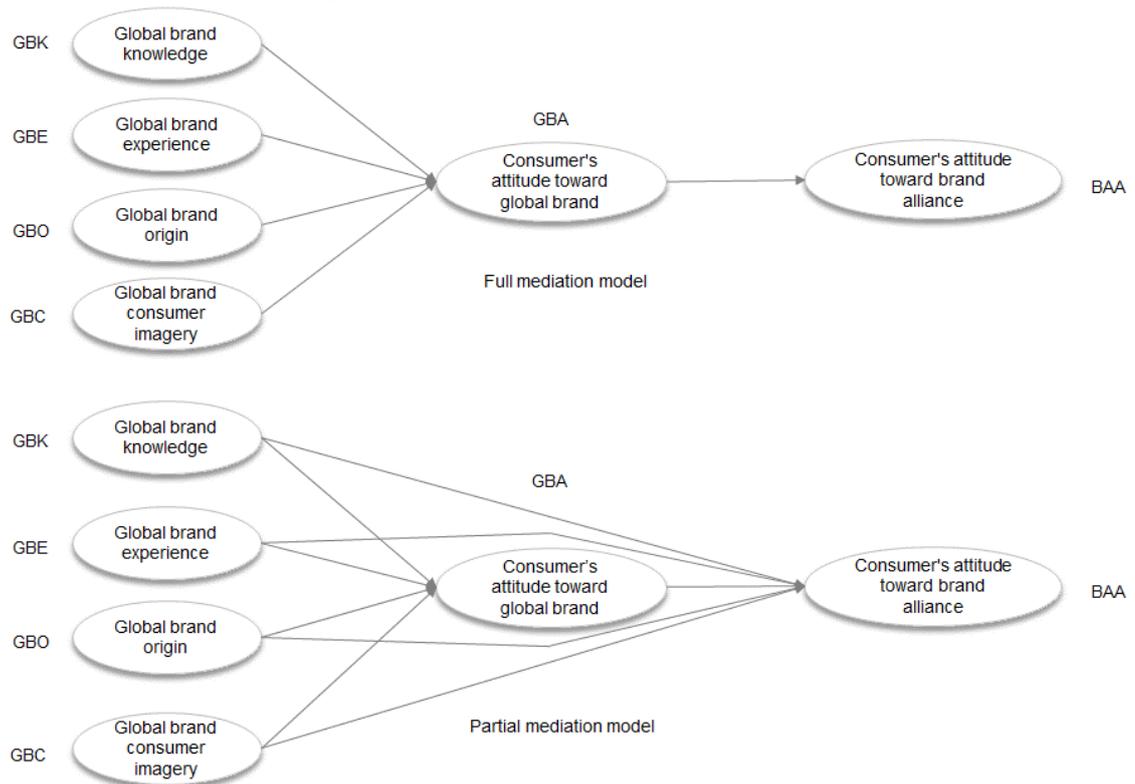
In this section, consumer's image of and attitude toward a global brand and a local brand are assessed as mediating constructs within the structural model. In relation to the global brand, the consumer's image of a global brand (GBI) mediates the relationship between the global brand dimensions (GBK, GBE, GBO, GBC) and the consumer's image of a brand alliance (BAI). Besides, the consumer's attitude toward a global brand (GBA) mediates the relationship between the global brand dimensions (GBK, GBE, GBO, GBC) and the consumer's attitude toward a brand alliance (BAA). In relation to the local brand, the consumer's image of a local brand (LBI) mediates the relationship between the local brand dimensions (LBK, LBE, LBO, LBC) and the consumer's image of a brand alliance (BAI). In addition, the consumer's attitude toward a local brand (LBA) mediates the relationship between the local brand dimensions (LBK, LBE, LBO, LBC) and the consumer's attitude toward a brand alliance (BAA).

In the mediation analysis, four conditions must be satisfied to establish whether or not a construct mediates within the model (Baron & Kenny, 1986). For both individual brands, first the independent constructs, brand knowledge, brand experience, brand origin, and brand consumer imagery should affect the mediating construct, consumer's image of the brand or consumer's attitude toward the brand. Second, the independent constructs must influence the dependent constructs. Third, the mediating constructs must affect the dependent constructs. Fourth, the independent constructs should not influence the dependent constructs when the model is controlled for the mediating construct.

First, the structural model estimates are utilized to test for mediation. Second, separate structural models are estimated. Then, these results are compared to the parameters of a saturated model with all paths estimated. Chi-squared difference tests are conducted to evaluate significance. Two mediated and saturated models are examined to estimate the global brand dimensions and consumer's image of and attitude toward a global brand effect on consumer's image of and attitude toward a brand alliance. Similarly, two mediated and saturated models will be examined

to estimate the local brand dimensions, and consumer's image of and attitude toward a local brand effect on consumer's image of and attitude toward a brand alliance. Conditions one and three have been achieved with the assessment of the structural model. This shows that global and local brand dimensions influence consumer's image of and attitude toward a global and a local brand respectively, and how these constructs, in turn, influence the consumer's image of and attitude toward a brand alliance. Most of the pathways are significant. An example of the models involved in this analysis is presented in Figure 6.3.

Figure 6.3. Example of mediation test models



The first model assessed is the effect of global brand dimensions on consumer's image of brand alliance - globalness to assess condition two, the independent constructs must influence the dependent constructs. These results show a significant relationship for two out of the four constructs. Next the mediated model consisting of the global brand dimensions, consumer's image of global brand, and consumer's image of brand alliance - globalness is estimated. The pathways are estimated from the global brand dimensions to consumer's image of global brand, and from this construct to consumer's image of brand alliance - globalness.

The fully estimated model includes the mediated model and additional pathways from the global brand dimensions to consumer's image of brand alliance– globalness. The mediation analysis for consumer's image of global brand is shown in Table 6.36. The analysis shows there are few differences between the models. However, the chi-squared difference is 20 compared to the threshold level $\chi^2(4) = 9.48, p < 0.05$. In addition, only one parameter is significant in the expected direction. These findings support a partial mediation of the consumer's image of global brand.

Table 6.36. Mediation analysis for consumer's image of global brand

Parameter	Indep - dep constructs		Full mediation		Partial mediation	
	Std. estimate	t-value	Std. estimate	t-value	Std. estimate	t-value
GBK → GBI			0.155*	2.385	0.154*	2.355
GBE → GBI			0.027	0.525	0.031	0.600
GBO → GBI			0.466*	9.777	0.469*	9.758
GBC → GBI			0.452*	5.569	0.445*	5.480
GBK → BAIG	0.114	1.278			0.062	0.703
GBE → BAIG	0.095	1.358			0.105	1.538
GBO → BAIG	0.196*	3.237			0.036	0.485
GBC → BAIG	0.421*	3.939			0.272*	2.440
GBI → BAIG			0.559*	8.481	0.336*	3.471
Chi-square χ^2	360.387		573.98		553.605	
df	179		264		260	
χ^2/df	2.013		2.174		2.129	
CFI	0.960		0.947		0.950	
SRMR	0.049		0.067		0.049	
RMSEA	0.058		0.063		0.061	

* Significant at the 0.01 level, n=300

The process of mediation analysis performed for consumer's image of global brand is replicated for the other three constructs: consumer's attitude toward global brand, consumer's image of local brand, and consumer's attitude toward local brand. The mediation analysis for consumer's attitude toward global brand is presented in Table 6.37. The analysis shows there are not differences between the models. In addition, the chi-squared difference is 3.7 compared to the threshold level $\chi^2(4) = 9.48$, $p < 0.05$. This finding supports a mediation role for this construct. All conditions for the mediation analysis of consumer's attitude toward global brand are satisfied, as the coefficients are significant in condition 2 and are not significant in the fully estimated model.

The mediation analysis for consumer's image of local brand is presented in Table 6.38. The analysis shows there are few differences between the models. However, the chi-squared difference is 16 compared to the threshold level $\chi^2(4) = 9.48$, $p < 0.05$. In addition, only one parameter is significant in the expected direction. These findings support a partial mediation of the consumer's image of local brand. The mediation analysis for consumer's attitude toward local brand is presented in Table 6.39. The analysis shows there are not differences between the models. In addition, the chi-squared difference is 4.1 compared to the threshold level $\chi^2(4) = 9.48$, $p < 0.05$. This finding supports a mediation role for this construct. All conditions for the mediation analysis of consumer's attitude toward local brand are satisfied, as the coefficients are significant in condition 2 and are not significant in the fully estimated model.

Table 6.37. Mediation analysis for consumer's attitude toward global brand

Parameter	Indep - dep constructs		Full mediation		Partial mediation	
	Std. estimate	t-value	Std. estimate	t-value	Std. estimate	t-value
GBK → GBA			0.444*	5.068	0.447*	5.056
GBE → GBA			0.448*	6.402	0.435*	6.188
GBO → GBA			0.080	1.390	0.086	1.474
GBC → GBA			0.215*	2.168	0.226*	2.255
GBK → BAA	0.273*	2.926			0.010	0.115
GBE → BAA	0.391*	5.214			0.112	1.611
GBO → BAA	0.011	0.173			0.045	0.828
GBC → BAA	0.063	0.596			0.083	0.898
GBA → BAA			0.681*	12.604	0.642*	8.875
Chi-square χ^2	377.149		603.789		600.066	
df	179		264		260	
χ^2/df	2.107		2.287		2.308	
CFI	0.958		0.943		0.943	
SRMR	0.047		0.049		0.047	
RMSEA	0.061		0.066		0.066	

* Significant at the 0.01 level, n=300

Table 6.38. Mediation analysis for consumer's image of local brand

Parameter	Indep - dep constructs		Full mediation		Partial mediation	
	Std. estimate	t-value	Std. estimate	t-value	Std. estimate	t-value
LBK → LBI			0.024	0.389	0.028	0.464
LBE → LBI			0.093	1.366	0.089	1.310
LBO → LBI			0.549*	8.694	0.558*	8.769
LBC → LBI			0.066	0.776	0.052	0.613
LBK → BAIL	0.084	1.150			0.100	1.451
LBE → BAIL	0.118	1.457			0.072	0.945
LBO → BAIL	0.138*	2.321			0.150	1.981
LBC → BAIL	0.302*	2.861			0.275*	2.786
LBI → BAIL			0.490*	6.914	0.522*	5.484
Chi-square χ^2	293.467		482.613		466.734	
df	179		264		260	
χ^2/df	1.639		1.828		1.795	
CFI	0.968		0.953		0.955	
SRMR	0.044		0.057		0.049	
RMSEA	0.046		0.053		0.052	

* Significant at the 0.01 level, n=300

Table 6.39. Mediation analysis for consumer's attitude toward local brand

Parameter	Indep - dep constructs		Full mediation		Partial mediation	
	Std. estimate	t-value	Std. estimate	t-value	Std. estimate	t-value
LBK → LBA			0.276*	4.009	0.277*	4.007
LBE → LBA			0.571*	7.301	0.567*	7.233
LBO → LBA			0.020	0.374	0.020	0.374
LBC → LBA			0.423*	4.274	0.420*	4.228
LBK → BAA	0.080	0.870			0.005	0.048
LBE → BAA	0.328*	3.228			0.181	1.541
LBO → BAA	0.009	0.121			0.004	0.055
LBC → BAA	0.229*	1.807			0.118	0.891
LBA → BAA			0.430*	7.388	0.258*	2.445
Chi-square χ^2	303.579		481.171		477.066	
df	179		264		260	
χ^2/df	1.696		1.823		1.835	
CFI	0.968		0.957		0.957	
SRMR	0.044		0.046		0.043	
RMSEA	0.048		0.052		0.053	

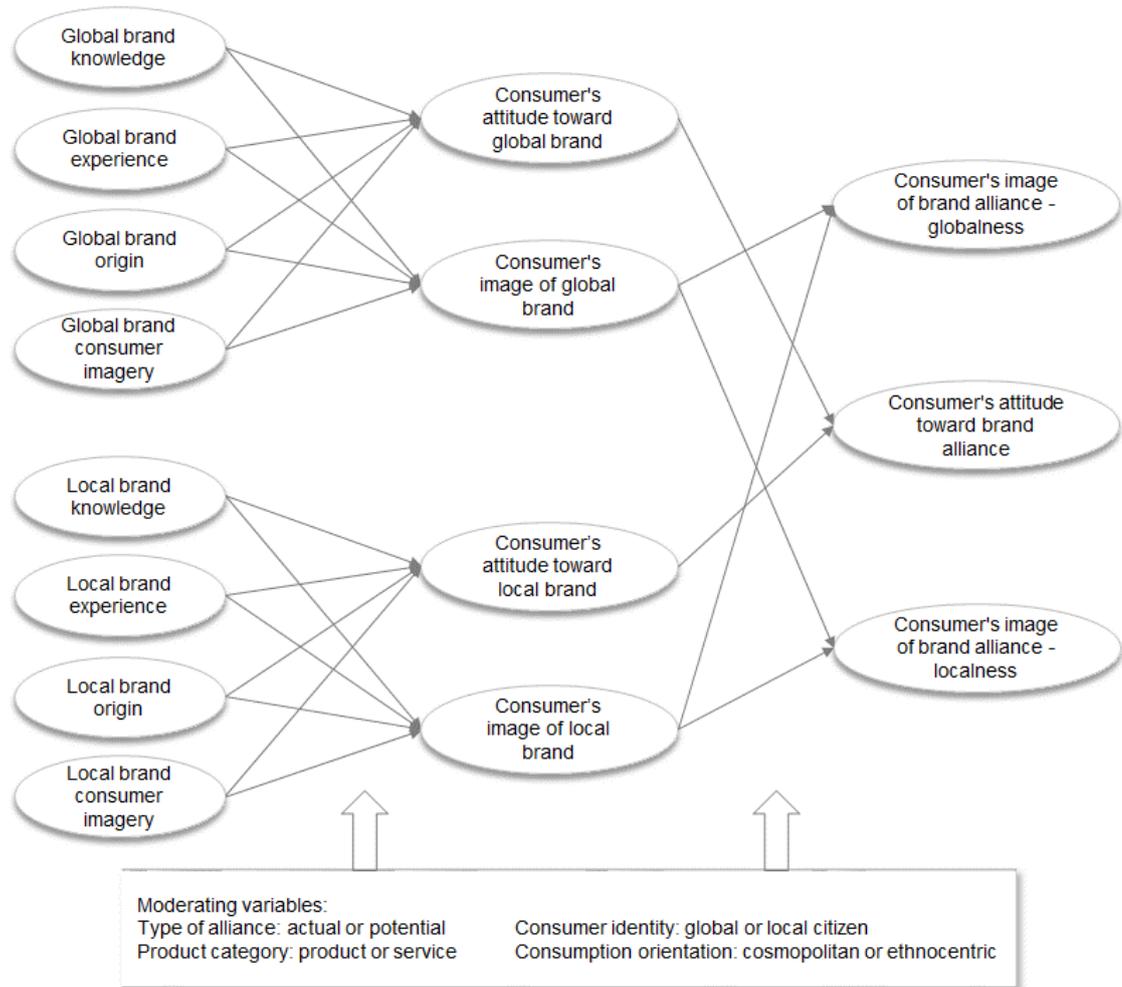
* Significant at the 0.01 level, n=300

Overall, these results indicate that consumer's image of global brand partially mediates global brand dimensions and consumer's image of brand alliance, whereas consumer's attitude toward global brand completely mediates global brand dimensions and consumer's attitude toward brand alliance. Similarly, consumer's image of local brand partially mediates local brand dimensions and consumer's image of brand alliance, whereas consumer's attitude toward local brand completely mediates local brand dimensions and consumer's attitude toward brand alliance. Therefore, this analysis provides evidence of mediation effects when these constructs are included in the model. In the next section, the effect of the moderating variables is examined.

6.7 Moderating variables

This section presents the potential effects of five moderating variables with the structural model. The moderating variables are type of brand alliance, product category, consumer identity, and consumption orientation. The first three variables are dichotomous: actual or potential brand alliances, product or service categories, and female or male consumers. The last two variables, consumer identity and consumption orientation, have scales with eight-items and ten-items respectively. The moderating variables model is shown in Figure 6.4. First: the dataset is split into the groups of analysis, for example, actual alliances and potential alliances datasets. Then, structural models are estimated for each dataset. Lastly, multi-group analyses are conducted to test statistically significant differences between the datasets.

Figure 6.4. Moderating variables model



To assess the statistical significance of these effects, a base model is compared to a model pathways invariant. This analysis provides the equivalent statistical test to ANOVA, but also allows the researcher to control for measurement error (Bagozzi & Yi, 2012). Model 1 has all pathways estimated like the original structural model. Model 2 estimates the model with the pathways between the global and local brand dimensions and the consumer's image and attitudes toward global and local brands invariant. The Model 3 estimates the model with the pathways between the consumer's image and attitudes toward and the consumer's image and attitudes toward brand alliance invariant. The Model 4 estimates the model with all the pathways invariant.

6.7.1 Effect of type of alliance

The dataset is split into two groups, one dataset involving actual brand alliances $n = 150$ and another involving potential brand alliances $n = 150$. First, the structural model is estimated utilizing the two datasets separately, see Table 6.40. In this table, most of the parameter estimates are equivalent between actual alliances and potential alliances. In addition, the fit indices are very similar between both types of alliances. Table 6.41 shows that there is not a statistically significant difference between the actual and potential brand alliances. This finding confirms the significance of the similarities between the parameter estimates shown in Table 6.40.

Table 6.40. Structural model estimation, actual and potential brand alliances

Parameter	Actual alliances n=150		Potential alliances n=150	
	Std. estimate	t-value	Std. estimate	t-value
GBK → GBI	0.124	1.430	0.090	1.106
GBE → GBI	0.092	1.078	0.034	0.367
GBO → GBI	0.391*	5.274	0.571*	8.111
GBC → GBI	0.467*	4.854	0.399*	4.279
GBK → GBA	0.272*	2.772	0.313*	3.979
GBE → GBA	0.447*	4.469	0.453*	4.889
GBO → GBA	0.110	1.421	0.036	0.611
GBC → GBA	0.056	0.553	0.108	1.164
LBK → LBI	0.063	0.836	0.159	1.714
LBE → LBI	0.126	1.387	0.070	0.705
LBO → LBI	0.549*	5.886	0.615*	5.401
LBC → LBI	0.198*	2.646	0.258*	2.536
LBK → LBA	0.190*	2.827	0.214*	3.171
LBE → LBA	0.437*	4.670	0.627*	6.505
LBO → LBA	0.059	0.801	0.039	0.540
LBC → LBA	0.118	1.371	0.109	1.274
GBI → BAIL	0.127	1.587	0.133	1.482
GBI → BAIG	0.414*	4.655	0.459*	5.048
LBI → BAIL	0.489*	4.843	0.353*	3.348
LBI → BAIG	0.070	0.830	0.075	0.873
GBA → BAA	0.547*	7.026	0.727*	10.021
LBA → BAA	0.369*	5.131	0.195*	3.205
Chi-square χ^2	3090		2960	
df	1779		1779	
χ^2/df	1.737		1.664	
CFI	0.907		0.907	
SRMR	0.080		0.080	
RMSEA	0.070		0.067	

* Significant at the 0.01 level, n=300

Table 6.41. Multi-group analysis actual versus potential alliances

Competing models	Chi-square χ^2	df	$\Delta \chi^2$	Δdf	Model Comparison	CFI	SRMR	RMSEA	Significance at $p < 0.05$
1. All pathways estimated	6052	3558				0.843	0.0886	0.048	
2. GBK, GBE, GBO, GBC, LBK, LBE, LBO, LBC → GBI, GBA, LBI, LBA invariant	6073	3574	21	16	1 & 2	0.843	0.0913	0.048	No significant
3. GBI, GBA, LBI, LBA → BAIL, BAIG, BAA invariant	6057	3564	5	6	1 & 3	0.843	0.0891	0.048	No significant
4. All pathways invariant	6080	3580	28	22	1 & 4	0.843	0.0920	0.048	No significant

6.7.2 Effect of product category

The dataset is split into two groups, one dataset involving product brand alliances $n = 150$ and another involving service brand alliances $n = 150$. First, the structural model is estimated utilizing the two datasets separately, with the results shown in Table 6.42. In this table, most of the parameter estimates are equivalent between product and service alliances. Besides, the fit indices are very similar between both categories. Table 6.43 shows that there is not a statistically significant difference between the product and service brand alliances. This finding confirms the significance of the similarities between the parameter estimates shown in Table 6.42.

6.7.3 Effect of consumer identity

The dataset is split into two groups, one dataset involving self-identified global citizens, $n = 164$, and another involving self-identified local citizens, $n = 136$. First, the structural model is estimated utilizing the two datasets separately, see Table 6.44. In this table, parameter estimates have differences between global and local citizens. The parameters related to the global brand are stronger in the global citizen model, whereas the parameters associated to the local brand are stronger in the local citizen model. In addition, the fit indices show the local citizen model fits the data better than the global citizen model. Table 6.45 shows that there is a statistical significant difference between the global and local citizens for the pathways between the global and local brand dimensions and the consumer's images and attitudes toward global and local brand images and attitudes. The change in chi-square statistic between the models is above the threshold. This finding confirms the significance of the difference between the parameter estimates shown in Table 6.44.

6.7.4 Effect of consumption orientation

The dataset is split into two groups, one dataset involving cosmopolitan consumers, $n = 145$ and another involving ethnocentric consumers, $n = 155$. First, the structural model is estimated utilizing the two datasets separately, see Table 6.46. In this table, most of the parameter estimates are equivalent between cosmopolitan and ethnocentric consumers. Besides, the fit indices show the ethnocentric consumers model fits the data better than the cosmopolitan consumers model. Table 6.47 shows that there is not a statistically significant difference between the cosmopolitan and ethnocentric consumers. This finding confirms the significance of the similarities between the parameter estimates shown in Table 6.46.

In summary, there is not a moderating effect of type of alliance, product category, and consumption orientation variables. In contrast, there is a moderating effect of consumer identity in the pathways from the global and local brand dimensions to the consumer's image and attitudes toward global and local brands. Similarly, there is a moderating effect of gender in the pathways from the consumer's image and attitudes toward global and local brand to the consumer's image and attitudes toward brand alliance.

Table 6.42. Structural model estimation, product and service brand alliances

Parameter	Product alliances n=150		Service alliances n=150	
	Std. estimate	t-value	Std. estimate	t-value
GBK → GBI	0.116	1.342	0.073	0.924
GBE → GBI	0.057	0.719	0.012	0.149
GBO → GBI	0.387*	5.240	0.567*	8.080
GBC → GBI	0.451*	4.795	0.380*	4.320
GBK → GBA	0.294*	2.944	0.364*	4.639
GBE → GBA	0.353*	3.776	0.344*	4.249
GBO → GBA	0.094	1.187	0.030	0.499
GBC → GBA	0.107	1.054	0.143	1.543
LBK → LBI	0.063	0.830	0.157	1.693
LBE → LBI	0.128	1.408	0.072	0.729
LBO → LBI	0.548*	5.881	0.614*	5.395
LBC → LBI	0.247*	2.634	0.259*	2.542
LBK → LBA	0.290*	3.829	0.218*	2.227
LBE → LBA	0.436*	4.654	0.619*	6.428
LBO → LBA	0.060	0.804	0.039	0.535
LBC → LBA	0.081	1.054	0.163	1.694
GBI → BAIL	0.128	1.593	0.134	1.496
GBI → BAIG	0.414*	4.653	0.459*	5.056
LBI → BAIL	0.489*	4.842	0.352*	3.345
LBI → BAIG	0.070	0.830	0.075	0.871
GBA → BAA	0.546*	7.013	0.728*	10.058
LBA → BAA	0.371*	5.151	0.198*	3.267
Chi-square χ^2	3073		2933	
df	1779		1779	
χ^2/df	1.728		1.649	
CFI	0.901		0.901	
SRMR	0.088		0.083	
RMSEA	0.070		0.066	

* Significant at the 0.01 level, n=300

Table 6.43. Multi-group analysis product versus service alliances

Competing models	Chi-square χ^2	df	$\Delta \chi^2$	Δdf	Model Comparison	CFI	SRMR	RMSEA	Significance at $p < 0.05$
1. All pathways estimated	6006	3558				0.847	0.0880	0.048	
2. GBK, GBE, GBO, GBC, LBK, LBE, LBO, LBC → GBI, GBA, LBI, LBA invariant	6028	3574	22	16	1 & 2	0.847	0.0909	0.048	No significant
3. GBI, GBA, LBI, LBA → BAIL, BAIG, BAA invariant	6012	3564	6	6	1 & 3	0.847	0.0885	0.048	No significant
4. All pathways invariant	6034	3580	28	22	1 & 4	0.847	0.0916	0.048	No significant

Table 6.44. Structural model estimation, global and local citizen

Parameter	Global citizen n=135		Local citizen n=165	
	Std. estimate	t-value	Std. estimate	t-value
GBK → GBI	0.124	1.411*	0.108	1.183*
GBE → GBI	-0.154	-1.800*	-0.050	-0.681*
GBO → GBI	0.503	6.495	0.485	6.981
GBC → GBI	0.417	4.352	0.311	3.845
GBK → GBA	0.293	3.489	0.267	2.888
GBE → GBA	0.259	3.014	0.487	5.370
GBO → GBA	-0.018	-0.260*	-0.130	-1.801*
GBC → GBA	0.095	1.039*	0.101	1.120*
LBK → LBI	0.021	0.221*	-0.009	-0.126*
LBE → LBI	0.075	0.652*	0.072	0.862*
LBO → LBI	0.423	4.124	0.764	6.808
LBC → LBI	0.235	2.150	0.036	0.384*
LBK → LBA	0.273	3.151	0.212	3.117
LBE → LBA	0.214	2.095	0.718	7.936
LBO → LBA	0.097	1.139*	0.012	0.209*
LBC → LBA	0.356	3.562	0.035	0.411*
GBI → BAIL	0.046	0.581*	0.025	-0.540*
GBI → BAIG	0.539	5.841	0.461	5.443
LBI → BAIL	0.604	5.498	0.395	3.909
LBI → BAIG	-0.006	-0.069*	0.033	0.412*
GBA → BAA	0.655	8.586	0.639	7.953
LBA → BAA	0.268	3.893	0.218	3.276
Chi-square χ^2	3016		3245	
df	1779		1779	
χ^2/df	1.695		1.824	
CFI	0.903		0.901	
SRMR	0.081		0.088	
RMSEA	0.072		0.071	

* Significant at the 0.01 level, n=300

Table 6.45. Multi-group analysis global versus local citizens

Competing models	Chi-square χ^2	df	$\Delta \chi^2$	Δdf	Model Comparison	CFI	SRMR	RMSEA	Significance at $p < 0.05$
1. All pathways estimated	6262	3558				0.834	0.0885	0.050	
2. GBK, GBE, GBO, GBC, LBK, LBE, LBO, LBC → GBI, GBA, LBI, LBA invariant	6297	3574	35	16	1 & 2	0.833	0.0889	0.050	Significant
3. GBI, GBA, LBI, LBA → BAIL, BAIG, BAA invariant	6263	3564	1	6	1 & 3	0.835	0.0886	0.050	No significant
4. All pathways invariant	6298	3580	36	22	1 & 4	0.833	0.0891	0.050	Significant

Table 6.46. Structural model estimation, cosmopolitan and ethnocentric consumers

Parameter	Cosmopolitan n=145		Ethnocentric n=155	
	Std. estimate	t-value	Std. estimate	t-value
GBK → GBI	0.126	1.567*	0.132	1.465*
GBE → GBI	-0.054	0.745*	-0.039	-0.434*
GBO → GBI	0.546	7.280	0.485	6.406
GBC → GBI	0.356	4.215	0.352	3.811
GBK → GBA	0.320	3.156	0.302	3.473
GBE → GBA	0.359	3.861	0.444	4.980
GBO → GBA	-0.163	-1.897*	0.009	0.136*
GBC → GBA	0.136	1.654*	0.106	1.237*
LBK → LBI	0.006	0.074*	0.000	0.004*
LBE → LBI	-0.007	-0.077*	0.139	1.279*
LBO → LBI	0.664	5.242	0.583	6.025
LBC → LBI	0.206	2.090	0.111	1.013
LBK → LBA	0.274	3.382	0.193	2.481
LBE → LBA	0.535	5.760	0.478	4.719
LBO → LBA	-0.041	0.561*	0.124	1.664*
LBC → LBA	0.121	1.323*	0.173	1.765*
GBI → BAIL	-0.034	-0.394*	0.111	1.473*
GBI → BAIG	0.491	5.656	0.514	5.711
LBI → BAIL	0.416	3.620	0.570	5.833
LBI → BAIG	-0.005	0.063*	0.028	0.355*
GBA → BAA	0.641	7.452	0.645	8.842
LBA → BAA	0.197	2.707	0.270	4.241
Chi-square χ^2	3166		3128	
df	1779		1779	
χ^2/df	1.780		1.758	
CFI	0.902		0.902	
SRMR	0.088		0.084	
RMSEA	0.074		0.070	

* Significant at the 0.01 level, n=300

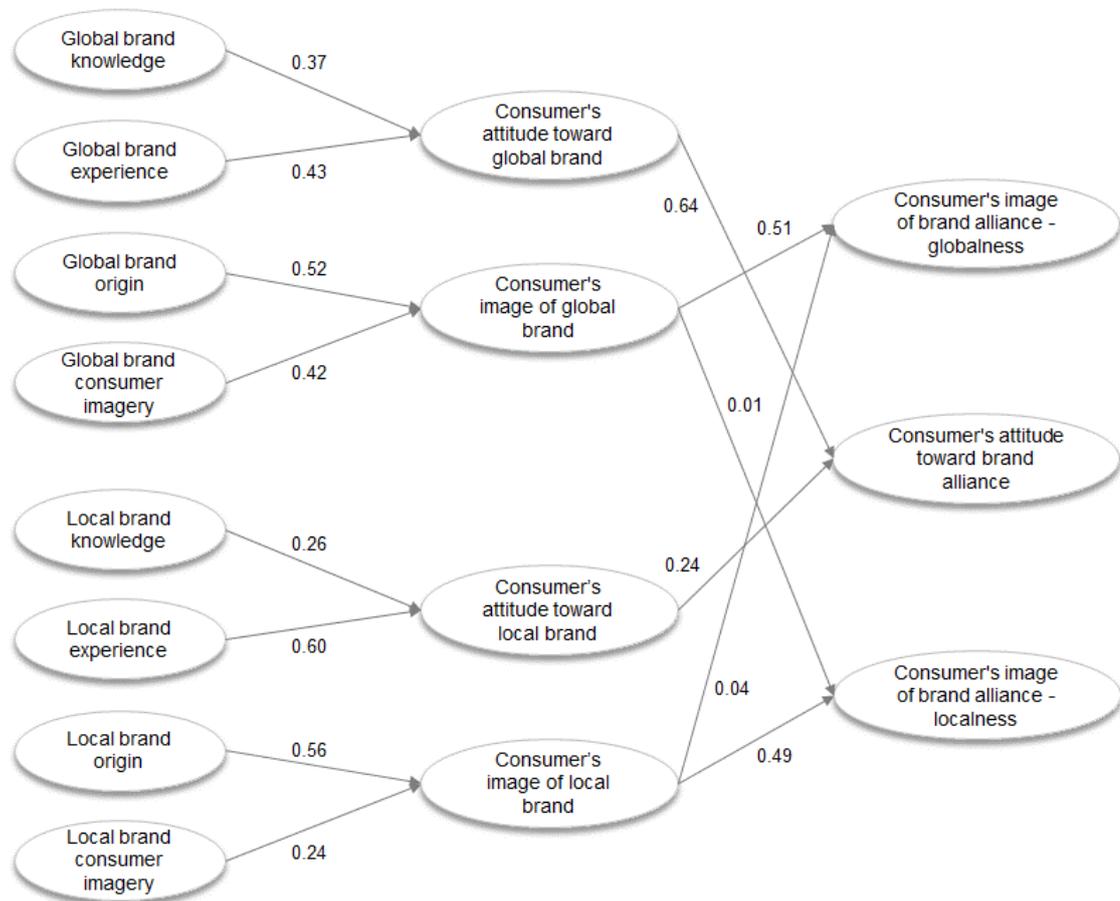
Table 6.47. Multi-group analysis cosmopolitan versus ethnocentric consumers

Competing models	Chi-square χ^2	df	$\Delta \chi^2$	Δdf	Model Comparison	CFI	SRMR	RMSEA	Significance at $p < 0.05$
1. All pathways estimated	6294	3558				0.832	0.0878	0.051	
2. GBK, GBE, GBO, GBC, LBK, LBE, LBO, LBC → GBI, GBA, LBI, LBA invariant	6314	3574	20	16	1 & 2	0.832	0.0884	0.051	No significant
3. GBI, GBA, LBI, LBA → BAIL, BAIG, BAA invariant	6297	3564	3	6	1 & 3	0.832	0.0874	0.051	No significant
4. All pathways invariant	6317	3580	23	22	1 & 4	0.832	0.0880	0.051	No significant

6.8 Alternative model

This section presents the assessment of the alternative model. The analysis examines to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a global-local brand alliance. However, the alternative model is a simplified version of the conceptual model in the pathways from the global and local brand dimensions to the consumer's image of and attitude toward a global brand and a local brand respectively, see Figure 6.5. This alternative model considers the results of the structural model estimation, construct mediation, and moderating variables.

Figure 6.5. Standardized path estimates for the alternative structural model



The alternative model estimation is presented in Table 6.48. The global brand dimensions show significant pathways to the global brand image (GBI) and global brand attitude (GBA). Global brand knowledge (GBK) and global brand experience (GBE) have significant pathways linked to global brand attitude (GBA), whereas global brand origin (GBO) and global brand consumer imagery (GBC) have significant pathways connected to global brand image (GBI). Similarly, the local brand dimensions display significant pathways to the local brand image (LBI) and local brand attitude (LBA). Local brand knowledge (LBK) and local brand experience (LBE) have significant

pathways linked to global brand attitude (LBA), whereas local brand origin (LBO) and local brand consumer imagery (LBC) have significant pathways connected to local brand image (LBI).

In relation to the mediation constructs, global brand image (GBI) and local brand image (LBI) have significant pathways to the brand alliance image – globalness (BAIG) and brand alliance image – localness (BAIL) respectively. Global brand attitude (GBA) and local brand attitude (LBA) have significant pathways to the brand alliance attitude (BAA). In addition, global brand image (GBI) and local brand image (LBI) have no significant pathways to the brand alliance attitude (BAA). Likewise, global brand image (GBA) and local brand image (LBA) have no significant pathways to the brand alliance image - globalness (BAIG) and the brand alliance image - localness (BAIL) respectively.

Table 6.48. Alternative model estimation

Parameter	Std. estimate	t-value
GBO → GBI	0.517*	10.008
GBC → GBI	0.421*	8.274
GBK → GBA	0.369*	6.281
GBE → GBA	0.433*	7.269
LBO → LBI	0.563*	8.179
LBC → LBI	0.241*	4.107
LBK → LBA	0.264*	4.740
LBE → LBA	0.598*	9.703
GBI → BAIL	0.013	0.224
GBI → BAIG	0.511*	8.249
LBI → BAIL	0.487*	6.547
LBI → BAIG	0.042	0.728
GBA → BAA	0.643*	11.506
LBA → BAA	0.237*	4.902
Chi-square χ^2	3218	
df	1787	
χ^2/df	1.801	
CFI	0.904	
SRMR	0.071	
RMSEA	0.052	

* Significant at the 0.01 level, n=300

An examination of the fit indices confirms a satisfactory model fit: the CFI is above 0.9, the SRMR is below 0.08 and the RMSEA is below 0.08. In addition, the normed chi-squared statistic is 1.80, below the 3.00 threshold. Most of the hypothesized pathways between the global brand dimensions and local brand dimensions with their respective mediation constructs have substantial factor loadings and statistically significant t-values. The hypothesized pathways between the individual global and local brand image and attitude constructs and the brand alliance constructs have also substantial factor loadings and statistically significant t-values. However,

when compared to Table 6.33, there is a little reduction in model fit. The chi-square difference between the conceptual model and the alternative model is $\chi^2 - \chi^2 = 21$, this difference is significant $\chi^2 (8) = 15.5, p < 0.05$. Therefore, it is confirmed the conceptual model.

In summary, this chapter presented the results of the quantitative analysis and the assessment of the conceptual model. An excellent level of completion to the survey was achieved 95.25%. Some surveys were only partially answered because some participants withdrew from the survey. The number of partially answered questionnaires was 15. Then, after these incomplete surveys were deducted from the total participants, the final dataset had a total of 300 complete surveys. Two versions of the questionnaire included actual brand alliances, whereas other two included potential brand alliances. At the same time, two versions of the questionnaire included global and local brands related to products, whereas other two included brands related to services. Four versions of the questionnaire with identical questions were designed and administered to different participants.

A preliminary analysis examined the missing data, the normality of the data and outliers, descriptive statistics, and normality of the data. The survey was administered by the researcher. Therefore, missing data was not a potential source of survey error as the researcher conducted the interviews to ensure that the answers of participants are correctly filled in the questionnaire. In a few cases, participants were sceptic to answer the last question related to the monthly family income as they considered this data very sensible or personal. However, after the researcher explained to these participants that the information of this research is not shared with the government or multinational corporations, then they decided to answer the last question. Consequently, there was not missing data. There was some evidence of skewness in the dataset, but there was little kurtosis. The descriptive statistics of the items organized by constructs were examined. The mean values and standard deviation were appropriate for the structural equation modeling analysis. Later, a correlation analysis was performed between the measurement items to check whether there were sufficient significant linear relationships between the relevant items for conducting a structural equation modeling analysis.

An exploratory factor analysis (EFA) was conducted to confirm the underlying factors structure of the database. The process followed a five-step approach to assess the items related to each construct included in the proposed model. This process ensured the items within each construct were robust. The exploratory factor analysis used principal axis factoring extraction method with Direct Oblimin rotation in SPSS 24. Oblique rotation was used in exploratory factor analysis because the oblique rotation is more appropriate when the factors are expected to be intercorrelated. The items of each construct were proposed based on the literature and the findings of the online interviews. After this process, two constructs were eliminated: global brand familiarity (GBF) and local brand familiarity (LBF). As a result, fifteen factors were identified.

The development of the congeneric and measurement models followed a two-step approach to assess the measurements models. An analysis of the items in the dataset was developed. A confirmatory factor analysis (CFA) of the individual constructs was performed. The analysis

includes the regression weights, standardized regression weights, variances, square multiple correlations, fit indices, standardized residuals and modification indices. The re-specification of each construct involved an inspection of the fit indices, standardized residuals, and modification indices for each item. The remaining items in , each construct showed good convergent validity. The next step involved to assess congeneric and measurement models for the brand dimensions of global and local brands separately and together; the four brand dimensions, brand image, and brand attitude for the global and local brands separately; and lastly the measurement model including all constructs together. The measurement model for the exogenous and endogenous constructs had good construct validity, within-method convergent validity, reliability, stability and discriminant validity.

The structural model results showed a good fit of the model to the data. Most of the hypothesized pathways between the global brand dimensions and local brand dimensions with their respective mediation constructs have substantial factor loadings and are significant. The hypothesized pathways between the individual global and local brand image and attitude constructs and the brand alliance constructs are also substantial and statistically significant. The stability of the structural model was validated using a calibration and validation datasets. The results showed the model was stable.

The global brand dimensions showed statistical significant pathways to the global brand image (GBI) and global brand attitude (GBA) constructs. However, global brand knowledge (GBK) and global brand experience (GBE) had their strongest pathways linked to global brand attitude (GBA), whereas global brand origin (GBO) and global brand consumer imagery (GBC) had their strongest pathways connected to global brand image (GBI). Similarly, the local brand dimensions showed statistical significant pathways to the local brand image (LBI) and local brand attitude (LBA) constructs. However, local brand knowledge (LBK) and local brand experience (LBE) had their strongest pathways linked to global brand attitude (LBA), whereas local brand origin (LBO) and local brand consumer imagery (LBC) had their strongest pathways connected to local brand image (LBI).

In relation to the mediation constructs, consumer's image of global brand (GBI) and consumer's image of local brand image (LBI) showed statistical significant pathways to the consumer's image of globalness of brand alliance (BAIG) and consumer's image of localness of brand alliance (BAIL) constructs respectively. Similarly, consumer's attitude toward global brand (GBA) and consumer's attitude toward local brand (LBA) showed statistical significant pathways to the consumer's attitude toward brand alliance (BAA) construct. In contrast, the pathways between the mediation constructs, consumer's image of global brand (GBI) and consumer's image of local brand image (LBI), and the consumer's image of globalness of brand alliance (BAIG) and consumer's image of localness of brand alliance (BAIL) constructs were not statistically significant.

There are eight exogenous constructs involving the global brand dimensions and local brand dimensions, and seven endogenous constructs considering the global and local brand image and attitude constructs, as well as the brand alliance image and attitude constructs. The structural model consists of sixty-two items in total. An examination of the fit indices confirmed a satisfactory

model fit: CFI is above 0.9, SRMR is below 0.08, and RMSEA is below 0.08. In addition, the normed chi-squared statistic χ^2/df is below the 3.00 threshold. Consequently, the model provides a strong test of the hypothesized relationships between the sources of brand value, the focal construct, and the relational outcomes.

The impact of the moderating variables including type of alliance, product category, consumer identity, and consumption orientation was examined with a multi-group SEM analysis. In the case of type of alliance there was no statistical significant differences between actual and potential brand alliances. Similarly, in relation to product category, there were no significant differences between product and service brand alliances. In the same way, in the case of consumption orientation, there were no significant differences between cosmopolitan and ethnocentric consumers.

In contrast, there were significant differences between females and males for the pathways between the consumer's image of a global brand (GBI), consumer's image of a local brand (LBI), and consumer's image of a brand alliance (BAI), as well as the pathways between the consumer's attitude toward a global brand (GBA), consumer's attitude toward a local brand (LBA), and consumer's attitude toward a brand alliance (BAA). In both cases, the global pathways were stronger among males whereas the local pathways were stronger among females.

Also, there were significant differences between global and local citizens for the pathways between the pathways between the global brand dimensions and local brand dimensions with their respective mediation constructs. The pathways between the global brand dimensions, consumer's image of a global brand (GBI), and attitude toward a global brand (GBA) were stronger among global citizens, whereas the pathways between the local brand dimensions, consumer's image of a local brand (LBI), and attitude toward a local brand (LBA) were stronger among local citizens.

An analysis of construct mediation was conducted on consumer's image of and attitude toward a global brand and a local brand respectively and showed that these constructs did mediate the antecedents and consequences of the hypothesized model. However, the analysis showed partial mediation of the constructs consumer's image of a global brand (GBI) and consumer's image of a local brand (LBI). The other two constructs, consumer's attitude toward a global brand (GBA) and consumer's attitude toward a local brand (LBA) positively mediate the relationship between the global brand dimensions, local brand dimensions, and consumer's attitude toward a brand alliance (BAA) respectively.

Finally, an alternative model was assessed including only the strongest pathways from the global and local brand dimensions to the global and local brand image and attitude respectively. This alternative model considered the findings of the structural model estimation and analysis of mediation effects. However, when the conceptual and alternative models were compared considering the fit indices and chi-square difference between both models, there was a little reduction in model fit indices. Therefore, it was confirmed the conceptual model. The implications of these findings are discussed in the next chapter.

Chapter 7

Implications and conclusions

Global-local brand alliances represent a new area of opportunity in a more competitive global market. This type of alliance denotes at the same time brand globalness and localness, representing a fusion of global success and local cultural links. This thesis assessed to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a global-local brand alliance.

This research has been performed taking into account both actual and potential global-local brand alliances. In addition, the analysis also has been conducted across different product categories considering both products and services. Moreover, this study has analyzed to what extent type of alliance, product category, consumer identity, and consumption orientation have a moderating effect in the pathways from the global and local brand dimensions to the consumer's image of and attitude toward global and local brands, and the pathways from the consumer's image of and attitude toward global and local brands to the consumer's image of and attitude toward the brand alliance.

In this chapter, the first section presents an overview of the study, followed by an analysis of findings from the assessment of the model and their significance considering the research questions, hypotheses, and literature review. Then, the contributions of this study to the literature of global brands, local brands, and brand alliances, methodology, and relevance to brand managers and practitioners are discussed. Subsequently, the limitations of this study related to the design and conduction of this research are detailed, as well as the areas for further research on the area are outlined and explained. In the conclusion section, the researcher highlights the main remarks of this study.

7.1 Overview of the study

This thesis identified that a significant part of the literature in branding and consumer behavior has focused on the analysis of global brands (Alden et al., 2006; Dimofte et al., 2008; Holt et al., 2004; Özsomer & Altaras, 2008; Özsomer et al., 2012). In contrast, little work has been done to study the specifics of local brands (Eckhardt, 2005; Kapferer, 2000, 2002; Schuiling, 2001). Previous literature mainly assesses global and local brands independently or comparatively (Bhardwaj et al., 2010; Özsomer, 2012; Strizhakova & Coulter, 2015). Some studies compare global versus local brand associations but mainly in the context of specific product categories or market segments (Batra et al., 2000; Steenkamp et al., 2003; Xie et al., 2015; Y. Zhang & Khare, 2009). However, little attention is paid to the potential of global-local brand alliances because the assumption is that these brand alliances are unlikely to succeed.

This research analyzed the potential of global-local brand alliances to represent a synthesis of globalness and localness. An extensive literature review related to global brands, local brands, brand alliances, product category, consumer identity, and consumption orientation enlightened the initial stages of this investigation. However, in the literature, there is a lack of a more comprehensive analysis beyond specific associations in relation to global and local brands. The possibility of examining brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery as dimensions of global and local brands, have not been studied together before. Hence, this research examined to what extent brand dimensions such as brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a brand alliance comprised by these individual brands.

A mixed methods design with two sequential studies was selected for this research. First, a qualitative study was designed and conducted involving online interviews with Mexican consumers to explore in depth global and local brand dimensions. The interview inquired about their knowledge and associations about global and local brands; and their experiences in terms of feelings, cognitions, and behaviors evoked by brand-related stimuli such as brand names, logos, packaging. It also examined their familiarity in terms of direct and indirect exposure to global and local brands; the influence of country of origin in their decision making; and the description of real and imagined consumers of global and local brands. The researcher also explored the consumer's images and attitudes toward global brands, local brands, and global-local brand alliances.

Thematic analysis was used to analyze the data from the online interviews. Themes and codes were identified from the online interviews assisted by NVivo software. The qualitative research highlighted positive and negative associations of global and local brands, and consumer's images of and attitudes toward global-local brand alliance. The answers of the participants enriched the analysis and conceptualization of each construct, identified potential new items to be included in the model, and alternative relations among the constructs. It also uncovered the need to assess the conceptual model considering actual and potential brand alliances. The researcher proposed the conceptual model based on the literature review and the findings of the online interviews.

Second, a quantitative study was designed and conducted including a shopping mall intercept survey with a set of four versions of the questionnaire to assess the conceptual model. The study involved two actual brand alliances and two potential global-local brand alliances already offered in the Mexican market but not currently involved in a brand alliance, across different product and service categories. The researcher administered the questionnaire in his role as interviewer with the assistance of an electronic device during the conduction of the survey. The use of the tablet facilitated the collection of data by presenting randomly the answers to reduce systematic error, and also helped in presenting visual materials to the participants before asking the questions for global and local brands separately, and later the brand alliance, including logos and prototypes of the packaging. The study involved a sample of 300 respondents. This research used a

systematic sampling method, with surveys conducted in shopping malls located in different areas of Mexico City. In addition, the profile of the participants in terms of age, gender, and education level was tracked to ensure a representative sample of the Mexican market.

The analysis of survey data involved multivariate analysis. The study analyzed the interaction between global and local brands in brand alliances and assessed their respective contributions across different product and service categories. A dataset from Qualtrics was generated for each of the four questionnaires. Subsequently, these datasets were merged into a single dataset. An exploratory factor analysis using SPSS 24 was conducted to confirm the underlying factor structure for each construct. Subsequently, a confirmatory factor analysis was carried out to produce congeneric models for each construct. Finally, Structural Equation Modeling (SEM) was performed to test the validity, reliability, and stability of the model.

The analysis using AMOS 24 found that most of the pathways between global and local brand dimensions and consumer's image of and attitudes toward the individual brands have substantial factor loadings and are statistically significant. Similarly, the majority of the pathways between consumer's image of and attitudes toward the individual brands and the brand alliance constructs have substantial factor loadings and are statistically significant. In the case of global and local brand dimensions, brand knowledge and brand experience have a strong influence on consumer's attitude toward the individual brands, whereas brand origin and brand consumer imagery have a strong effect on consumer's image of the individual brands. Regarding the consumer's image of the brand alliance, the globalness and localness brand image dimensions of the brand alliance are formed from the consumer's image of the global brand and the local brand respectively. In relation to the consumer's attitude toward the brand alliance, the influence is stronger from the global brand than the local brand.

In addition, this study examined the moderating effect of type of alliance, product category, consumer identity, and consumption orientation variables. A multi-group analysis revealed that there is no moderating effect from type of alliance, product category, and consumption orientation variables. In the case of consumer identity, there is a moderating effect of this variable in the pathways between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands.

7.2 Significance of the findings

This section evaluates the findings from the quantitative study in the context of the research problem. Each construct within the model is examined, starting with the antecedent constructs, followed by the mediation constructs, and the outcome constructs. Afterward, the results of the hypothesis testing of the theoretical model are summarized and discussed. Finally, the effect of the moderating variables and the mediation tests will be examined.

7.2.1 Global and local brand dimensions

The global and local brand dimensions in the proposed conceptual model are based on the literature review and insights of the online interviews. In addition, the thematic analysis highlighted positive and negative associations of global and local brands, and consumer's images of and attitudes toward global-local brand alliance. The answers of the participants enriched the analysis and conceptualization of each construct, identified potential new items to be included in the model, and alternative relations among the constructs. It also uncovered the need to assess the conceptual model considering actual and potential brand alliances.

The global and local brand dimensions included consumers' brand knowledge in terms of brand associations; brand experience taking place when consumers search, buy, and consume products and services related to these brands, considering that experience can be direct when there is physical interaction with the brand, or indirect when a brand is presented in an advertisement. It also included brand familiarity considering the consumer's level of involvement regarding a brand in a product category; brand origin in terms of country of design, country of ingredients, and country of production; and brand consumer imagery from the people's view of the typical brand consumer or stereotyped perception of the expected consumer of a brand.

Most items for these constructs are based on existing scales in the literature. However, some of these constructs have new scales proposed by the researcher developed from scales of other studies and text extracts from the thematic analysis of the online interviews. The brand knowledge items related to the cognitive representation of the brand in terms of awareness, attributes, and benefits are based on key studies in the literature such as Dimofte, Johansson, and Bagozzi (2010) and Dimofte, Johansson, and Ronkainen (2008). The scale included items related to brand attributes cited in the online interviews such as available, high quality, reliable, prestigious, and innovative. The brand experience items are related to consumer's sensations, feelings, cognitions, and behavioral responses evoked by stimuli related to a brand. The original brand experience scale proposed by Brakus, Schmitt, and Zarantonello (2009) includes four dimensions: sensory, affective, intellectual, and behavioral. For this study, the researcher enriched the scale with a fifth dimension, lifestyle, based on the findings of the online interviews.

In relation to brand origin, the researcher developed a new scale where it is recognized that country of origin is a complex concept with multiple dimensions that generates different sets of associations and attitudes among consumers. In contrast, most of the previous studies use unidimensional scales of country of origin. The researcher created a new scale based on Samiee, Shimp, and Sharma (2005), Insch and McBride (2004), and Chao (2001) studies. The scale comprises the decomposition of the country of origin into country of headquarters, country of design, country of ingredients, and country of production. The brand consumer imagery items related to the human characteristics or traits that consistently and distinctively describe an actual or imagined consumer in relation to a brand are adapted from the personality scales of Aaker (1997), Aaker, Benet-Martinez, and Garolera (2001), and Glynn and Widjaja (2015) studies. The

original scale comprises 42 personality traits categorized in five dimensions. For this study, the researcher selected the 15 most relevant personality traits based on the online interviews.

An exploratory factor analysis (EFA) was conducted to examine the underlying factors structure of the dataset. First, the analysis started with the exploration of the items for each individual construct and the estimation of unidimensionality of the construct. Second, an analysis was performed for the global brand and local brand dimensions: brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery. Third, an analysis was conducted for the global and local brand dimensions together. Most of the constructs were unidimensional. The relevant items loaded on these constructs as predicted, although some items were deleted to attain unidimensional constructs. During this three-step approach to assess the items related to the global and local brand dimension constructs, items of the brand familiarity constructs of global and local brands presented cross-loadings with items of brand knowledge and brand experience. Finally, both constructs had only two remaining items, and consequently, these constructs were eliminated from the model. For this reason, hypothesis H_{1.e}, H_{1.f}, H_{2.e}, and H_{2.f} were unable to be tested.

After the individual constructs were re-specified, a confirmatory factor analysis (CFA) of the congeneric and measurement models was performed. The fit indexes for both congeneric models were above of the accepted thresholds and their constructs had an excellent fit to the data. Indeed, the level of fit of the local brand dimension constructs was slightly better than their global counterparts. The eight-factor model presented a good unidimensionality, reliability and convergent validity, and a subsequent cross-validation, stability, and discriminant validity. It is important to highlight that the brand knowledge, brand experience, and brand origin constructs of both global and local brands have the same elements. In contrast, the brand consumer imagery constructs of both global and local brands have only two personality traits in common: original and honest. The other three personality traits are different. Global consumer imagery includes up to date, sophisticated, and successful, whereas local consumer imagery includes emotional, friendly, and popular. Subsequently, the global and local brand dimension constructs were tested in the structural model.

In relation to brand knowledge, the most relevant associations of global brands identified in this study are high quality, prestige, good value, and reliability. The strong connection of global brands with perceptions of high quality and prestige have been supported by prior studies (Alden et al., 2006; Batra et al., 2000; Holt et al., 2004; Özsomer, 2012; Steenkamp et al., 2003). In addition to quality, global brands have been associated with high prestige or status (Batra et al., 2000). Some studies have found that higher perceived brand quality and prestige are key advantages of global brands with respect to local brands, especially in developing countries (Batra et al., 2000; Steenkamp et al., 2003). Global brands are frequently perceived as symbols of innovation, stability, safety, and other quality-related aspects that strengthen consumers' confidence in the brand's ability to deliver on its promise (Xie et al., 2015).

Likewise, the most relevant associations of local brands identified in this study are high quality, prestige, good value, and reliability. Prior studies of local brands have mixed perspectives about

consumers' perceptions of quality. Local brands have a high quality image, slightly higher than global brands, in developed-country markets such as Germany, United Kingdom, France, and Italy (Schuiling & Kapferer, 2004). In comparison, local brands have a positive effect on the functional value such as quality value and price value in emerging markets (Swoboda et al., 2012). Other studies found consumers perceive local brands with different degrees of quality across product categories (Özsomer, 2012). Consumers perceive local brands with high quality in product categories where culture is relevant such as food and beverages, in contrast to product categories with strong emphasis on innovation and technology (Schuh, 2007). In this study, consumer's perceptions of quality of local brands do not have significant difference between product categories, including breakfast cereals, cookies, ice cream, and yogurt, and services including airlines, banks, financial services, and stationery stores. In relation to prestige, some studies also found a positive relationship between local brands and prestige in both emerging and mature markets (Özsomer, 2012; Steenkamp et al., 2003). In addition, prior studies have associated local brands as more trustworthy, reliable, healthy, traditional, and valuable than global brands (Schuiling & Kapferer, 2004).

In regard to brand experience, the most important elements of both global and local brands identified in this study are senses stimulation, feelings/sentiments, thinking stimulation, and lifestyle. Similar to previous studies, this research found that brand experiences are a complex construct involving four dimensions: sensory, affective, intellectual, and behavioral responses (Brakus et al., 2009). Brand experiences are mainly driven by how consumer's senses encounter rich stimuli from the brand, feelings and sentiments are triggered for previous interactions with the brand, intellectual experiences are stimulated on sponsored exhibitions and trade shows, and real and imagined consumer lifestyles are connected to a brand. These elements interrelate contextual, subjective, and co-creative interpretations of brand experience able to elicit positive, emotional, cognitive and embodied brand responses.

In relation to brand origin, this study confirmed that the decomposition of the country of origin into country of headquarters, country of design, country of ingredients, and country of production is relevant to consumer perceptions of both global and local brands across a range of product and service categories in a multidimensional way rather than just a unidimensional "made in" scale. Furthermore, consumer responses in terms of country of design, country of production, and country of ingredients are strongly consistent. Although many companies may still base their headquarters on the country of origin, some iconic brands are no longer made in the same country. For example, multinational companies often position their brands with respect to their national origins regardless of where products are made such as Oreo cookies with an American appeal and Yoplait products delivering a French image but made in Mexico with local and imported ingredients. The use of the headquarters location as the brand origin is an appealing positioning because, even though some products are produced and sourced from multiple locations, they are delivered to consumers with a single image and home country identity.

Regarding brand consumer imagery, the most important attributes of the typical consumer of global brands identified in this study are original, up to date, honest, sophisticated, and successful.

Similar to previous studies, this research found that global brands are valued more for what they symbolize than for what they do (Kjeldgaard & Askegaard, 2006). Global brands provide affective benefits as a result of their enhancement of consumers' self-esteem and their perceived social superiority because such brands serve as a symbol of status, wealth, and fashionable taste (Roy & Chau, 2011). In developing countries, consumers frequently choose global brands as symbols of purchase power and communication of social distinction, particularly status. Indeed, these brands allow consumers to express their aspirations. From a consumer perspective, local brands show who you are; whereas global brands show who you want to be (Holt et al., 2004).

In contrast, the most relevant characteristics of the typical consumer of local brands identified in this study are emotional, original, friendly, popular, and honest. These consumers take pride in their local culture, symbols, brands, and companies. People want to feel part of something physical, tangible, and local. Individuals also want to feel connected to where they live and take part in local events. Consumers are placing more value on things such as local communities, friends and family. The desire to be part of a community is a counter-trend to globalization (Roberts, 2010). These consumers prefer local brands because they perceive greater authenticity in these alternatives, resulting from their key role as symbols of local consumer culture (Thompson & Arsel, 2004). They may also feel more easily identified with local lifestyles, attitudes, and behaviors (Alden et al., 2006).

Consumers looking for benefits sometimes prefer local brands arising from a strong connection to the local environment, including perceptions of cultural sensitivity, authenticity, and responsiveness to local consumer's needs and wants, as well as the pride that comes from consuming brands that promote and support the cultural heritage and national economy (Özsomer, 2012; Schuiling & Kapferer, 2004). Local brands may also benefit from their ability to provide consumers a desired identity (Dimofte et al., 2008). Some consumers have more favorable attitudes toward local brands because these brands are owned by a local company, and they want to support the local economy (Winit et al., 2014). This consideration is increasingly important in the current international business environment with a rising level of nationalism in developed markets such as the United States and United Kingdom as well as emerging markets such as Mexico and Brazil.

In the literature, there has been a lack of a more comprehensive analysis beyond specific associations in relation to global and local brands. The possibility of examining brand knowledge, brand experience, brand origin, and brand consumer imagery as dimensions of global and local brands comprising the associations described above, which have been studied independently, have not been studied together before. In contrast, this study assessed through a comprehensive analysis to what extent brand dimensions such as brand knowledge, brand experience, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global and a local brand, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a brand alliance comprised by these individual brands. In the following section, the findings related to consumer's image and attitude toward global brands, local brands, and brand alliances are examined in more detail.

7.2.2 Consumer's image and attitude toward global brand, local brand, and brand alliance

In this study, the consumer's image of global and local brands considered perceptions of globalness and localness respectively. Although some studies propose that perceived brand globalness creates consumer perceptions of brand superiority in terms of quality and prestige (Kapferer, 2005; Roy & Chau, 2011), it can be challenged. The emergence of global brands does not suggest that perceived brand globalness is the only route to success. Prior studies have also found evidence that many consumers prefer brands with strong local connections (Dimofte et al., 2008; Holt et al., 2004). An alternative route is to become an icon of the local culture. Despite the advent of global culture, local culture is still a central influence on consumer behavior (Samli, 2013). Local brand managers can achieve competitive success by using local cultural capital, heritage, and targeting and positioning strategies that reflect a deeper understanding of local culture, identity, traditions, tastes, and needs (Bhardwaj et al., 2010; Roy & Chau, 2011).

The scales utilized to assess consumer's image of global or local brands in terms of perceptions of globalness or localness are based on Batra et al. (2000), and Steenkamp et al. (2003) studies. These studies propose that brands perceived as global are associated with higher quality, higher prestige, and more emotional benefits than brands seen as local. In other cases, if a brand is perceived as an icon of the local culture then it is positively related to consumer perceptions of brand quality, prestige, and purchase likelihood (Punyatoya, 2013). Consequently, perceived brand globalness or localness influences the likelihood of brand purchase for different segments of consumers. In the case of global brands, the items are phrased in terms of globalness, whereas in the case of local brands, the items are expressed in terms of localness.

The scale utilized to assess consumer's attitude toward global or local brands is a new scale where it is recognized that consumer's attitude is a multi-dimensional concept involving cognitive and expressive elements. Prior studies use unidimensional scales of consumer's attitude with bipolar scale anchors such as bad/good, negative/positive, unfavorable/favorable, such as Desai and Keller (2002), Samu, Krishnan, and Smith (1999), and Simonin and Ruth (1998). For this reason, the researcher created a new scale based on Sénéchal, Georges, and Pernin (2014) study. The scale includes cognitive elements such as positive opinion and active searching, and expressive elements such as affection and loyalty. For this study, the researcher enriched the scale with two elements based on the findings of the online interviews: event attendance and recommendation to others.

An exploratory factor analysis (EFA) was conducted to estimate the underlying factors structure of the dataset. First, the analysis started with the exploration of the items for each individual construct and the estimation of unidimensionality of the construct. Second, an analysis was performed for the constructs related to each individual brand: brand dimensions, consumer's image of, and consumer's attitude toward the global or local brand. The constructs were unidimensional and the relevant items loaded into these constructs as predicted. Subsequently, a confirmatory factor analysis (CFA) of the measurement models related to each individual brand was performed. The six-factor models presented a good unidimensionality, reliability and

convergent validity, and a subsequent cross-validation, stability, and discriminant validity. Subsequently, the brand dimension constructs, consumer's image of, and consumer's attitude toward the global or local brand were tested in the structural model.

In relation to consumer's image of global brands, the most relevant associations identified in this study are brand globalness, global accessibility, global representation, and global recognition. Regarding consumer's image of local brands, the most relevant associations identified in this study are brand localness, local authenticity, local representation, and iconic localness. In contrast, consumer's attitude toward global and local brands have the same elements: affection, loyalty, recommendation to others, and purchase intention. Similarly, the most relevant associations identified in this study about consumer's image of globalness of brand alliance are brand globalness, global accessibility, global representation, and global recognition, whereas the most important associations about consumer's image of localness of brand alliance are brand localness, local authenticity, local representation, and iconic localness. In the following section, a summary of the supporting evidence of the conceptual model evaluation is examined in detail.

7.2.3. Evaluation of the conceptual model

This section presents a summary evaluation of the conceptual model organized by research questions, hypotheses, and the supporting evidence. A summary of the hypotheses related to research questions RQ₁ and RQ₂ is shown in Table 7.1. Two global brand dimensions have statistically significant pathways to the consumer's image of global brand, namely global brand origin (0.50) and global brand consumer imagery (0.37). The other two global brand dimensions showed statistically significant pathways to the consumer's attitude toward global brand, namely global brand knowledge (0.32) and global brand experience (0.39). Similarly, two local brand dimensions have statistically significant pathways to the consumer's image of local brand, local brand origin (0.62) and local brand consumer imagery (0.22). The other two local brand dimensions showed statistically significant pathways to the consumer's attitude toward local brand, namely local brand knowledge (0.22) and local brand experience (0.50).

Therefore, the brand dimensions with influence on consumer's image of global brand (GBI) are global brand origin (GBO) and global brand consumer imagery (GBC). Similarly, the brand dimensions with influence on consumer's image of local brand (LBI) are local brand origin (LBO) and local brand consumer imagery (LBC). On the other hand, the brand dimensions with influence on consumer's attitudes toward global brand (GBA) are global brand knowledge (GBK) and global brand experience (GBE). Likewise, the brand dimensions with influence on consumer's attitudes toward local brand (LBA) are local brand knowledge (LBK) and local brand experience (LBE). The hypotheses related to global brand dimensions H_{1.b}, H_{1.d}, H_{1.g}, and H_{1.i}, and the hypotheses related to local brand dimensions H_{2.b}, H_{2.d}, H_{2.g}, and H_{2.i} were supported.

The influence of global brand origin (GBO) and global brand consumer imagery (GBC) on the construction of consumer's image of global brand (GBI) supports the findings of previous studies suggesting that the perception of globalness may be built in two different forms. First, consumers learn that the brand may be found in other countries through media exposure of overseas sports

or cultural events, word of mouth from relatives or friends living or returning from abroad, or their own traveling overseas (Steenkamp et al., 2003). Second, companies can construct globalness for a brand through advertising themes, endorsers, brand names, packaging and other symbols linked with a global, urban, modern lifestyle (Alden et al., 2006). Multinational corporations can create some brand elements or use consumer imagery to communicate explicit or implicitly the globalness of a brand even if it is not available worldwide. Furthermore, the perception that a brand is offered in other markets not only delivers direct information about product recognition, accessibility, and coverage, but also delivers indirect information on product features (Özsomer, 2012). The perceived globalness of a brand has a significant effect on consumer evaluation of brand attributes (Punyatoya, 2013).

Similarly, the influence of local brand origin (LBO) and local brand consumer imagery (LBC) on the construction of consumer's image of local brand (LBI) supports the findings of previous studies proposing that local brands can be competitive utilizing local heritage, cultural capital, and using strategies of targeting and positioning that reflect a major understanding of local culture, traditions, identity, needs, and tastes (Bhardwaj et al., 2010; Roy & Chau, 2011). In order to create bonds with the local culture and country, companies may build perceptions of localness for national brands. Therefore, when consumers from developed countries know that a local brand is expanding overseas, they not only may fear a loss of purity, loss of commitment to the local market, and the brand's iconic localness, but also a sense of betrayal or anger (Özsomer, 2012). In contrast, in developing countries, when consumers know that a local brand is performing well overseas, they may feel stimulated their respect and pride for the local talent.

On the other hand, the influence of global brand knowledge (GBK) and global brand experience (GBE) on consumer's attitudes toward global brand (GBA) supports the findings of previous studies expressing that global brands are perceived as sources of symbolic values including prestige, excitement, status, modernity, and social approval (Özsomer, 2012; Steenkamp et al., 2003), the identification of an emotional dimension in consumers' preference for global brands associated to the consumer's positive feelings generated by these brands (Dimofte et al., 2008), and the evidence of emotional value related with global brands (Swoboda et al., 2012).

Likewise, the influence of local brand knowledge (LBK) and local brand experience (LBE) on consumer's attitudes toward local brand (LBA) supports the findings of previous studies recommending that local brands may acquire potential advantages from their deeper understanding of local tastes and needs and a broader adaptability to local market needs (Dimofte et al., 2008). An iconic brand with cultural value is more affectionally motivating than a noncultural iconic brand (Holt, 2004). Additionally, some earlier studies have found that consumers perceive local brands as more original, unique, affective, and culturally representative than global brands (Schuiling & Kapferer, 2004; Swoboda et al., 2012).

In contrast, the brand dimensions without influence on consumer's image of global brand (GBI) are global brand knowledge (GBK) and global brand experience (GBE). Similarly, the brand dimensions without influence on consumer's image of local brand (LBI) are local brand knowledge (LBK) and local brand experience (LBE). On the other hand, the brand dimensions without

influence on consumer's attitudes toward global brand (GBA) are global brand origin (GBO) and global brand consumer imagery (GBC). Likewise, the brand dimensions with influence on consumer's attitudes toward local brand (LBA) are local brand origin (LBO) and local brand consumer imagery (LBC). The hypotheses related to global brand dimensions H_{1.a}, H_{1.c}, H_{1.h}, and H_{1.j}, and the hypotheses related to local brand dimensions H_{2.a}, H_{2.c}, H_{2.h}, and H_{2.j} were not supported.

Table 7.1 Exogenous constructs: Hypotheses of research questions RQ₁ and RQ₂

	Hypothesis	Evidence	Support
H _{1.a}	Global brand knowledge (GBK) → consumer's image of a global brand (GBI)	0.140 t-value 1.485	No
H _{1.b}	Global brand knowledge (GBK) → consumer's attitude toward a global brand (GBA)	0.321* t-value 5.035	Yes
H _{1.c}	Global brand experience (GBE) → consumer's image of a global brand (GBI)	0.045 t-value -0.813	No
H _{1.d}	Global brand experience (GBE) → consumer's attitude toward a global brand (GBA)	0.384* t-value 6.079	Yes
H _{1.e}	Global brand familiarity (GBF) → consumer's image of a global brand (GBI)	Not tested	
H _{1.f}	Global brand experience (GBF) → consumer's attitude toward a global brand (GBA)	Not tested	
H _{1.g}	Global brand origin (GBO) → consumer's image of a global brand (GBI)	0.504* t-value 9.789	Yes
H _{1.h}	Global brand origin (GBO) → consumer's attitude toward a global brand (GBA)	0.079 t-value 0.851	No
H _{1.i}	Global brand consumer imagery (GBC) → consumer's image of a global brand (GBI)	0.368* t-value 5.819	Yes
H _{1.j}	Global brand consumer imagery (GBC) → consumer's attitude toward a global brand (GBA)	0.160 t-value 1.724	No
H _{2.a}	Local brand knowledge (LBK) → consumer's image of a local brand (LBI)	0.041 t-value 0.654	No
H _{2.b}	Local brand knowledge (LBK) → consumer's attitude toward a local brand (LBA)	0.212* t-value 3.684	Yes
H _{2.c}	Local brand experience (LBE) → consumer's image of a local brand (LBI)	0.040 t-value -0.600	No
H _{2.d}	Local brand experience (LBE) → consumer's attitude toward a local brand (LBA)	0.515* t-value 7.765	Yes
H _{2.e}	Local brand familiarity (LBF) → consumer's image of a local brand (LBI)	Not tested	
H _{2.f}	Local brand familiarity (LBF) → consumer's attitude toward a local brand (LBA)	Not tested	
H _{2.g}	Local brand origin (LBO) → consumer's image of a local brand (LBI)	0.565* t-value 8.051	Yes
H _{2.h}	Local brand origin (LBO) → consumer's attitude toward a local brand (LBA)	0.096 t-value 1.204	No
H _{2.i}	Local brand consumer imagery (LBC) → consumer's image of a local brand (LBI)	0.241* t-value 3.368	Yes
H _{2.j}	Local brand consumer imagery (LBC) → consumer's attitude toward a local brand (LBA)	0.109 t-value 1.335	No

* Significant at the 0.01 level, n=300

In relation to research question RQ₃, the study examined the similarity or difference between the brand dimensions impacting consumer's image of a global brand and a local brand, as well as consumer's attitudes toward these individual brands. The consumer's image of both a global brand (GBI) and a local brand (LBI) are influenced by the same dimensions. Furthermore, global brand origin (GBO) and global brand consumer imagery (GBC) have the stronger influence on consumer's image of a global brand (GBI). Similarly, local brand origin (LBO) and local brand consumer imagery (LBC) have the strongest effect on consumer's image of a local brand (LBI). Therefore, hypothesis H_{3.a} was supported. The consumer's attitude toward a global brand (GBA) and a local brand (LBA) are both influenced by the same dimensions. Moreover, global brand knowledge (GBK) and global brand experience (GBE) have the stronger influence on consumer's attitude toward a global brand (GBA). Likewise, local brand knowledge (LBK) and local brand experience (LBE) have the strongest effect on consumer's attitude toward a local brand (LBI). As a result, the hypothesis H_{3.b} was supported.

In regard to the endogenous constructs, consumer's image of global brand (0.51) has a statistically significant pathway to the consumer's image of globalness of brand alliance, whereas consumer's image of local brand image (0.49) has a statistically significant pathway to the consumer's image of localness of brand alliance, as expected taking into account related theory. Similarly, consumer's attitude toward global brand (0.64) and consumer's attitude toward local brand (0.24) have statistically significant pathways to the consumer's attitude toward brand alliance. In contrast, the pathway from consumer's image of global brand to consumer's image of localness of brand alliance, and the pathway from consumer's image of local brand image to consumer's image of globalness of brand alliance were not statistically significant. A summary of the hypotheses related to research questions RQ₄ and RQ₅ is shown in Table 7.2.

Table 7.2 Endogenous constructs: Hypotheses of research questions RQ₄ and RQ₅

	Hypothesis	Evidence	Support
H _{4.a}	Consumer's image of a global brand (GBI) → consumer's image of brand alliance, globalness (BAIG)	0.511* t-value 8.268	Yes
H _{4.b}	Consumer's image of a global brand (GBI) → consumer's image of brand alliance, localness (BAIL)	0.012 t-value 0.214	No
H _{4.c}	Consumer's image of a local brand (LBI) → consumer's image of brand alliance, globalness (BAIG)	0.042 t-value 0.735	No
H _{4.d}	Consumer's image of a local brand (LBI) → consumer's image of brand alliance, localness (BAIL)	0.486* t-value 6.547	Yes
H _{5.a}	Consumer's attitude toward a global brand (GBA) → consumer's attitude toward brand alliance (BAA)	0.641* t-value 11.436	Yes
H _{5.b}	Consumer's attitude toward a local brand (LBA) → consumer's attitude toward brand alliance (BAA)	0.237* t-value 4.883	Yes

* Significant at the 0.01 level, n=300

In other words, consumer's image of global brand (GBI) and consumer's image of local brand image (LBI) showed statistically significant pathways to the consumer's image of globalness of brand alliance (BAIG) and consumer's image of localness of brand alliance (BAIL) constructs respectively, as expected taking into account the theory. Similarly, consumer's attitude toward global brand (GBA) and consumer's attitude toward local brand (LBA) showed statistically

significant pathways to the consumer's attitude toward brand alliance (BAA) construct. In contrast, the pathways between the mediation constructs, consumer's image of global brand (GBI) and consumer's image of local brand image (LBI), and the consumer's image of globalness of brand alliance (BAIG) and consumer's image of localness of brand alliance (BAIL) constructs were not statistically significant.

Therefore, this study found that consumer's image of globalness of brand alliance (BAIG) is totally generated by consumer's image of global brand (GBI), whereas consumer's image of localness of brand alliance (BAIL) is totally generated by consumer's image of local brand (LBI), with no contribution from the allied individual brand respectively. The hypotheses related to consumer's image of global and local brands and their respective influence on consumer's image of globalness and localness of brand alliance H_{4.a} and H_{4.d}, were supported, whereas the hypotheses related to the consumer's image of global and local brands and their corresponding influence on consumer's image of localness and globalness of brand alliance H_{4.b} and H_{4.c} were not supported. In the case of the consumer's attitude toward brand alliance (BAA), there is a strongest influence from consumer's attitude toward global brand (GBA) than consumer's attitude toward local brand (LBA). The hypotheses related to consumer's attitude toward each individual brand and their influence on consumer's attitude toward brand alliance H_{5.a}, and H_{5.b} were supported.

7.2.4. Analysis of mediation effects

The study examined the mediation effects of consumer's image of and attitude toward a global and a local brand involved in a global-local brand alliance on the relationship between brand dimensions and consumer's image of and attitude toward the global-local brand alliance. A summary of the hypotheses related to research questions RQ₆ and RQ₇ is shown in Table 7.3.

Table 7.3 Mediation effects: Hypotheses of research question RQ₆ and RQ₇

	Hypothesis	Evidence			Support
H _{6.a}	Partial mediation	c	c'	ab	Yes
	GBK → GBI → BAIG	0.114*	0.062	0.052*	
	GBE → GBI → BAIG	0.095	0.105	0.010	
	GBO → GBI → BAIG	0.194*	0.036	0.158*	
	GBC → GBI → BAIG	0.421*	0.272*	0.149*	
H _{6.b}	Full mediation	c	c'	ab	Yes
	GBK → GBA → BAA	0.277*	0.010	0.287*	
	GBE → GBA → BAA	0.391*	0.112	0.279*	
	GBO → GBA → BAA	0.010	0.045	0.055	
	GBC → GBA → BAA	0.062*	0.083	0.145*	
H _{7.a}	Partial mediation	c	c'	ab	Yes
	LBK → LBI → BAIL	0.085	0.100	0.015	
	LBE → LBI → BAIL	0.119	0.072	0.047	
	LBO → LBI → BAIL	0.281*	0.150	0.291*	
	LBC → LBI → BAIL	0.302*	0.275*	0.027	
H _{7.b}	Full mediation	c	c'	ab	Yes
	LBK → LBA → BAA	0.076*	0.005	0.071*	
	LBE → LBA → BAA	0.327*	0.181	0.146*	
	LBO → LBA → BAA	0.009	0.004	0.005	
	LBC → LBA → BAA	0.226*	0.118	0.108*	

Mediation path coefficients: total effect c, direct effect c', indirect effect ab

* Significant at the 0.01 level, n=300

In the case of the global brand constructs, the analysis of construct mediation shows a partial mediation of the consumer's image of a global brand (GBI) construct between global brand dimensions and consumer's image of a brand alliance (BAI), and a complete mediation of the consumer's attitude toward a global brand (GBA) construct between global brand dimensions and consumer's attitude toward a brand alliance (BAA). H_{6.a} and H_{6.b} were supported.

Similarly, in the case of the local brand constructs, the analysis of construct mediation shows a partial mediation of the consumer's image of a local brand (LBI) construct between local brand dimensions and consumer's image of a brand alliance (BAI), and a complete mediation of the consumer's attitude toward a local brand (LBA) construct between local brand dimensions and consumer's attitude toward a brand alliance (BAA). H_{7.a} and H_{7.b} were supported.

7.2.5. Moderating variables

This study examined the moderating effect of type of alliance, product category, consumer identity, and consumption orientation variables. A summary of the hypotheses related to research questions RQ₈ and RQ₉ is shown in Table 7.4 and Table 7.5 respectively. A multi-group analysis revealed that there is not a moderating effect of type of alliance, product category, and consumption orientation. In the case of consumer identity, there is a moderating effect of this variable in the pathways between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands.

Table 7.4 Moderating variables: Hypotheses of research question RQ₈

	Hypothesis	Evidence	Support
H _{8.a}	Type of alliances: actual vs potential alliances GBK, GBE, GBO, GBC → GBI GBK, GBE, GBO, GBC → GBA	No significant difference	No
H _{8.b}	Type of alliances: actual vs potential alliances LBK, LBE, LBO, LBC → LBI LBK, LBE, LBO, LBC → LBA	No significant difference	No
H _{8.c}	Product category: product vs service alliances GBK, GBE, GBO, GBC → GBI GBK, GBE, GBO, GBC → GBA	No significant difference	No
H _{8.d}	Product category: product vs service alliances LBK, LBE, LBO, LBC → LBI LBK, LBE, LBO, LBC → LBA	No significant difference	No
H _{8.e}	Consumer identity: global vs local citizen GBK, GBE, GBO, GBC → GBI GBK, GBE, GBO, GBC → GBA	Significant difference Greater among global citizens ↑	Yes
H _{8.f}	Consumer identity: global vs local citizen LBK, LBE, LBO, LBC → LBI LBK, LBE, LBO, LBC → LBA	Significant difference Greater among local citizens ↑	Yes
H _{8.g}	Consumption orientation: ethnocentric vs cosmopolitan GBK, GBE, GBO, GBC → GBI GBK, GBE, GBO, GBC → GBA	No significant difference	No
H _{8.h}	Consumption orientation: ethnocentric vs cosmopolitan LBK, LBE, LBO, LBC → LBI LBK, LBE, LBO, LBC → LBA	No significant difference	No

A global identity means that consumers feel they belong to the global community and identify with a global lifestyle, whereas a local identity means that consumers feel they belong to their local community and identify with local ways of life. In prior studies, this moderating variable has been key to understanding consumer's attitude toward global versus local brands (Tu et al., 2012; Y. Zhang & Khare, 2009). In this study, the analysis identified the effect of consumer identity only in the pathways between the global and local brand dimensions and the consumer's images and attitudes toward global and local brands. Consumer identity does not have an effect in the pathways between the consumer's image and attitude toward global and local brands and the consumer's image and attitude toward brand alliance.

This study found that consumers with a global citizen self-concept have a more positive image and attitude toward global brands, they are open to other cultures and languages, with preference for foreign cuisine, music, television and cinema productions, interested in issues, news, and events happening around the world. Similarly, prior studies have found that consumers use global brands as symbols to express a modern self-image, promote themselves as global citizens, and display a global identity to their reference groups (Strizhakova & Coulter, 2015; Xie et al., 2015). The preference for global brands in emerging markets is strongly influenced by global self-identification (Guo, 2013; Steenkamp & de Jong, 2010). Consumers in emerging markets believe that global brands are trendy and offer higher quality and more social prestige than local brands (Strizhakova et al., 2008; L. Zhou et al., 2008). Global brand preference displays that some consumers prefer global brands as a result of a desire to be associated with the global culture (Strizhakova & Coulter, 2013; L. Zhou et al., 2008).

Table 7.5 Moderating variables: Hypotheses of research question RQ₉

	Hypothesis	Evidence	Support
H _{9.a}	Type of alliances: actual vs potential alliances GBI → BAIG GBA → BAA	No significant difference	No
H _{9.b}	Type of alliances: actual vs potential alliances LBI → BAIL LBA → BAA	No significant difference	No
H _{9.c}	Product category: product vs service alliances GBI → BAIG GBA → BAA	No significant difference	No
H _{9.d}	Product category: product vs service alliances LBI → BAIL LBA → BAA	No significant difference	No
H _{9.e}	Consumer identity: global vs local citizen GBI → BAIG GBA → BAA	No significant difference	No
H _{9.f}	Consumer identity: global vs local citizen LBI → BAIL LBA → BAA	No significant difference	No
H _{9.g}	Consumption orientation: ethnocentric vs cosmopolitan GBI → BAIG GBA → BAA	No significant difference	No
H _{9.h}	Consumption orientation: ethnocentric vs cosmopolitan LBI → BAIL LBA → BAA	No significant difference	No

In contrast, consumers with a local citizen self-concept have a more positive image and attitude toward local brands, they are proud of the local culture and language, with preference for national cuisine, music, television and cinema productions, mainly interested in issues, news, and events occurring in their country or local community. Likewise, previous studies have found that consumers regard local brands as more unique, original, culturally representative, and affective than global brands (Schuiling & Kapferer, 2004; Swoboda et al., 2012). In addition, some researchers have found that many consumers prefer brands with strong local connections (Dimofte et al., 2008; Holt et al., 2004), because local culture still is a central influence on consumer behavior (Samli, 2013). Local brands can achieve competitive success by using local cultural capital, heritage, and targeting and positioning strategies that reflect a deeper understanding of local culture, identity, traditions, tastes, and needs (Bhardwaj et al., 2010; Roy & Chau, 2011). In emerging markets, when consumers know that a local brand is performing well abroad, they will probably feel stimulated their pride and respect in homegrown talent. Consequently, in emerging countries, going away from the local market increases iconness and is a driver of prestige (Özsomer, 2012).

7.3 Contributions of this study

This section presents the theoretical, methodological and managerial contributions of this study to the existing literature on brand alliances. In regard to the theoretical contributions, this study involved a more comprehensive analysis of brand dimensions beyond specific associations in relation to global and local brands as well as consumer's image of global and local brands based on perceptions of globalness and localness respectively. In addition, this research proposed a model of global-local brand alliances based on an extensive literature review and online interviews with consumers. The study contributes to the scarce literature about global brand, local brands, and brand alliances in emerging markets. The researcher presented an analysis of the political, economic, and social context through which Mexico transitioned from a political and economic nationalist model to a neoliberal model. This analysis illuminates the examination of the online interviews and the assessment of the model in relation to the consumer's image of and attitudes toward global and local brands.

The methodological contributions include an analysis of actual and potential global-local brand alliances. The design and implementation of a mixed methods research design with two sequential studies included online interviews and surveys. In the assessment of the proposed model, the study utilized a mix of existing scales for some constructs and new scales proposed by the researcher developed from scales of other studies and findings from the thematic analysis of the online interviews. The study involved the participation of consumers in both online interviews and surveys to collect more representative data and generate more realistic findings. In addition, the model was tested in Mexico, whereas previous studies are mainly developed in the United States. In relation to the managerial contributions, brand managers of global and local brands will find this study useful to understand the influence of global and local brand dimensions on the construction of consumer's image and attitudes toward global and local brands involved in

a global-local brand alliance and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a global-local brand alliance.

7.3.1 Contributions to knowledge – theoretical contributions

This research analyzed the potential of global-local brand alliances to represent a synthesis of globalness and localness. An extensive literature review related to global brands, local brands, brand alliances, product category, consumer identity, and consumption orientation enlightened the initial stages of this investigation. Prior studies have examined brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery independently. Hence, this research assessed to what extent brand knowledge, brand experience, brand familiarity, brand origin, and brand consumer imagery influence the consumer's image of and attitude toward a global brand or a local brand, and how these constructs may, in turn, influence the overall consumer's image of and attitude toward a brand alliance comprised by these individual brands.

It is important to highlight that the brand knowledge, brand experience, and brand origin constructs of both global and local brands have the same elements. In relation to brand knowledge, the most relevant associations of global brands identified in this study are high quality, prestige, good value, and reliability. In regard to brand experience, the most important elements of both global and local brands identified in this study are senses stimulation, feelings/sentiments, thinking stimulation, and lifestyle. In relation to brand origin, this study confirmed that the decomposition of the country of origin into country of headquarters, country of design, country of ingredients, and country of production is relevant to consumer perceptions of both global and local brands across a range of product and service categories in a multidimensional way. In contrast, the brand consumer imagery constructs of both global and local brands have only two personality traits in common: original and honest. The other three personality traits are different. Global consumer imagery includes up to date, sophisticated, and successful, whereas local consumer imagery includes emotional, friendly, and popular.

In this study, consumer's image of global and local brands considered perceptions of globalness and localness respectively. In relation to consumer's image of global brands, the most relevant associations identified are brand globalness, global accessibility, global representation, and global recognition. Regarding consumer's image of local brands, the most relevant associations identified are brand localness, local authenticity, local representation, and iconic localness. In contrast, consumer's attitude toward global and local brands have the same elements: affection, loyalty, recommendation to others, and purchase intention. In addition, the study found that consumer's image of globalness of brand alliance is totally generated by consumer's image of global brand, whereas consumer's image of localness of brand alliance is totally generated by consumer's image of local brand, with no contribution from the allied individual brand respectively. In the case of the consumer's attitude toward brand alliance, there is the strongest influence from consumer's attitude toward global brand than consumer's attitude toward local brand.

In the case of consumer's image of brand alliance, an important contribution to brand literature is the identification of two factors within this construct. The first factor involves the five items related

to the globalness of the alliance, and the second factor involves the five items related to the localness of the alliance. In each case, all items exhibited high factor loadings and high communalities. Consequently, an important finding of this study is the identification of two dimensions of the consumer's image of the brand alliance: globalness and localness. The most relevant associations identified about consumer's image of globalness of brand alliance are brand globalness, global accessibility, global representation, and global recognition, whereas the most important associations about consumer's image of localness of brand alliance are brand localness, local authenticity, local representation, and iconic localness.

In addition, the study contributes to the scarce literature in English about global brand, local brands, and brand alliances in emerging markets. A prior study examined the cultural and behavioral differences among consumers from Argentina, Brazil, and Mexico and their divergent perceptions of value between global and local brands (Merino & González, 2008). Another study proposed a new typology of global, local, glocal, and functional brands from a consumer perspective rather than academic or practitioner criteria, based on a survey carried out among Mexican consumers applying a new methodology (Llonch-Andreu, López-Lomelí, & Gómez-Villanueva, 2016). Thus, this research enriches this emerging body of literature about global brands, local brands, and brand alliances in Mexico from a consumer perspective.

Mexico is also a unique case because of its geographical proximity to the United States and its strong market integration which was reinforced through the North American Free Trade Agreement (NAFTA). Mexico has made the transition from a commodity-based economy to one dominated by manufacturing and services, and its companies are firmly situated within North American value chains, augmenting their global competitiveness (O'Neil, 2014). As a result, Mexico is an important emerging market, with increasing economic development and openness to global influence and brands. Additionally, it is not a typical case because Mexico is the most contrasting society in the North American region in cultural terms. It is a relatively dynamic society which perceives increasing risks from foreign market dominance through merger and acquisitions in some business sectors, but at the same time some business opportunities posed by brand alliances. Hence, a wide variation of Mexican consumers' attitudes toward globalization was expected and confirmed. This study presented an analysis of the political, economic, and social context through which Mexico transited from a political and economic nationalist model during the 1960s and 1970s to a neoliberal model from 1980s up to now. This context illuminated the examination of the online interviews and the assessment of the model in relation to the consumer's image of and attitudes toward global brands, local brands, and brand alliances.

In addition, this study incorporates a few studies about global brand, local brands, and brand alliances published in Spanish. Moreover, the design of the interview guides for the online interviews, contact and appointment process with participants via email, conduction of the interviews via Skype videoconference, transcription of the interviews, and thematic analysis using NVivo was performed in Spanish by the researcher. Similarly, the design of the four versions of the questionnaire, the invitation to participate in the survey and explanation to the participants about the scope of the research, and collection of data through shopping mall interception

assisted with an electronic device was also performed in Spanish. The findings of both online interviews and assessment of the model will contribute to a better understanding of global brands, local brands, and global-local brand alliances in English and Spanish.

7.3.2 Research design contributions – methodological contributions

The research design of previous empirical studies related to global brands have predominantly used focus groups (Holt et al., 2004), surveys with self-administered questionnaire (Bhardwaj et al., 2010; Roy & Chau, 2011), online consumer panels (Dimofte et al., 2008), and analysis of databases such as the Y&R database Brand Asset Valuator (Johansson & Ronkainen, 2005). In contrast, research design of previous empirical studies related to global brands have predominantly conducted analysis of secondary data including market research reports commissioned by companies (Kapferer, 2002), interviews with marketing managers (Schlosser, 2002), analysis of databases such as the Y&R database Brand Asset Valuator (Schuiling & Kapferer, 2004), and mall intercept survey to consumers (Özsomer, 2012). In relation to brand alliances, the predominant research design of previous studies is between-subject experiment (Desai & Keller, 2002; Hao et al., 2013; Lafferty, 2009; Lanseng & Olsen, 2012; Voss & Gammoh, 2004; Walchli, 2007; Washburn et al., 2000, 2004).

For this study, the researcher selected a mixed methods design to take advantage of the strengths of both approaches. First, a qualitative study was conducted to understand Mexican consumer's perceptions and attitudes toward global brands, local brands, and global-local brand alliances. Online interviews allowed the researcher to explore in deep what brand dimensions influence the generation of consumer's image of and attitude toward global and local brands. The answers of the participants enriched the analysis and conceptualization of each construct, identified potential new items to be included in the model, and alternative relations among the constructs. Then, a quantitative study was conducted to assess the conceptual model and test the hypotheses. A mall interception survey assisted with an electronic device was conducted in shopping malls of Mexico City using a systematic sampling. Four versions of the questionnaire presented the global and local brands separately, and later the brand alliance, including logos and prototypes of the packaging.

Among the empirical brand alliances studies, the use of student samples involved in the study using academic or economic incentives is predominant. This type of samples is not representative of the market, may potentially generate biased results, and reduce the generalization of the findings. Only a few recent studies use more representative samples including consumers. This study involved the participation of consumers in both online interviews and surveys to collect more representative data and generate more realistic findings. In addition, this model was tested in an emerging market, Mexico, whereas previous studies have been mainly conducted in the United States.

The analysis techniques applied more frequently in previous studies related to global brands are limited to ANOVA (Bhardwaj et al., 2010; Dimofte et al., 2008; Johansson & Ronkainen, 2005; Roy & Chau, 2011) or EFA (Dimofte et al., 2008). On the other hand, the predominant techniques

used in previous studies related to local brands are case studies (Kapferer, 2002; Schlosser, 2002) or EFA (Dimofte et al., 2008; Schuiling & Kapferer, 2004). Only two recent studies have applied CFA and SEM, one focused on global brands (Holt et al., 2004) and another one focused on local brands (Özsomer, 2012). In relation to brand alliances, the more frequent analysis techniques of previous studies are ANOVA (Lafferty, 2009; Lafferty & Goldsmith, 2005; I. P. Levin & Levin, 2000; Washburn et al., 2000, 2004), ANOVA and ANCOVA (McCarthy & Norris, 1999), ANOVA and MANOVA (Hao et al., 2013; Voss & Gammoh, 2004; Walchli, 2007). A few studies have applied CFA and SEM together (Baumgarth, 2004; Lafferty et al., 2004).

For this study, the researcher decided to utilize a more comprehensive set of qualitative and statistical techniques to enrich the analysis and conceptualization of each construct, identify potential new items to be included in the conceptual model and alternative relations among the constructs, and then assess the model. The researcher conducted a thematic analysis to analyze the data from the online interviews. Themes and codes were identified from the online interviews assisted by NVivo software. In the assessment of the model, the researcher conducted an EFA to estimate the underlying factors structure of the dataset. First, the analysis started with the exploration of the items for each individual construct and the estimation of unidimensionality of the construct. Second, an analysis was performed for the constructs related to each individual brand and brand alliance. The constructs were unidimensional and relevant items loaded into these constructs as predicted.

Subsequently, the researcher applied a CFA of the congeneric models related to each individual brand. The eight-factor measurement model of exogenous constructs and the six-factor model of endogenous constructs presented a good unidimensionality, reliability and convergent validity, and a subsequent cross-validation, stability, and discriminant validity. Finally, the researcher conducted a SEM involving the global and local brand dimensions, the consumer's image and attitude toward global and local brand, and the overall consumer's image and attitude toward brand alliance. The structural equation analysis showed satisfactory fit indexes, validity, reliability, and stability of the model. Therefore, the selection and conduction of this extensive set of analysis techniques allowed the researcher to generate a robust model representative of actual and potential global-local brand alliances across different product and service categories, despite of the complexity and number of constructs and items involved in the model. A model with this level of complexity has not been presented in the literature before.

In addition, earlier studies frequently utilized only one item to specify a construct, while more recent studies started to use constructs with four or more items to improve specifications of the underlying constructs. The existing construct reliability and validity assessments have relied mainly on traditional criteria. For example, only few recent studies analyze moderating variables for causal relationships through structural equation modeling. As a result, the use of exploratory factor analysis, confirmatory factor analysis, structural equation modeling, and multi-group analysis in this study allowed the researcher to get a strong model.

7.3.3 Managerial implications

Brand alliances have become a popular branding and market growth strategy among global corporations. This brand strategy allows brand managers to reduce the cost of introduction, accelerate potential adoption, create immediate awareness for local customers, and preference based on the attributes and benefits of allied brands. As a result, some brand managers are opting for brand alliances to achieve corporate growth objectives or respond to the competitive changes in their business sectors. However, brand managers have paid little attention to the potential of global-local brand alliances because the assumption is that these brand alliances are unlikely to succeed. This study found that this assumption is not valid and brand managers are missing an excellent opportunity to offer products and services with a synthesis of globalness and localness. This study found that global-local brand alliances work effectively for both current brand alliances in the market and potential global-local brand alliances available currently in the market across different product and service categories.

Global-local brand alliances provide a competitive advantage in a complex business environment with an increasing number of governments from developed and emerging economies pursuing protectionist policies and the emergence of nationalist sentiments among consumers in these markets. Brand managers may realize that global-local brand alliances can be a key brand strategy to penetrate these markets or sustain a current market share. This alternative may be critical for companies with a strong dependence of their operations and profitability on developed markets with a rising level of nationalism such as the United States and United Kingdom as well as emerging markets such as Mexico and Brazil. Consumers perceive current and potential alliances between global and local brands desirable because this type of brand alliances can offer strong, positive, and distinctive attributes and benefits, fulfilling consumer's functional and emotional needs. Global-local brand alliances allow brand managers to expand and strengthen the current set of brand associations, supplying an effective and efficient way of differentiating and positioning their brands, and a long-term key competitive advantage in the market.

Brand alliances facilitate to consumers the evaluation of alternatives among global and local brands in a purchase process. This is a unique characteristic of the global-local brand alliances, and it is an excellent business opportunity for managers of global brand looking for access to new demographic or geographic markets and managers of local brands seeking for a higher level of awareness and accessibility. Indeed, consumers may see potential synergies between the global and local brands with different contributions in terms of associations from each brand to the alliance. A brand alliance between a global and local brand can communicate simultaneously quality, good value, prestige, and reliability, and appeal local consumers concerned about the environment, fair trade, protection of local economy.

Consequently, consumers may perceive a brand alliance between a global and a local brand as a positive step for both companies, where the global brand may demonstrate more sensibility to the local consumer needs and wants, and local brands may reach other markets around the world. This may also represent a major opportunity for global brands to expand or reinforce current

associations, whereas for local brands may be a break point to grow and become a global brand in the long-term. It seems very positive to have a brand alliance where the cultural links of local brands can be integrated with the innovation, resources, and economies of scales of the global brands.

However, the assessment of the model suggests that brand managers need to select carefully the global and local brands to be allied based on a comprehensive assessment of their brand dimensions elements. Brand knowledge, brand experience, and brand origin of both global and local brands may require the same elements, whereas the brand consumer imagery of both global and local brands may require two personality traits in common: originality and honesty. The other brand consumer imagery traits may be different but complementary. These considerations are important because consumers perceive positive opportunities for global and local brands involved in brand alliances when there is a good fit between both brands, and the allied companies generate synergies through the brand alliance in terms of branding, product research and development, advertising and promotion campaigns, and consumer research.

This type of brand alliance may allow brand managers to offer better-tailored products and services, reduce entry barriers in protectionist markets, and increase purchase likelihood among nationalistic consumers. Some consumers consider a brand alliance between global and local brands can generate positive attitudes toward global brands allied with local brands because they perceive a certain level of interest of the global corporations to understand the local market, to develop links with local companies and brands, and to engage with local consumers. This type of brand alliance can generate a sense of pride among local consumers and may assist brand managers to position local brands by allying themselves to global brands with higher worldwide awareness. More importantly, brand alliances can give more trust to consumers because products can be enhanced and adapted to consumers' needs.

7.4 Limitations and further research

This section presents the limitations of this study and the possible lines of study for future research. This section examines the limitations posed by the selection of actual and potential brand alliances, research design, and measurement issues which could affect the application of the findings from this study. Although this research was conducted in the Mexican market, the model can be assessed and implemented in different geographical markets and across different product categories including products and services.

7.4.1 Limitations of research

In the selection of actual and potential global-local brand alliances, the researcher faced some challenges in the Mexican market. In the case of actual brand alliances, the researcher explored the Mexican market to find out brand alliances currently available in different business sectors such as food, beverages, airlines, financial services, stationary and office supplies. The actual global-local brand alliances currently available in the Mexican market are Oreo and Holanda

(cookies and ice cream), Burger King and Sabritas (fast food and snacks), Barbie and Liverpool (toys and departmental store), Aeroméxico and American Express (airlines and financial services), Banamex and Office Depot, (financial services and stationery store), Bancomer and Walmart (financial services and supermarkets).

In the case of potential brand alliances, the researcher explored global and local brands already offered in the Mexican market but not currently involved in a brand alliance with the potential to use this brand strategy. The next step in the research design will be to select a set of global and local brands well-positioned among Mexican consumers, with a high level of brand recall and recognition, from different product and service categories but not currently involved in a brand alliance. An example of a potential brand alliance between global and local brands in the yogurt and breakfast cereal categories is Yoplait and Maizoro.

The researcher examined information from brand rankings of global brands and Mexican brands developed by Interbrand and Millward Brown in 2014. Based on the information in these sources, the global brands selected for the actual alliances were Oreo and American Express, and for the potential alliances were Yoplait and OfficeMax. The local brands selected for the actual alliances were Holanda and Aeroméxico, and for the potential alliances were Maizoro and Banorte.

In regard to the sample size for the surveys, the researcher developed approximately five indicators or items per construct in order to perform Structural Equation Modeling (SEM) analysis. The sample size depends on the model complexity and other factors. Some experts recommend a minimum size sample of 100 to 200 cases based on the number of variables (Kline 2011, Jackson 2003). Other experts recommend a sample size of 200 with increases if the model is large or complex (Hair et al., 2014, 2011). Based on this, the researcher used a sample of 300 respondents. However, taking into account the increasing complexity of the conceptual model, the researcher explored the possibility to survey more participants to have a bigger dataset for the assessment of cross-validation of the structural model by comparing calibration and validation samples. However, limitations in economic resources and time for the field research restricted the data collection to the original plan.

In relation to measurement issues, endogenous and exogenous constructs were measured in the same questionnaire. There could be some influencing effects between these constructs or common-method variance. However, the structure of the questionnaire was carefully designed to initially assess the individual brands constructs separately, and then assess the brand alliance constructs. In addition, the question wording was carefully selected and pretested. The first pretest involved Mexican consumers living in Auckland to refine the language of some questions and scales. The second pretest involved an expert panel, including the researcher's supervisors from the Department of Marketing at Auckland University of Technology.

7.4.2 Further research

This study has highlighted the importance of further research on brand alliances in five areas: the assessment of the model in other business sectors, demographic, and geographic markets, including developed and emerging markets; the spillover effects of global-local brand alliances on the consumer's image and attitudes toward original brands; the level of congruity between the original brands; the potential to reduce negative associations of global brands through a brand alliance with iconic local brands; and the moderating effect of income and traveling abroad frequency.

First, the model of global-local brand alliances can be assessed in other business sectors, as well as different geographic and demographic market segments to obtain a more robust model. In the case of business sectors and product categories, global brands are associated with fashion trends, status, innovation and technology, whereas local brands are associated with local cultural values (N. Zhou & Belk, 2004). Global brands are positively associated by many consumers with quality and prestige in product categories such as hi-tech and luxury products (Pappu et al., 2007; Steenkamp et al., 2003). In contrast, local brands are strongly linked to the country and local culture based on cultural symbolism and heritage. Food and beverages have an essential role in local culture, tastes, and traditions. Strong local symbolism and cultural connections are more desirable and easy to establish for culture-bound categories such as food and beverages (Özsomer, 2012). Therefore, the model can be assessed in other product categories not included in this study such as hi-tech and luxury products. For example, Zacia, the first electric cars manufactured by a Mexican owned-company, may explore a brand alliance with Apple to get a total connectivity with their devices to create a unique experience in terms of Internet connectivity, audio, and video. Similarly, Tequila Ley may explore a brand alliance between its luxury tequila Aztec Passion Limited Edition with gold and platinum crusted in the bottle valued on 225,000 USD per bottle and Tiffany to offer their exclusive products for special celebrations such as weddings and anniversaries among wealthy consumers.

Furthermore, the model of global-local brand alliances can be assessed in different geographic markets, including developed and emerging countries. Indeed, the model can be tested in contrasting geographical markets such as the United States, Canada, New Zealand, and Australia. This research area provides an opportunity to confirm the unique strength of brand alliances with global and local brands to deliver simultaneously positive associations related to globalness and localness across different geographical and demographical markets considering critical environmental changes such as a rising level of nationalism, environmental consciousness, and protection of local culture among consumers. Therefore, the model can be assessed among consumers from different ethnographic or cultural backgrounds. For example, a study in the United States may involve diverse and increasingly important ethnic segments of consumers such as Hispanics, Asian-Americans, and African-Americans. Similarly, a study in Canada may include participants from different cultural backgrounds such as French-Canadians in Quebec and Anglo-Canadians in other provinces.

Second, an analysis of the spillover effects of the global-local brand alliances on the original global and local brands. Prior studies have found that consumers' attitudes toward brand alliances positively influence their subsequent attitudes toward each allied brand (Gammoh et al., 2006; Lafferty & Goldsmith, 2005). However, negative information about a brand alliance can lead to negative effects to the original brands (Helmig et al., 2008). Negative effects from brand alliances to the original brands are generated by the failure of the product; how distant the alliance is to the original product category of the individual brands; and how inconsistent the brand concept is within the alliance. Therefore, these possible spillover effects of the brand alliance on the original brands are well worth of further study.

A third area of further research could examine the level of congruity between the original brands, the way in which brands fit together. Prior studies have found that consumers' positive attitude toward individual brands leads to positive brand alliances evaluations. A brand alliance with two complementary brands has a better attribute profile in consumers' minds than a direct brand extension of the host brand or a brand alliance with two highly positive but not complementary brands (Park et al., 1996). In addition, consumers evaluate brand alliances according to the congruity of the partner brands in high-involvement conditions (Walchli, 2007). Positive evaluations emerge from positive prior attitudes toward each partner brand, as well as positive perceptions of the compatibility or similarity of the two product categories and brand concepts (Baumgarth, 2004; Lafferty et al., 2004). For functional brand alliances, where two brands are allied based on product-related attributes, product category fit is important, whereas for expressive brand alliances where two brands are allied based on consumers' goals, situation and benefits, brand concept fit is more relevant (Lanseng & Olsen, 2012).

A fourth area could explore whether it is possible to reduce negative associations such as market dominance, social irresponsibility, or eradication of local cultures of global brands through a brand alliance with iconic local brands. Global brands such as Monsanto, BP, and Microsoft are perceived as symbols that threaten consumers health, environment, or local competition among some segments of consumers worldwide. A study found that negative perceptions about one original brand, such as corporate social irresponsibility or incompetence, affect the other one involved in the alliance (Votolato & Unnava, 2006). Attitudes toward incompetence information about a company are more negative than attitudes toward negative moral information about the company, whereas attitudes toward negative moral information about a spokesperson or celebrity endorsed by the brand are more negative than attitudes toward incompetence information about spokesperson (Votolato & Unnava, 2006). However, negative information about the partner brand did not spillover to the host brand when the host brand is not viewed as culpable of the negative act (Votolato & Unnava, 2006). As a result, the analysis of a possible reduction of negative associations of global brands through a brand alliance with iconic local brands, or otherwise negative spillover effects of global brands on an iconic local brand through a brand alliance are worthy further study.

A fifth area of research could explore the moderating effect of consumer's desire for status, media habit behavior, and traveling abroad frequency. Previous studies propose that global media exposition, increased international travel, and other factors are creating widely understood symbols and meanings reflected in global brands (Xie et al., 2015). In contrast, consumers who travel abroad less frequently have more positive perceptions and attitudes toward local brands than global brands, mainly in high-symbolic product categories (Strizhakova & Coulter, 2015). In addition, other studies found that consumers most positively inclined toward global brands have a higher income than the general population (Maynard & Tian, 2004; Steenkamp & de Jong, 2010). Therefore, an analysis of the moderating effect of consumer's desire for status, media habit behavior, and traveling abroad frequency are well worth of further study.

7.5 Conclusions

This study identified that while global brands have a strong presence and acceptance in Mexico, local brands have deep roots in the Mexican culture. The Mexican consumers interviewed have favorable perceptions toward global brands with positive associations such as availability, design, high quality, experience, diversity of options, reliability, and prestige. These brands are trusted for product categories such as food, medicines, and technology. Similarly, Mexican consumers' attitudes toward local brands depend on perhaps, a desire to support the local economy, reinforced by sentiments of nationalism deeply rooted among elders and a segment of educated young consumers enthusiastic to support companies and brands with strong local connections. Indeed, brand origin is a critical factor; some consumers prefer local brands because they are more easily associated with local values, traditions, and customs.

Mexican consumers perceive positive opportunities for global and local brands involved in brand alliances when there is a good fit between the brands and the associated companies generate synergies through the brand alliance regarding branding, product research and development, as well as advertising and promotion campaigns. Indeed, these alliances are perceived as very attractive because they may offer a fusion of strong, positive and distinctive attributes and benefits, fulfilling consumer's functional and emotional needs. However, negative effects may occur if consumers consider the global brand is just taking advantage of the local brand.

The online interviews revealed positive and negative associations related to global and local brands, while global brands have a strong presence and acceptance in Mexico, local brands have strong links to Mexican culture. Also, the thematic analysis revealed positive and negative associations of global and local brands, and consumer's images of and attitudes toward global-local brand alliance. The answers of the participants enriched the analysis and conceptualization of each construct, identified potential new items to be included in the model, and alternative relations among the constructs. In addition, it uncovered the need to assess the conceptual model considering actual and potential brand alliances.

The assessment of the model highlights the strong influence of brand origin and brand consumer imagery on the construction of a consumer's image of global and local brands, whereas brand knowledge and brand experience have a strong impact on a consumer's attitude toward these brands. In addition, the sources of globalness and localness of the brand alliance are the consumer's image of global brand and local brand respectively. Consumer's attitude toward brand alliance is predominantly influenced by consumer's attitude toward global brand. The structural model analysis showed satisfactory fit indexes, stability and construct validity. An alternative model was proposed and assessed. However, there was a little reduction in model fit indexes and the chi-square difference between the original model and the alternative model was significant. Therefore, the original structural model was confirmed.

This study found that the assumption global-local brand alliances are unlikely to succeed is not valid, and brand managers are missing an excellent opportunity to offer products and services with a synthesis of globalness and localness. The study found that global-local brand alliances work effectively for both current brand alliances in the market and potential brand alliances, across varying product and service categories. The study confirms that global-local brand alliances integrate and communicate both associations of globalness and localness.

In the present global business environment where an increasing number of markets are experiencing a rising level of nationalism among consumers - and governments of key developed and emerging economies such as the United States and China are pursuing protectionist policies and setting the conditions for a global trade war - brand managers should consider the design and implementation of global-local brand alliances. A brand alliance between a global and local brand communicates simultaneously globalness and localness, associations such as quality, good value, prestige, and reliability, and appeals to local consumers concerned about the environment, fair trade, and protection of local economy. Consumers perceive current and potential alliances between global and local brands desirable because this type of brand alliances can offer strong, positive, and distinctive attributes and benefits, fulfilling consumer's functional and emotional needs.

Global-local brand alliances can make the purchase decision easier for nationalist consumers because the brand alliance may have the features and benefits of both global and local brands; this can reduce cognitive dissonance and emotional conflict among these consumers. Global-local brand alliances allow brand managers to expand and strengthen the current set of brand associations, providing an effective and efficient way of differentiating and positioning their brands, and a long-term key competitive advantage across different markets. For brand managers, global-local brand alliances can be an effective brand strategy to penetrate new markets or sustain current market share in complex market conditions.

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Appendix 1.1. First email to participants



First email to participants

Online Personal interviews.

Project title: The effects of global and local brands images on consumer attitudes toward brand alliances

Supervisor: Assoc Prof. Mark Glynn

Researcher: Rafael San José Iglesias

[Date]

Dear [Interviewee Name]:

My name is Rafael San José Iglesias and I am a PhD candidate at the Auckland University of Technology, Auckland, New Zealand, and I am conducting a research on brand alliances between global and local brands.

Including yourself, I have identified a list of Mexican consumers who are familiarized and probably have consumed global and local brands over the last couple of years.

I am writing to invite you to participate in my research project by being interviewed. The interview will be conducted using Skype and will take no from 30-45 minutes. It will be audio and/or video recorded, and the data will be used in the final report which will be made available to you upon request.

I sincerely hope that you will consider participating in this important effort to document the global and local brand alliances phenomenon. If you are interested in participating in this research, could you please reply to me via email rsanjose@aut.ac.nz, alternatively I will be contacting you via email in the near future to confirm your interest.

Should you have any query or feedback, please feel free to contact me. A participation information sheet on the project is attached, a consent form is attached and a copy of a set of questions is attached for your reference.

Sincerely,

Rafael San José Iglesias
Auckland University of Technology
New Zealand
Email: rsanjose@aut.ac.nz
Skype: rafael.san.jose.iglesias

Approved by the Auckland University of Technology Ethics Committee on **01 October 2015** AUTEK Reference number **15/349**.

Appendix 1.2. Participant information sheet



Participant Information Sheet

Date Information Sheet Produced:

01 September 2015

Project Title

The effects of global and local brands images on consumer attitudes toward brand alliances.

An Invitation

My name is Rafael San José Iglesias and I am a PhD candidate in the Marketing, Advertising, Retailing and Sales Department of the Faculty of Business and Law at Auckland University of Technology (AUT), New Zealand. I wish to invite you to participate in a research study that investigates brand alliances between global and local brands. Your participation is voluntary and you may withdraw at any time prior to the completion of the interview.

What is the purpose of this research?

The research project will assist in the completion of my doctoral degree and other academic publications or presentations.

How was I identified and why am I being invited to participate in this research?

You are a Mexican consumer who is familiarized and probably has consumed global and local brands. As such you would be a key informant for my study. The aim of the research is to contribute to the knowledge of the consumers' perceptions about global and local brands involved in a brand alliance, by interviewing actual consumers from Mexico as yourself.

What will happen in this research?

A Skype in-depth interview between 30-45 minutes will be conducted on a day and time of your preference. The interview process will investigate brand alliances between global and local brands. The interview will be audio and/or video recorded and later transcribed. The data collected will be used in my doctoral research and may be used in subsequent academic publications.

What are the discomforts and risks?

There are no anticipated discomfort or risks expected for the interview.

How will these discomforts and risks be alleviated?

You are welcome to refuse to answer any question you do not feel comfortable answering. You may also withdraw from the interview at any point, and anything discussed during the interview will not be used in the final report.

What are the benefits?

You will benefit from this research by contributing to the knowledge about brand alliances between global and local brands. You will also increase your knowledge as consumer about how global and local brands images can affect your attitudes toward brand alliances, and use this knowledge for your future purchases. You may also have access to a summary of the results of the research. This study will allow me to fulfil part of the requirements of my doctoral degree and other academic publications.

How will my privacy be protected?

At not any time you will be individually identified, but your demographic information will be used in communicating the results of this research, for example your age. This is important as it gives the research credibility.

What are the costs of participating in this research?

The research requires participants to give up from 30 to 45 minutes of their time for the interview.

What opportunity do I have to consider this invitation?

You have up to one week to consider the invitation. At that point I will send you a follow up email to confirm your participation.

Appendix 1.3. Consent form



Consent Form

Online Personal interviews.

Project title: **The effects of global and local brands images on consumer attitudes toward brand alliances**

Supervisor: **Assoc Prof. Mark Glynn**

Researcher: **Rafael San José Iglesias**

- I have read and understood the information provided about this research project in the Information Sheet dated 01 September 2015.
- I have had an opportunity to ask questions and to have them answered.
- I understand that notes will be taken during the interviews and that they will also be audio-taped and transcribed.
- I understand that I may withdraw myself or any information that I have provided for this project at any time prior to completion of data collection, without being disadvantaged in any way.
- If I withdraw, I understand that all relevant information including tapes and transcripts, or parts thereof, will be destroyed.
- I agree to take part in this research.
- I wish to receive a summary of the findings (please tick one): Yes No

Participant's signature:

Participant's name:

Participant's Contact Details (if appropriate):

.....
.....
.....
.....

Date:

Approved by the Auckland University of Technology Ethics Committee on **01 October 2015** AUTEC Reference number **15/349**.

Note: The Participant should retain a copy of this form.

Appendix 1.4. Interview guide



Interview Questions

Online Personal interviews.

Project title: The effects of global and local brands images on consumer attitudes toward brand alliances

Supervisor: Assoc Prof. Mark Glynn

Researcher: Rafael San José Iglesias

Please answer the following questions.

Global brands section

1. How would you describe a global brand?
2. What are the associations [ideas, emotions, benefits] that you have about global brands?
3. What are the ways in which you are interacting with these brands?
4. What are the characteristics of people that consume these brands?
5. In what kind of products do you prefer global brands?
6. To what extent it is important the country of origin of these brands? Why?

Local brands section

1. How would you describe a local brand?
2. What are the associations [ideas, emotions, benefits] that you have about local brands?
3. What are the ways in which you are interacting with these brands?
4. What are the characteristics of people that consume these brands?
5. In what kind of products do you prefer local brands?
6. To what extent it is important that the products of these brands are made in Mexico? Why?

Brand alliances section

1. If you have to choose between a global and a local brand, which one do you select? Explain your reasons.
2. What do you take into account while choosing between a global and a local brand?
3. What do you think about a global brand and a local brand together in a product or in an advertising campaign?

Approved by the Auckland University of Technology Ethics Committee on 01 October 2015 AUTEK Reference number 15/349.

Appendix 1.5. First email to participants – Spanish version



Primer correo electrónico a participantes

Entrevista Personal en Línea.

Proyecto: Los efectos de las imágenes de las marcas globales y locales en las actitudes de los consumidores hacia alianzas de marcas

Supervisor: Assoc Prof. Mark Glynn

Investigador: Rafael San José Iglesias

[Fecha]

Estimado [Nombre de entrevistado]:

Mi nombre es Rafael San José Iglesias, soy mexicano y candidato a doctor en el Departamento de Mercadotecnia, Publicidad, Sector Minorista y Ventas de la Universidad Tecnológica de Auckland, Nueva Zelanda. Estoy conduciendo una investigación sobre alianzas de marcas entre marcas globales y locales.

Incluyendo personas como tú, he identificado una lista de consumidores mexicanos que están familiarizados y probablemente han consumido marcas globales y locales en los dos últimos años.

Estoy escribiendo para invitarte a participar en mi proyecto de investigación mediante una entrevista. La entrevista será realizada usando Skype y tomará de 30 a 45 minutos. Ésta será grabada y los datos serán usados en el reporte final el cual estará disponible bajo tu requisición.

Espero sinceramente que consideres participar en este esfuerzo tan importante por documentar el fenómeno de alianzas de marcas globales y locales. Si estás interesado en participar en esta investigación, podrías por favor responderme vía correo electrónico a rsanjose@aut.ac.nz, alternativamente puedo contactarte próximamente vía correo electrónico para confirmar tu interés.

Si tienes cualquier pregunta o retroalimentación por favor ten la confianza de contactarme. Una hoja de participación sobre el proyecto ha sido adjuntada, junto con una forma de consentimiento y una copia de las preguntas para la entrevista para tu referencia.

Sinceramente,

Rafael San José Iglesias
Auckland University of Technology
New Zealand
Email: rsanjose@aut.ac.nz
Skype: rafael.san.jose.iglesias

Aprobado por el Comité de Ética de la Universidad Tecnológica de Auckland el **01 Octubre 2015**, número de referencia AUTEK **15/349**.

Appendix 1.6. Participant information sheet – Spanish version



Hoja de Información para el Participante

Fecha

01 Septiembre 2015

Título del proyecto

Los efectos de las imágenes de las marcas globales y locales en las actitudes de los consumidores hacia alianzas de marcas.

Una invitación

Mi nombre es Rafael San José Iglesias, soy mexicano y candidato a doctor en el Departamento de Mercadotecnia, Publicidad, Sector Minorista y Ventas de la Universidad Tecnológica de Auckland, Nueva Zelanda. Deseo invitarte a participar en un proyecto de investigación que explora las alianzas de marca entre marcas globales y locales. Tu participación es voluntaria y puedes retirarte en cualquier momento previamente a la finalización de la entrevista.

¿Cuál es el propósito de esta investigación?

El proyecto de investigación me ayudará en la conclusión de mi grado doctoral y otras publicaciones o presentaciones académicas.

¿Cómo fui identificado y por qué estoy siendo invitado a participar en esta investigación?

Eres un consumidor mexicano que está familiarizado y probablemente ha consumido marcas locales y globales. Como tal, puedes ser un informante clave para mi estudio. El propósito de esta investigación es contribuir al conocimiento de las percepciones que los consumidores tienen sobre las marcas globales y locales involucradas en una alianza de marca, mediante la entrevista a consumidores reales de México como tú.

¿Qué sucederá en esta investigación?

Una entrevista a profundidad vía Skype alrededor de 30 a 45 minutos será realizada en un día y hora de tu preferencia. El proceso de entrevista investigará las alianzas de marca entre marcas globales y locales. La entrevista será audio-grabada y posteriormente transcrita. Los datos coleccionados serán usados en mi investigación doctoral y pueden ser usados subsecuentemente en publicaciones académicas.

¿Cuáles son las incomodidades y riesgos?

No hay incomodidades anticipadas o riesgos esperados para la entrevista.

¿Cómo serán superadas estas incomodidades y riesgos?

Estás invitado a negarte a responder cualquier pregunta en la cual no te sientas cómodo para responder. También puedes retirarte de la entrevista en cualquier momento y cualquier cosa discutida durante la entrevista no será usada en el reporte final.

¿Cuáles son los beneficios?

Te beneficiarás de esta investigación al contribuir al conocimiento sobre alianzas de marcas entre marcas globales y locales. También incrementarás tu conocimiento como consumidor sobre cómo las imágenes sobre las marcas globales y locales pueden afectar tus actitudes hacia las alianzas de marcas, y usar este conocimiento para tus compras futuras. También puedes tener acceso a un resumen sobre los resultados de la investigación. Este estudio me permitirá cumplir parte de los requisitos de mi grado de doctorado y otras publicaciones académicas.

¿Cómo será protegida mi privacidad?

En ningún momento serás identificado individualmente, pero tu información demográfica será usada para comunicar los resultados de esta investigación, por ejemplo tu edad. Esto es importante debido a que da credibilidad a la investigación.

¿Cuáles son los costos por participar en esta investigación?

La investigación requiere que los participantes den de 30 a 45 minutos de su tiempo para una entrevista.

Appendix 1.7. Consent form – Spanish version



Forma de Consentimiento

Entrevista Personal en Línea.

Proyecto: Los efectos de las imágenes de las marcas globales y locales en las actitudes de los consumidores hacia alianzas de marcas

Supervisor: Assoc Prof. Mark Glynn

Investigador: Rafael San José Iglesias

Entiendo la naturaleza de la investigación y por qué he sido seleccionado para participar. Estoy de acuerdo en participar voluntariamente en una entrevista privada con una duración aproximada de 45 minutos

- He leído y entendido la información proporcionada sobre este proyecto de investigación en la Hoja de Información para el Participante con fecha 01 Septiembre 2015.
- He tenido la oportunidad de hacer preguntas y me han sido contestadas.
- Entiendo que se tomarán notas durante la entrevista y que también será grabada en audio y transcrita.
- Entiendo que puedo retirar mi participación o información proporcionada para este proyecto en cualquier momento previamente a la finalización de la colección de datos, sin tener desventaja de ningún tipo.
- Si me retiro, entiendo que toda la información relevante, incluyendo las grabaciones y transcripciones, o partes de ellos, será destruida.
- Estoy de acuerdo en formar parte de esta investigación.
- Deseo recibir un resumen de los hallazgos (por favor selecciona uno): Yes No

Firma del participante:

Nombre del participante:

Información de contacto del participante (si fuera necesario):

.....
.....
.....
.....

Fecha:

Aprobado por el Comité de Ética de la Universidad Tecnológica de Auckland el 01 Octubre 2015, número de referencia AUTEK 15/349.

Appendix 1.8. Interview guide – Spanish version

The logo for AUT (Auckland University of Technology) features the letters 'AUT' in a bold, white, sans-serif font on a black rectangular background.

TE WĀNANGA ARONUI
O TĀMAKI MAKĀU RAU

Preguntas de Entrevista

Entrevista Personal en Línea.

Proyecto: Los efectos de las imágenes de las marcas globales y locales en las actitudes de los consumidores hacia alianzas de marcas

Supervisor: Assoc Prof. Mark Glynn

Investigador: Rafael San José Iglesias

Por favor responda las siguientes preguntas.

Sección de marcas globales

1. ¿Cómo describirías una marca global?
2. ¿Cuáles son las asociaciones [ideas, emociones, beneficios] que tienes sobre las marcas globales?
3. ¿Cuáles son las formas en las que estás interactuando con estas marcas?
4. ¿Cuáles son las características de la gente que consume estas marcas?
5. ¿En qué tipo de productos prefieres las marcas globales?
6. ¿Hasta qué punto es importante el país de origen de estas marcas? ¿Por qué?

Sección de marcas locales

1. ¿Cómo describirías una marca local?
2. ¿Cuáles son las asociaciones [ideas, emociones, beneficios] que tienes sobre las marcas locales?
3. ¿Cuáles son las formas en las que estás interactuando con estas marcas?
4. ¿Cuáles son las características de la gente que consume estas marcas?
5. ¿En qué tipo de productos prefieres las marcas locales?
6. ¿Hasta qué punto es importante que los productos de estas marcas están hechos en México? ¿Por qué?

Sección de alianzas de marcas

1. Si tienes que escoger entre una marca global y una local, ¿cuál marca seleccionas? Explica tus razones.
2. ¿Qué tomas en cuenta cuando escoges entre una marca global y una local?
3. ¿Qué opinas sobre una marca global y una marca local juntas en un producto o en una campaña publicitaria??

Aprobado por el Comité de Ética de la Universidad Tecnológica de Auckland el 01 Octubre 2015, número de referencia AUTEK 15/349.

Appendix 1.9. Ethics application approval – Qualitative study



AUTEC Secretariat

Auckland University of Technology
D-88, WU406 Level 4 WU Building City Campus
T: +64 9 921 9999 ext. 8316
E: ethics@aut.ac.nz
www.aut.ac.nz/researchethics

1 October 2015

Mark Glynn
Faculty of Business and Law

Dear Mark

Re Ethics Application: **15/349 The effects of global and local brands images on consumer attitudes toward brand alliances.**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Subcommittee (AUTEC).

Your ethics application has been approved for three years until 30 September 2018.

As part of the ethics approval process, you are required to submit the following to AUTEC:

- A brief annual progress report using form EA2, which is available online through <http://www.aut.ac.nz/researchethics>. When necessary this form may also be used to request an extension of the approval at least one month prior to its expiry on 30 September 2018;
- A brief report on the status of the project using form EA3, which is available online through <http://www.aut.ac.nz/researchethics>. This report is to be submitted either when the approval expires on 30 September 2018 or on completion of the project.

It is a condition of approval that AUTEC is notified of any adverse events or if the research does not commence. AUTEC approval needs to be sought for any alteration to the research, including any alteration of or addition to any documents that are provided to participants. You are responsible for ensuring that research undertaken under this approval occurs within the parameters outlined in the approved application.

AUTEC grants ethical approval only. If you require management approval from an institution or organisation for your research, then you will need to obtain this. If your research is undertaken within a jurisdiction outside New Zealand, you will need to make the arrangements necessary to meet the legal and ethical requirements that apply there.

To enable us to provide you with efficient service, please use the application number and study title in all correspondence with us. If you have any enquiries about this application, or anything else, please do contact us at ethics@aut.ac.nz.

All the very best with your research,

Kate O'Connor
Executive Secretary
Auckland University of Technology Ethics Committee

Cc: Rafael San Jose Iglesias rsanjose@aut.ac.nz

Appendix 2.1. Brand selection

Global Brands

In the case of Interbrand, a brand must fulfill the following criteria to be included in the ranking of best global brands: a brand must be truly global, having successfully transcended geographic and cultural boundaries, and it has expanded to the established economic centers of the world and entered the major growth markets. In measurable terms, this requires that at least 30 percent of revenue must come from outside of the brand's home region, the brand must have a significant presence in Asia, Europe, and North America as well as broad geographic coverage in emerging markets, there must be sufficient publicly available data on the brand's financial performance, economic profit must be expected to be positive over the longer term, delivering a return above the brand's cost of capital, and the brand must have a public profile and awareness across the major economies of the world (Interbrand 2014a). The top 25 best global brands in 2014 are presented in Table 1.

Table 1. Rankings of Best Global Brands 2014.

Position	Interbrand	Millward Brown
1	Apple	Google
2	Google	Apple
3	Coca-Cola	IBM
4	IBM	Microsoft
5	Microsoft	MacDonald's
6	GE	Coca-Cola
7	Samsung	Visa
8	Toyota	AT&T
9	McDonald's	Marlboro
10	Mercedes Benz	Amazon.com
11	BMW	Verizon
12	Intel	GE
13	Disney	Wells Fargo
14	Cisco	Tencent
15	Amazon	China Mobile
16	Oracle	UPS
17	HP	ICBC
18	Gillette	MasterCard
19	Louis Vuitton	SAP
20	Honda	Vodafone
21	H&M	Facebook
22	Nike	Walmart
23	American Express	Disney
24	Pepsi	American Express
25	SAP	Baidu

Sources: Interbrand (2014a), Millward Brown (2014a)

In the case of Millward Brown, the valuation process of the most valuable global brands has three components: financial value, brand contribution, and brand value (Millward Brown 2014a). The analysis starts with an analysis of contributions to the earnings of the corporation across a portfolio of brands. In some cases, a corporation owns only one brand, in other cases, the corporation owns many brands. The consulting firm analyzes financial information from annual reports and other sources to attribute the correct portion of corporate earnings to each brand. Also, it estimates future earnings of the brand. The brand contribution considers rational factors that influence the value of the brand, for example, price, convenience, availability, and distribution. This customer viewpoint is assessed by conducting worldwide ongoing, in-depth quantitative consumer research, both online and face-to-face. Finally, the brand value is calculated multiplying the financial value by brand contribution (Millward Brown 2014a). The 25 most valuable global brands in 2014 are presented in Table 1.

Local Brands

In relation to the Mexican brands, the main objective of the Interbrand ranking is to analyze the evolution of the most important brands of Mexico, their importance and performance in the current economic environment, as well as the short and long-term strategies in their brand programs, and the relationship between these brands and consumers (Interbrand 2014b). These brands are characterized by a consistent and successful branding program, have positioned themselves in the Mexican culture, leveraging the heritage of the brand, and transcending generations. The methodology to select these brands involves three key aspects which contribute to the brand value: financial performance, the role of the brand over consumer choice, and brand strength (Interbrand 2014b). The financial analysis measures the overall financial return to investors, in other words, the economic profit or after-tax operating profit of the brand, minus a charge for the capital used to generate the brand's revenue and margins. The role of the brand over consumer choice derives, depending on the brand, from one of three methods: primary research, a review of historical roles of brands for companies in the industry, or expert panel assessment. Brand strength measures the ability of the brand to create loyalty and, therefore, sustainable demand and profit into the future, based on an evaluation of ten factors: clarity, governance, commitment, responsiveness, authenticity, relevance, differentiation, consistency, presence, and engagement (Interbrand 2014b). The best Mexican brands in 2014 are presented in Table 2.

In the case of Millward Brown, the ranking analyzes the actual delivery of a companies' promise, its reputation and differentiating associations that it claims it can provide in the competitive landscape of Mexico. Consumers have the power over the purchase decision, but brands have the capacity to influence these decisions. This ranking distinguishes two key components: brand equity and brand value. It refers to brand equity when collating consumers' perceptions about a brand, industry or a specific category; we should refer to equity only. It refers to a brand value or financial value of the brand when considering the brand as the single, most important intangible asset of a company. This is precisely what the ranking measures: it is no longer a matter of awareness, engagement or impact. These harder times demand new Key Performance Indicators (KPIs) to show if a brand is growing. Influence is the most relevant of all. It is because

influence integrates three things: brand potential, user loyalty, and market buzz. The brand potential is the contained power to drive sales continuously, user loyalty is the capacity to make users keep buying, and the market buzz is the capacity to spread the love for the brand to others (Millward Brown 2014b). Brands that keep this in mind and don't remind consumers of their lack of opportunities are the ones for which brand value has increased. The 25 most valuable Mexican brands in 2014 are presented in Table 2.

Table 2. Rankings of Best Brands Mexico 2014.

Position	Interbrand	Millward Brown
1	Telcel	Corona
2	Corona	Telcel
3	Telmex	Televisa
4	Oxxo	Modelo
5	Bimbo	Telmex
6	Modelo	Bodega Aurrera
7	Banorte	Cemex
8	Banamex	Liverpool
9	Televisa	Bimbo
10	Bodega Aurrera	Banorte
11	Inbursa	Inbursa
12	Mexichem	Marinela
13	Liverpool	Soriana
14	Compartamos Banco	Sanborns
15	TV Azteca	Banamex
16	Aeroméxico	Oxxo
17	Fud	Tecate
18	Elektra	Palacio de Hierro
19	El Jimador	Aeroméxico
20	Superama	Superama
21	Interjet	Lala
22	Suburbia	IDEAL
23	Cemento Moctezuma	Victoria
24	Sanborns	León
25	Maseca	Pacífico

Sources: Interbrand (2014b), Millward Brown (2014b)

Appendix 2.2. Participant information sheet



Participant Information Sheet

Date Information Sheet Produced:

01 November 2015

Project Title

The effects of global and local brands images on consumer attitudes toward brand alliances.

An Invitation

My name is Rafael San José Iglesias and I am a PhD candidate in the Marketing, Advertising, Retailing and Sales Department of the Faculty of Business and Law at Auckland University of Technology (AUT), New Zealand. I wish to invite you to participate in a research study for my doctorate that investigates brand alliances between global and local brands. Your participation is voluntary and you may withdraw at any time prior to the completion of the survey.

What is the purpose of this research?

The purpose of this study is understand the importance of brand alliances between global and local brands and how they can significantly influence consumers' attitudes. I am conducting this study as part of my thesis and fulfil the requirements for the PhD degree from the Auckland University of Technology.

How was I identified and why am I being invited to participate in this research?

You are a Mexican shopper who is familiar and probably knows about global and local brands. As such you would be a key informant for my study. The aim of the research is to contribute to the knowledge of the consumers' perceptions and attitudes about global and local brands involved in a brand alliance by surveying shoppers from Mexico as yourself.

What will happen in this research?

You will be asked to answer a survey. This survey will take 10-20 minutes. You will answer, according to your opinion and experience, a questionnaire about actual or potential brand alliances between global and local brands. There are no correct or incorrect answers.

What are the discomforts and risks?

There are no anticipated discomfort or risks expected for this survey.

How will these discomforts and risks be alleviated?

You are welcome to refuse to answer any question you do not feel comfortable answering. You may also withdraw from the survey at any point, and anything discussed during the survey will not be used in the final report.

What are the benefits?

You will also contribute to the knowledge about brand alliances between global and local brands. You may have access to a summary of the results of the research. This research will provide both academics and practitioners with valuable information regarding the importance of brand alliances between global and local brands and how they can significantly influence consumers' attitudes.

How will my privacy be protected?

At not any time you will be individually identified, but your demographic information will be used in communicating the results of this research, for example your age. This is important as it gives the research credibility.

What are the costs of participating in this research?

The research requires participants to give up from 10 to 20 minutes of their time for the survey.

What opportunity do I have to consider this invitation?

After you read this information sheet you can confirm your participation in the survey.

Appendix 2.3. Participant information sheet – Spanish version



Hoja de Información para el Participante

Fecha de Producción:

01 Noviembre 2015

Título del proyecto

Los efectos de las imágenes de las marcas globales y locales en las actitudes de los consumidores hacia las alianzas de marcas.

Una invitación

Mi nombre es Rafael San José Iglesias, soy mexicano y candidato a doctor en el Departamento de Mercadotecnia, Publicidad, Sector Minorista y Ventas de la Universidad Tecnológica de Auckland, Nueva Zelanda. Deseo invitarte a participar en un proyecto de investigación que explora las alianzas de marca entre marcas globales y locales. Tu participación es voluntaria y puedes retirarte en cualquier momento previamente a la finalización de la entrevista.

¿Cuál es el propósito de esta investigación?

El propósito de este estudio es entender la importancia de las alianzas de marca entre marcas globales y locales y cómo pueden influir en las actitudes de los consumidores. Estoy realizando este estudio como parte de mi tesis y cumplir con los requisitos para obtener el grado de doctor en la Universidad Tecnológica de Auckland.

¿Cómo fui identificado y por qué estoy siendo invitado a participar en esta investigación?

Eres un comprador mexicano que está familiarizado y probablemente conoce las marcas locales y globales. Como tal, podrías ser un informante clave para mi estudio. El propósito de esta investigación es contribuir al conocimiento de las percepciones que los consumidores tienen sobre las marcas globales y locales involucradas en una alianza de marca mediante una encuesta a compradores de México como tú.

¿Qué sucederá en esta investigación?

Te pediré respuestas a una encuesta. Esta encuesta tomará de 10-20 minutos. Responderás de acuerdo a tu opinión y experiencia a un cuestionario sobre alianzas de marcas reales o potenciales entre marcas locales y globales. No hay respuestas correctas o incorrectas.

¿Cuáles son las incomodidades y riesgos?

No hay incomodidades anticipadas o riesgos esperados para esta encuesta.

¿Cómo serán superadas estas incomodidades y riesgos?

Estás invitado a negarte a responder cualquier pregunta en la cual no te sientas cómodo responder. También puedes retirarte en cualquier momento durante la encuesta y tus respuestas no serán usadas en el reporte final.

¿Cuáles son los beneficios?

Tú también contribuirás al conocimiento sobre las alianzas de marcas entre marcas globales y locales. Puedes tener acceso a un resumen de los resultados de la investigación. Esta investigación proporcionará tanto a académicos como practicantes una información valiosa respecto a la importancia de las alianzas de marca entre marcas globales y locales y cómo éstas pueden influir significativamente en las actitudes de los consumidores.

¿Cómo será protegida mi privacidad?

En ningún momento serás identificado individualmente, pero tu información demográfica será usada para comunicar los resultados de esta investigación, por ejemplo tu edad. Esto es importante debido a que da credibilidad a la investigación.

¿Cuáles son los costos por participar en esta investigación?

La investigación requiere que los participantes den de 10 a 20 minutos de su tiempo para una entrevista.

¿Qué tiempo tengo para considerar esta invitación?

Después de leer esta hoja de información puede confirmar tu participación en la encuesta.

¿Cómo consiento mi participación en esta investigación?

Al completar la encuesta das consentimiento de tu participación en este estudio.

¿Recibiré retroalimentación de los resultados de esta investigación?

Un resumen de los hallazgos será publicado cuando el estudio esté completo en la página de Facebook <https://www.facebook.com/GlobalLocalBrands/>

¿Qué hago si tengo preocupaciones sobre esta investigación?

Cualquier preocupación o inquietud respecto a la naturaleza de este proyecto debe ser notificada en primera instancia al Supervisor del Proyecto, Assoc. Prof. Mark Glynn, mark.glynn@aut.ac.nz, + 64 9 921 9999 ext. 5813, en Nueva Zelanda

Cualquier preocupación respecto a este proyecto debe ser notificada a la Secretaria Ejecutiva de AUTEK, Kate O'Connor, ethics@aut.ac.nz, 921 9999 ext 6038, en Nueva Zelanda

¿A quién contacto para mayor información sobre esta investigación?

Información de contacto del investigador:

Rafael San José Iglesias, rsanjose@aut.ac.nz, + 64 9 921 9999 ext. 7884.

Department of Marketing, Advertising, Retailing and Sales, Business School, Auckland University of Technology, Private Bag 92006, Auckland 1142, New Zealand.

Información de contacto del supervisor del proyecto:

Assoc. Prof. Mark Glynn, mark.glynn@aut.ac.nz, + 64 9 921 9999 ext. 5813.

Department of Marketing, Advertising, Retailing and Sales, Business School, Auckland University of Technology, Private Bag 92006, Auckland 1142, New Zealand.

Aprobado por el Comité de Ética de la Universidad Tecnológica de Auckland el **01 Diciembre 2015**, número de referencia AUTEK **15/461**.

Appendix 2.4. Survey questionnaire - Actual brand alliance



Default Question Block

Survey Questionnaire

Shopping Mall Questionnaire

The effects of global and local brands images on consumer attitudes toward brand alliances

Thank you for participating in this survey. Your opinions are very valuable for this research. Please remember:

- None of the responses are right or wrong. They only reflect your opinions and attitudes.
- Your views are important to us and your answers will be kept in the strictest confidence.
- None of the responses are directly linked to you as an individual.
- Honest and thoughtful answers to this survey are vital to the integrity of the research process.
- By completing this survey, you give consent of your participation in this study.

To begin the survey, click on the button below.

Rafael San José Iglesias
Researcher


Holanda

Holanda is a brand of ice-cream. In the following section, you will be asked some questions about the brand Holanda.

Click on the button below.



Based on what you know about Holanda, to what extent do the following characteristics best describe Holanda?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ethical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestigious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well-known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>




Taking into account your familiarity with Holanda, to what extent do you agree with the following comments about Holanda?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I have seen many ads in magazines, radio, TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consume frequently Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda is very familiar to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know a lot about Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everybody has heard of Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



In relation to your previous experiences with Holanda, to what extent do you agree with the following comments about Holanda?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Holanda stimulates thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda induces feelings/sentiments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda stimulates my senses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda goes with my way of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda engages in physical action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



To what extent do you agree with the following statements about the origin of the brand Holanda?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Holanda is designed in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda is made from local ingredients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda's headquarters are located in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda is manufactured in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



To what extent the following personality traits best describe the typical consumer of Holanda? A typical consumer is...

Please tick one in each row.

	Not at all descriptive 1	2	3	4	5	6	Extremely descriptive 7
Sophisticated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Young	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Up to date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upper class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Masculine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individualist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feminine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What is your overall perception about Holanda?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I think Holanda is only consumed in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda is an iconic Mexican brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Holanda is an authentic Mexican brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda represents Mexicanity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, Holanda is a local brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What is your overall attitude toward Holanda?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I recommend Holanda to family & friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really like Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I seek for more information about Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am loyal to Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have to buy ice cream soon, I would buy Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good opinion of Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I attend to events sponsored by Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Oreo is a brand of cookies. In the following section, you will be asked some questions about the brand Oreo.

Click on the button below.



Based on what you know about Oreo, to what extent the following characteristics best describe Oreo?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestigious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well-known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ethical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Taking into account your familiarity with Oreo, to what extent do you agree with the following comments about Oreo?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Everybody has heard of Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo is very familiar to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have seen many ads in magazines, radio, TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know a lot about Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consume frequently Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



In relation to your previous experiences with Oreo, to what extent do you agree with the following comments about Oreo?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Oreo goes with my way of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo stimulates my senses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo stimulates thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo engages in physical action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo induces feelings/sentiments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



To what extent do you agree with the following statements about the origin of the brand Oreo?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Oreo is made of ingredients from different countries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo is manufactured in different parts of the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo is designed overseas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo's headquarters are located overseas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



To what extent do the following personality traits best describe the typical consumer of Oreo? A typical consumer is...

Please tick one in each row.

	Not at all descriptive 1	2	3	4	5	6	Extremely descriptive 7
Sophisticated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Up to date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feminine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individualist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upper class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Masculine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Young	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What is your overall perception about Oreo?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
To me, Oreo is a global brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo represents globalness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think people overseas consume Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo is very well-known worldwide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Oreo is available all over the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What is your overall attitude toward Oreo?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I have a good opinion of Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really like Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have to buy cookies soon, I would buy Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recommend Oreo to family & friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am loyal to Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I seek for more information about Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I attend to events sponsored by Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Actual Brand Alliance

In a brand alliance, one product is identified simultaneously by two brands. These brands work together to offer a product or service that previously did not exist in the market. In the following section, you will be asked some questions about a brand alliance that already exists in the market.



Holanda and Oreo have developed and introduced to the market an ice cream with chocolate cookie bits. Taking into account the brand alliance between Holanda and Oreo, please answer the following questions.



What is your overall perception about the brand alliance between Holanda and Oreo?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I think this is an authentic Mexican brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This brand alliance is available all over the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This brand alliance is very well-known worldwide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this brand alliance is only consumed in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think people overseas consume this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This brand alliance represents Mexicanity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This is an iconic Mexican brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, this is a local brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, this is a global brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This brand alliance represents globalness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What is your overall attitude toward the brand alliance between Holanda & Oreo?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I seek for more information about this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really like this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have to buy ice cream soon, I would buy this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I attend to events sponsored by this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good opinion of this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recommend this brand alliance to family & friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda and Oreo are the right partners for this alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am loyal to this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In relation to your cultural identity, to what extent do you agree with the following statements?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I am proud of local culture, customs and traditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer foreign cuisines, music and languages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am open to other cultures, customs and traditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer the local cuisine, music and language	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I care about knowing local events and causes	<input type="radio"/>						
I perceive myself as a local citizen	<input type="radio"/>						
I perceive myself as a global citizen	<input type="radio"/>						
I care about knowing global events and causes	<input type="radio"/>						

In terms of your consumption preferences, to what extent do you agree with the following statements?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I try to buy only brands of local companies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like brands that represent global success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel affection for brands using Mexican symbols	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like brands with Mexican heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I check the labels in order to buy only global brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to buy only brands of global companies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel attraction for brands using global symbols	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel attached to local brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel connected to global brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I check the labels in order to buy only local brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are you...?

Please tick one.

- Female
- Male

What is your age?

Please tick one.

- 18-24
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60 years or more

What is your education level?

Please tick one.

- Primary
- Secondary
- High School
- Bachelor
- Master
- PhD / Doctorate

What languages do you speak?

Please tick all that apply.

- Spanish
- English
- French
- German
- Other

How many trips abroad have you done in the past five years?

Please tick one.

- None
- 1
- 2
- 3
- 4
- 5 or more

What is your monthly family income?

Please tick one.

- Up to MX\$ 5,000
- MX\$ 5,001 - 10,000
- MX\$ 10,001 - 15,000
- MX\$ 15,001 - 20,000
- MX\$ 20,001 - 25,000
- MX\$ 25,001 - 30,000
- MX\$ 30,001 - 40,000
- MX\$ 40,001 - 50,000
- MX\$ 50,001 - 75,000
- Over MX\$ 75,000

Thank you very much for your participation in this survey. Your opinions and responses are extremely important to us.

End of survey

Appendix 2.5. Survey questionnaire - Potential brand alliance



Default Question Block

Survey Questionnaire

Shopping Mall Questionnaire

The effects of global and local brands images on consumer attitudes toward brand alliances

Thank you for participating in this survey. Your opinions are very valuable for this research. Please remember:

- None of the responses are right or wrong. They only reflect your opinions and attitudes.
- Your views are important to us and your answers will be kept in the strictest confidence.
- None of the responses are directly linked to you as an individual.
- Honest and thoughtful answers to this survey are vital to the integrity of the research process.
- By completing this survey, you give consent of your participation in this study.

To begin the survey, click on the button below.

Rafael San José Iglesias
Researcher


Maizoro

Maizoro is a brand of cereal. In the following section, you will be asked some questions about the brand Maizoro.

Click on the button below.





Based on what you know about Maizoro, to what extent do the following characteristics best describe Maizoro?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ethical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well-known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestigious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>





Taking into account your familiarity with Maizoro, to what extent do you agree with the following comments about Maizoro?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I know a lot about Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everybody has heard of Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have seen many ads in magazines, radio, TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro is very familiar to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consume frequently Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



In relation to your previous experiences with Maizoro, to what extent do you agree with the following comments about Maizoro?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Maizoro induces feelings/sentiments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro engages in physical action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro stimulates thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro goes with my way of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro stimulates my senses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



To what extent do you agree with the following statements about the origin of the brand Maizoro?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Maizoro is manufactured in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro is made from local ingredients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro is designed in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro's headquarters are located in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



To what extent the following personality traits best describe the typical consumer of Maizoro? A typical consumer is...

Please tick one in each row.

	Not at all descriptive 1	2	3	4	5	6	Extremely descriptive 7
Sophisticated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Masculine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Young	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feminine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Up to date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individualist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upper class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What is your overall perception about Maizoro?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I think Malzoro is only consumed in Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, Malzoro is a local brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Malzoro is an authentic Mexican brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Malzoro represents Mexicanity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Malzoro is an iconic Mexican brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What is your overall attitude toward Maizoro?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I really like Malzoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am loyal to Malzoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I attend to events sponsored by Malzoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good opinion of Malzoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I seek for more information about Malzoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have to buy cereal soon, I would buy Malzoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recommend Malzoro to family & friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Yoplait is a brand of yogurt. In the following section, you will be asked some questions about the brand Yoplait.

Click on the button below.



Based on what you know about Yoplait, to what extent the following characteristics best describe Yoplait?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Good value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestigious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well-known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ethical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Taking into account your familiarity with Yoplait, to what extent do you agree with the following comments about Yoplait?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Everybody has heard of Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have seen many ads in magazines, radio, TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consume frequently Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait is very familiar to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know a lot about Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



In relation to your previous experiences with Yoplait, to what extent do you agree with the following comments about Yoplait?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Yoplait induces feelings/sentiments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait stimulates thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait goes with my way of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait stimulates my senses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait engages in physical action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



To what extent do you agree with the following statements about the origin of the brand Yoplait?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Yoplait's headquarters are located overseas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait is manufactured in different parts of the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait is made of ingredients from different countries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait is designed overseas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



To what extent the following personality traits best describe the typical consumer of Yoplait? A typical consumer is...

Please tick one in each row.

	Not at all descriptive 1	2	3	4	5	6	Extremely descriptive 7
Family oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upper class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Young	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Up to date	<input type="radio"/>						
Masculine	<input type="radio"/>						
Feminine	<input type="radio"/>						
Sophisticated	<input type="radio"/>						
Friendly	<input type="radio"/>						
Honest	<input type="radio"/>						
Individualist	<input type="radio"/>						
Practical	<input type="radio"/>						



What is your overall perception about Yoplait?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
Yoplait is very well-known worldwide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait represents globalness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, Yoplait is a global brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think people overseas consume Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Yoplait is available all over the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



What is your overall attitude toward Yoplait?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I really like Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have to buy yogurt soon, I would buy Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am loyal to Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recommend Yoplait to family & friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good opinion of Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I seek for more information about Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I attend to events sponsored by Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Potential Brand Alliance

In a brand alliance, one product is identified simultaneously by two brands. These brands work together to offer a product or service that previously did not exist in the market. In the following section, you will be asked some questions about a new brand alliance in the market.



Yoplait and Maizoro are joining forces to develop and introduce to the market a new yogurt with cereal. Taking into account the brand alliance between Yoplait and Maizoro, please answer the following questions.



What is your overall perception about the brand alliance between Yoplait and Maizoro?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
To me, this is a local brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This brand alliance is very well-known worldwide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I think people overseas consume this brand alliance	<input type="radio"/>						
This brand alliance is available all over the world	<input type="radio"/>						
I think this brand alliance is only consumed in Mexico	<input type="radio"/>						
This brand alliance represents globabness	<input type="radio"/>						
I think this is an authentic Mexican brand alliance	<input type="radio"/>						
This brand alliance represents Mexicanity	<input type="radio"/>						
This is an Iconic Mexican brand alliance	<input type="radio"/>						
To me, this is a global brand alliance	<input type="radio"/>						



What is your overall attitude toward the brand alliance between Yoplait and Maizoro?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I would recommend this brand alliance to family & friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be loyal to this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would attend to events sponsored by this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really like this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have to buy yogurt soon, I would buy this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good opinion of this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait and Maizoro are the right partners for this alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would seek for more information about this brand alliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In relation to your cultural identity, to what extent do you agree with the following statements?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I perceive myself as a global citizen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am pride of local culture, customs and traditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am open to other cultures, customs and traditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer foreign cuisines, music and languages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I perceive myself as a local citizen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I care about knowing global events and causes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer the local cuisine, music and language	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I care about knowing local events and causes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In terms of your consumption preferences, to what extent do you agree with the following statements?

Please tick one in each row.

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
I feel attraction for brands using global symbols	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to buy only brands of global companies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel attached to local brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like brands that represent global success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I check the labels in order to buy only global brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I check the labels in order to buy only local brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like brands with Mexican heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel affection for brands using Mexican symbols	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to buy only brands of local companies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel connected to global brands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are you...?

Please tick one.

- Female
- Male

What is your age?

Please tick one.

- 18-24
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60 years or more

What is your education level?

Please tick one.

- Primary
- Secondary
- High School
- Bachelor
- Master
- PhD / Doctorate

What languages do you speak?

Please tick all that apply.

- Spanish
- English

- French
- German
- Other

How many trips abroad have you done in the past five years?

Please tick one.

- None
- 1
- 2
- 3
- 4
- 5 or more

What is your monthly family income?

Please tick one.

- Up to MX\$ 5,000
- MX\$ 5,001 - 10,000
- MX\$ 10,001 - 15,000
- MX\$ 15,001 - 20,000
- MX\$ 20,001 - 25,000
- MX\$ 25,001 - 30,000
- MX\$ 30,001 - 40,000
- MX\$ 40,001 - 50,000
- MX\$ 50,001 - 75,000
- Over MX\$ 75,000

Thank you very much for your participation in this survey. Your opinions and responses are extremely important to us.

End of survey.

Appendix 2.6. Survey questionnaire - Actual brand alliance – Spanish version



Default Question Block

Cuestionario de encuesta

Cuestionario para centro comercial

Los efectos de las imágenes de las marcas globales y locales en las actitudes de los consumidores hacia las alianzas de marcas

Gracias por participar en esta encuesta. Tus opiniones son muy valiosas para esta investigación. Por favor recuerda:

- Ninguna respuesta es correcta o incorrecta, sólo reflejan tus opiniones y actitudes.
- Tus puntos de vista son importantes y tus respuestas serán manejadas confidencialmente.
- Ninguno de los resultados será directamente relacionados con tus datos.
- Las respuestas honestas son vitales para la integridad del proceso de investigación.
- Al completar esta encuesta das consentimiento de tu participación en este estudio.

Para empezar la encuesta presiona el botón de abajo.

Rafael San José Iglesias
Investigador



Holanda

Holanda es una marca de helado. En la siguiente sección, te serán presentadas algunas preguntas sobre la marca Holanda.

Presiona el botón de abajo.



Basado en lo que sabes sobre Holanda, ¿hasta qué punto las siguientes características describen mejor la marca Holanda?

Por favor selecciona una respuesta en cada fila.

	Totamente en desacuerdo 1	2	3	4	5	6	Totamente de acuerdo 7
Reconocida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alta calidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ética	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestigiosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buen valor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confiable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disponible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>




Tomando en cuenta tu familiaridad con Holanda, ¿hasta qué punto estás de acuerdo con los siguientes comentarios acerca de Holanda?

Por favor selecciona una respuesta en cada fila.

	Totamente en desacuerdo 1	2	3	4	5	6	Totamente de acuerdo 7
Consumo frecuentemente Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conozco mucho sobre Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Todos han oído sobre Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
He visto muchos anuncios en revistas, radio, TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda me resulta muy familiar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



En relación a tus experiencias previas con Holanda, ¿hasta qué punto estás de acuerdo con los siguientes comentarios acerca de Holanda?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Holanda estimula el pensamiento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda estimula mis sentidos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda va con mi estilo de vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda te involucra en acción física	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda induce sentimientos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Hasta qué grado estás de acuerdo con las siguientes afirmaciones acerca del origen de la marca Holanda?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Las oficinas corporativas están localizadas en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda es manufacturada en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda está hecha con ingredientes locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda es diseñada en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Hasta qué punto los siguientes rasgos de personalidad describen mejor a un consumidor de Holanda? Un consumidor típico es...

Por favor selecciona una respuesta en cada fila.

	Totalmente no descriptivo						Totalmente descriptivo
	1	2	3	4	5	6	
Práctico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Masculino	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amigable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honesto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emocional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orientado a la familia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actualizado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individualista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Softicado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Femenino	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clase alta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exitoso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Cuál es tu percepción general sobre Holanda?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Creo que Holanda sólo es consumida en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda es una marca mexicana icónica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mí, Holanda es una marca local	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda representa mexicanidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Holanda es una marca auténtica mexicana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Cuál es tu actitud general hacia Holanda?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Soy leal a Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Busco más información acerca de Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realmente me gusta Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asisto a eventos patrocinados por Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Si tuviera que comprar helado pronto, compraría Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recomiendo Holanda a familiares y amigos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tengo una buena opinión respecto a Holanda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Oreo es una marca de galletas. En la siguiente sección, te serán presentadas algunas preguntas sobre la marca Oreo.

Presiona el botón de abajo.



Basado en lo que sabes sobre Oreo, ¿hasta qué punto las siguientes características describen mejor la marca Oreo?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Innovadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconocida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ética	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buen valor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disponible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alta calidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestigiosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confiable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Tomando en cuenta tu familiaridad con Oreo, ¿hasta qué punto estás de acuerdo con los siguientes comentarios acerca de Oreo?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Conozco mucho sobre Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Todos han oído sobre Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consumo frecuentemente Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo me resulta muy familiar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
He visto muchos anuncios en revistas, radio, TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



En relación a tus experiencias previas con Oreo, ¿hasta qué punto estás de acuerdo con los siguientes comentarios acerca de Oreo?

Por favor selecciona una respuesta en cada fila.

	Totamente en desacuerdo 1	2	3	4	5	6	Totamente de acuerdo 7
Oreo va con mi estilo de vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo estimula mis sentidos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo te involucra en acción física	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo induce sentimientos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo estimula el pensamiento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Hasta qué punto estás de acuerdo con las siguientes afirmaciones sobre el origen de la marca Oreo?

Por favor selecciona una respuesta en cada fila.

	Totamente en desacuerdo 1	2	3	4	5	6	Totamente de acuerdo 7
Oreo es manufacturada en diferentes partes del mundo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo es diseñada en el extranjero	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Las oficinas corporativas de Oreo están localizadas en el extranjero	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oreo está hecha con ingredientes de diferentes partes del mundo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Hasta qué punto los siguientes rasgos de personalidad describen mejor a un consumidor de Oreo? Un consumidor típico es...

Por favor selecciona una respuesta en cada fila.

	Totamente no descriptivo 1	2	3	4	5	6	Totamente descriptivo 7
Amigable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Práctico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emocional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Masculino	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actualizado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clase alta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exitoso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honesto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individualista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orientado a la familia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Softicado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Femenino	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Cuál es tu percepción general sobre Oreo?

Por favor selecciona una respuesta en cada fila.

Totamente

	en desacuerdo 1	2	3	4	5	6	Totalmente de acuerdo 7
Para mí, Oreo es una marca global	<input type="radio"/>						
Creo que la gente en el extranjero consume Oreo	<input type="radio"/>						
Oreo es muy reconocida mundialmente	<input type="radio"/>						
Oreo representa globalidad	<input type="radio"/>						
Creo que Oreo está disponible en todo el mundo	<input type="radio"/>						



¿Cuál es tu actitud general hacia Oreo?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo 1	2	3	4	5	6	Totalmente de acuerdo 7
Soy leal a Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tengo una buena opinión de Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Busco más información acerca de Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recomiendo Oreo a familiares y amigos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Si tuviera que comprar galletas pronto, compraría Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realmente me gusta Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asisto a eventos patrocinados por Oreo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Alianza de marca real

En una alianza de marca, un producto es identificado simultáneamente por dos marcas. Estas marcas trabajan juntas para ofrecer un producto o servicio que previamente no existía en el mercado. En la siguiente sección, te serán presentadas algunas preguntas sobre una alianza de marca que actualmente existe en el mercado.



Holanda y Oreo han desarrollado e introducido al mercado un helado con trozos de galleta de chocolate. Tomando en cuenta la alianza de marca entre Holanda y Oreo, por favor responde las siguientes preguntas.



¿Cuál es tu percepción general sobre la alianza de marca entre Holanda y Oreo?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo 1	2	3	4	5	6	Totalmente de acuerdo 7
Esta alianza de marca representa mexicanidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta alianza de marca es muy reconocida mundialmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta alianza de marca está disponible en todo el mundo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que esta alianza de marca es auténticamente mexicana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pienso que la gente en el extranjero consume esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta alianza de marca representa globalidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mí, esta alianza de marca es local	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mí, esta es una alianza de marca global	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que esta alianza de marca sólo es consumida en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta es una alianza de marca mexicana icónica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Cuál es tu actitud general hacia la alianza de marca entre Holanda y Oreo?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Soy leal a esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realmente me gusta esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asisto a eventos patrocinados por esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Busco más información sobre esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tengo una buena opinión de esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holanda y Oreo son los socios correctos para esta alianza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recomiendo esta alianza de marca a familiares y amigos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Si tuviera que comprar helado pronto, compraría esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

En relación a tu identidad cultural, ¿hasta qué punto estás de acuerdo con las siguientes afirmaciones?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Me interesa saber sobre eventos y causas globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me percibo a mí mismo como un ciudadano local	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Estoy abierto a otras culturas, costumbres y tradiciones	<input type="radio"/>						
Me interesa saber sobre eventos y causas locales	<input type="radio"/>						
Prefiero la cocina, música e idiomas extranjeros	<input type="radio"/>						
Prefiero la cocina, música e idiomas locales	<input type="radio"/>						
Me percibo a mí mismo como un ciudadano global	<input type="radio"/>						
Estoy orgulloso de la cultura, costumbres y tradiciones locales	<input type="radio"/>						

En términos de tus preferencias de consumo, ¿hasta qué punto estás de acuerdo con las siguientes afirmaciones?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Siento atracción por marcas que usan símbolos globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Siento afecto por marcas que usan símbolos mexicanos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me siento ligado a marcas locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trato de comprar sólo marcas de compañías globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviso las etiquetas con el objetivo de comprar sólo marcas globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me gustan las marcas que representan éxito global	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviso las etiquetas con el objetivo de comprar sólo marcas locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me siento conectado con las marcas globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trato de comprar sólo marcas de compañías locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me gustan las marcas con herencia mexicana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

¿Eres...?

Por favor selecciona una.

- Femenino
- Masculino

¿Cuál es tu edad?

Por favor selecciona una.

- 18-24
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60 años o más

¿Cuál es tu nivel educativo?

Por favor selecciona una.

- Primaria
- Secundaria
- Preparatoria
- Licenciatura
- Maestría
- Doctorado

¿Qué idiomas hablas?

Por favor selecciona todos los que aplican.

- Español
- Inglés
- Francés
- Alemán
- Otro

¿Cuántos viajes al extranjero has realizado durante los últimos cinco años?

Por favor selecciona una.

- Ninguno
- 1
- 2
- 3
- 4
- 5 o más

¿Cuál es tu ingreso familiar mensual?

Por favor selecciona una.

- Hasta MX\$ 5,000
- MX\$ 5,001 - 10,000
- MX\$ 10,001 - 15,000
- MX\$ 15,001 - 20,000
- MX\$ 20,001 - 25,000
- MX\$ 25,001 - 30,000
- MX\$ 30,001 - 40,000
- MX\$ 40,001 - 50,000
- MX\$ 50,001 - 75,000
- Más de MX\$ 75,000

Muchas gracias por tu participación en esta encuesta. Tus opiniones son muy importantes para nosotros.

Fin de la encuesta

Appendix 2.7. Survey questionnaire - Potential brand alliance – Spanish version



Default Question Block

Cuestionario de encuesta

Cuestionario para centro comercial

Los efectos de las imágenes de las marcas globales y locales en las actitudes de los consumidores hacia las alianzas de marcas

Gracias por participar en esta encuesta. Tus opiniones son muy valiosas para esta investigación. Por favor recuerda:

- Ninguna respuesta es correcta o incorrecta, sólo reflejan tus opiniones y actitudes.
- Tus puntos de vista son importantes y tus respuestas serán manejadas confidencialmente.
- Ninguno de los resultados será directamente relacionados con tus datos.
- Las respuestas honestas son vitales para la integridad del proceso de investigación.
- Al completar esta encuesta das consentimiento de tu participación en este estudio.

Para empezar la encuesta presiona el botón de abajo.

Rafael San José Iglesias
investigador


Maizoro

Maizoro es una marca de cereal. En la siguiente sección, te serán presentadas algunas preguntas sobre la marca Maizoro.

Presiona el botón de abajo.




Basado en lo que sabes sobre Maizoro, ¿hasta qué punto las siguientes características describen mejor la marca Maizoro?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confiable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestigiosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ética	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buen valor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alta calidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disponible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconocida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>




Tomando en cuenta tu familiaridad con Maizoro, ¿hasta qué punto estás de acuerdo con los siguientes comentarios acerca de Maizoro?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Consumo frecuentemente Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro me resulta muy familiar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Todos han oído sobre Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conozco mucho sobre Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
He visto muchos anuncios en revistas, radio, TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



En relación a tus experiencias previas con Maizoro, ¿hasta qué punto estás de acuerdo con los siguientes comentarios acerca de Maizoro?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo	1	2	3	4	5	6	Totalmente de acuerdo
Maizoro te involucra en acción física	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro estimula mis sentidos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro estimula el pensamiento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro va con mi estilo de vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro induce sentimientos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Hasta qué grado estás de acuerdo con las siguientes afirmaciones acerca del origen de la marca Maizoro?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo	1	2	3	4	5	6	Totalmente de acuerdo
Maizoro es diseñada en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro está hecha con ingredientes locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Las oficinas corporativas de Maizoro están localizadas en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro es manufacturada en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Hasta qué punto los siguientes rasgos de personalidad describen mejor a un consumidor de Maizoro? Un consumidor típico es...

Por favor selecciona una respuesta en cada fila.

	Totalmente no descriptivo	1	2	3	4	5	6	Totalmente descriptivo
Masculino	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amigable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actualizado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Popular	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individualista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honesto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exitoso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sofisticado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emocional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clase alta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orientado a la familia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Práctico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Femenino	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Cuál es tu percepción general sobre Maizoro?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Maizoro es una marca mexicana icónica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mí, Maizoro es una marca local	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Maizoro es una marca auténtica mexicana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maizoro representa mexicanidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Maizoro sólo es consumida en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Cuál es tu actitud general hacia Maizoro?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Soy leal a Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recomiendo Maizoro a familiares y amigos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asisto a eventos patrocinados por Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Busco más información acerca de Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Si tuviera que comprar cereal pronto, compraría Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realmente me gusta Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tengo una buena opinión respecto a Maizoro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Yoplait

Yoplait es una marca de yogurt. En la siguiente sección, te serán presentadas algunas preguntas sobre la marca Yoplait.

Presiona el botón de abajo.



Basado en lo que sabes sobre Yoplait, ¿hasta qué punto las siguientes características describen mejor la marca Yoplait?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Disponible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buen valor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alta calidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestigiosa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconocida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovadora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ética	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confiable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Tomando en cuenta tu familiaridad con Yoplait, ¿hasta qué punto estás de acuerdo con los siguientes comentarios acerca de Yoplait?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	7
He visto muchos anuncios en revistas, radio, TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conozco mucho sobre Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Todos han oído sobre Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consumo frecuentemente Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait me resulta muy familiar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



En relación a tus experiencias previas con Yoplait, ¿hasta qué punto estás de acuerdo con los siguientes comentarios acerca de Yoplait?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	7
Yoplait induce sentimientos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait va con mi estilo de vida	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait te involucra en acción física	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait estimula el pensamiento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait estimula mis sentidos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Hasta qué punto estás de acuerdo con las siguientes afirmaciones sobre el origen de la marca Yoplait?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	7
Las oficinas corporativas de Yoplait están localizadas en el extranjero	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait es manufacturada en diferentes partes del mundo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait es diseñada en el extranjero	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait está hecha con ingredientes de diferentes partes del mundo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Hasta qué punto los siguientes rasgos de personalidad describen mejor a un consumidor de Yoplait? Un consumidor típico es...

Por favor selecciona una respuesta en cada fila.

	Totalmente no descriptivo						Totalmente descriptivo
	1	2	3	4	5	6	7
Clase alta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exitoso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sofisticado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emocional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Práctico	<input type="radio"/>						
Original	<input type="radio"/>						
Popular	<input type="radio"/>						
Actualizado	<input type="radio"/>						
Orientado a la familia	<input type="radio"/>						
Amistoso	<input type="radio"/>						
Masculino	<input type="radio"/>						
Individualista	<input type="radio"/>						
Honesto	<input type="radio"/>						
Joven	<input type="radio"/>						
Femenino	<input type="radio"/>						



¿Cuál es tu percepción general sobre Yoplait?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo 1	2	3	4	5	6	Totalmente de acuerdo 7
Creo que la gente en el extranjero consume Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Yoplait está disponible en todo el mundo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mí, Yoplait es una marca global	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait es muy reconocida mundialmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoplait representa globalidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Cuál es tu actitud general hacia Yoplait?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo 1	2	3	4	5	6	Totalmente de acuerdo 7
Realmente me gusta Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asisto a eventos patrocinados por Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Si tuviera que comprar yogurt pronto, compraría Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tengo una buena opinión de Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recomiendo Yoplait a familiares y amigos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Busco más información acerca de Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Soy leal a Yoplait	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Alianza de marca potencial

En una alianza de marca, un producto es identificado simultáneamente por dos marcas. Estas marcas trabajan juntas para ofrecer un producto o servicio que previamente no existía en el mercado. En la siguiente sección, te serán presentadas algunas preguntas sobre una nueva alianza de marca en el mercado.



Yoplait y Malzoro están uniendo esfuerzos para desarrollar e introducir al mercado un nuevo yogurt con cereal. Tomando en cuenta la alianza de marca entre Yoplait y Malzoro, por favor responde las siguientes preguntas.



¿Cuál es tu percepción general sobre la alianza de marca entre Maizoro y Yoplait?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	7
Pleno que la gente en el extranjero consume esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta alianza de marca representa mexicanidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta alianza de marca es muy reconocida mundialmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que esta alianza de marca es auténticamente mexicana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mí, esta es una alianza de marca global	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que esta alianza de marca sólo es consumida en México	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta es una alianza de marca mexicana icónica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta alianza de marca representa globalidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mí, esta alianza de marca es local	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta alianza de marca está disponible en todo el mundo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



¿Cuál es tu actitud general hacia la alianza de marca entre Maizoro y Yoplait?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	7
Maizoro y Yoplait son los socios correctos para esta alianza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asistiría a eventos patrocinados por esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sería leal a esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recomendaría esta alianza de marca a familiares y amigos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Si tuviera que comprar yogurt pronto, compraría esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buscaría más información sobre esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tengo una buena opinión de esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realmente me gusta esta alianza de marca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

En relación a tu identidad cultural, ¿hasta qué punto estás de acuerdo con las siguientes afirmaciones?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	7
Estoy orgulloso de la cultura, costumbres y tradiciones locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me interesa saber sobre eventos y causas locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estoy abierto a otras culturas, costumbres y tradiciones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me percibo a mí mismo como un ciudadano local	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prefiero la cocina, música e idiomas extranjeros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prefiero la cocina, música e idiomas locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me interesa saber sobre eventos y causas globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me percibo a mí mismo como un ciudadano global	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

En términos de tus preferencias de consumo, ¿hasta qué punto estás de acuerdo con las siguientes afirmaciones?

Por favor selecciona una respuesta en cada fila.

	Totalmente en desacuerdo						Totalmente de acuerdo
	1	2	3	4	5	6	
Me gustan las marcas que representan éxito global	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me siento conectado con las marcas globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trato de comprar sólo marcas de compañías globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Siento afecto por marcas que usan símbolos mexicanos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviso las etiquetas con el objetivo de comprar sólo marcas globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me siento ligado a marcas locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Siento atracción por marcas que usan símbolos globales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviso las etiquetas con el objetivo de comprar sólo marcas locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trato de comprar sólo marcas de compañías locales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Me gustan las marcas con herencia mexicana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

¿Eres...?

Por favor selecciona una.

- Femenino
 Masculino

¿Cuál es tu edad?

Por favor selecciona una.

- 18-24
 25-29
 30-34
 35-39
 40-44
 45-49
 50-54
 55-59
 60 años o más

¿Cuál es tu nivel educativo?

Por favor selecciona una.

- Primaria
 Secundaria
 Preparatoria
 Licenciatura
 Maestría
 Doctorado

¿Qué idiomas hablas?

Por favor selecciona todos los que aplican.

- Español
 Inglés
 Francés
 Alemán
 Otro

¿Cuántos viajes al extranjero has realizado durante los últimos cinco años?

Por favor selecciona una.

- Ninguno
 1
 2
 3
 4
 5 o más

¿Cuál es tu ingreso familiar mensual?

Por favor selecciona una.

- Hasta MX\$ 5,000
 MX\$ 5,001 - 10,000
 MX\$ 10,001 - 15,000
 MX\$ 15,001 - 20,000
 MX\$ 20,001 - 25,000
 MX\$ 25,001 - 30,000
 MX\$ 30,001 - 40,000
 MX\$ 40,001 - 50,000
 MX\$ 50,001 - 75,000
 Más de MX\$ 75,000

Appendix 2.8. Ethics application approval – Quantitative study



AUTEC Secretariat

Auckland University of Technology
D-88, WU406 Level 4 WU Building City Campus
T: +64 9 921 9999 ext. 8316
E: ethics@aut.ac.nz
www.aut.ac.nz/researchethics

1 December 2015

Mark Glynn
Faculty of Business and Law

Dear Mark

Ethics Application: **15/461 The effects of global and local brands images on consumer attitudes toward brand alliances.**

Thank you for submitting your application for ethical review to the Auckland University of Technology Ethics Committee (AUTEC). I am pleased to confirm that your ethics application has been approved for three years until 1 December 2018.

As part of the ethics approval process, you are required to submit the following to AUTEC:

- A brief annual progress report using form EA2, which is available online through <http://www.aut.ac.nz/researchethics>. When necessary this form may also be used to request an extension of the approval at least one month prior to its expiry on 1 December 2018;
- A brief report on the status of the project using form EA3, which is available online through <http://www.aut.ac.nz/researchethics>. This report is to be submitted either when the approval expires on 1 December 2018 or on completion of the project;

It is a condition of approval that AUTEC is notified of any adverse events or if the research does not commence. AUTEC approval needs to be sought for any alteration to the research, including any alteration of or addition to any documents that are provided to participants. You are responsible for ensuring that research undertaken under this approval occurs within the parameters outlined in the approved application.

AUTEC grants ethical approval only. If you require management approval from an institution or organisation for your research, then you will need to obtain this. If your research is undertaken within a jurisdiction outside New Zealand, you will need to make the arrangements necessary to meet the legal and ethical requirements that apply there.

To enable us to provide you with efficient service, we ask that you use the application number and study title in all correspondence with us. If you have any enquiries about this application, or anything else, please do contact us at ethics@aut.ac.nz.

All the very best with your research,

A handwritten signature in black ink, appearing to read 'K O'Connor'.

Kate O'Connor
Executive Secretary
Auckland University of Technology Ethics Committee

Cc: Rafael San Jose Iglesias rsanjose@aut.ac.nz

Appendix 3.1. List of construct labels

Q01 LOCAL BRAND KNOWLEDGE

LBK 01 Well-known
LBK 02 Personal
LBK 03 Available
LBK 04 High quality
LBK 05 Good value
LBK 06 Expensive
LBK 07 Prestigious
LBK 08 Reliable
LBK 09 Ethical
LBK 10 Innovative

Q02 LOCAL BRAND FAMILIARITY

LBF 01 Familiar to consumer
LBF 02 Collective knowledge
LBF 03 Individual knowledge
LBF 04 Consumer's ads exposition
LBF 05 Consumption frequency

Q03 LOCAL BRAND EXPERIENCE

LBE 01 Senses stimulation
LBE 02 Physical action
LBE 03 Feelings/sentiments
LBE 04 Thinking stimulation
LBE 05 Lifestyle

Q04 LOCAL BRAND ORIGIN

LBO 01 Local headquarters
LBO 02 Local formula design
LBO 03 Local manufacturing
LBO 04 Local ingredients

Q05 LOCAL BRAND CONSUMER

LBC 01 Young
LBC 02 Masculine
LBC 03 Feminine
LBC 04 Upper class|
LBC 05 Individualist
LBC 06 Family oriented
LBC 07 Emotional
LBC 08 Original
LBC 09 Friendly
LBC 10 Popular
LBC 11 Up to date
LBC 12 Practical
LBC 13 Honest
LBC 14 Sophisticated
LBC 15 Successful

Q06 LOCAL BRAND IMAGE

LBI 01 Brand localness
LBI 02 Local consumption
LBI 03 Local authenticity
LBI 04 Localness representation
LBI 05 Iconic localness

Q07 LOCAL BRAND ATTITUDE

LBA 01 Positive opinion
LBA 02 Active searching
LBA 03 Affection
LBA 04 Loyalty
LBA 05 Event attendance
LBA 06 Recommendation to others
LBA 07 Purchase intention

Q08 GLOBAL BRAND KNOWLEDGE

GBK 01 Well-known
GBK 02 Personal
GBK 03 Available
GBK 04 High quality
GBK 05 Good value
GBK 06 Expensive
GBK 07 Prestigious
GBK 08 Reliable
GBK 09 Ethical
GBK 10 Innovative

Q09 GLOBAL BRAND FAMILIARITY

GBF 01 Familiar to consumer
GBF 02 Collective knowledge
GBF 03 Individual knowledge
GBF 04 Consumer's ads exposition
GBF 05 Consumption frequency

Q10 GLOBAL BRAND EXPERIENCE

GBE 01 Senses stimulation
GBE 02 Physical action
GBE 03 Feelings/sentiments
GBE 04 Thinking stimulation
GBE 05 Lifestyle

Q11 GLOBAL BRAND ORIGIN

GBO 01 Global headquarters
GBO 02 Global formula design
GBO 03 Global manufacturing
GBO 04 Global ingredients

Q12 GLOBAL BRAND CONSUMER

GBC 01 Young
GBC 02 Masculine
GBC 03 Feminine
GBC 04 Upper class
GBC 05 Individualist
GBC 06 Family oriented
GBC 07 Emotional
GBC 08 Original
GBC 09 Friendly
GBC 10 Popular
GBC 11 Up to date
GBC 12 Practical
GBC 13 Honest
GBC 14 Sophisticated
GBC 15 Successful

Q13 GLOBAL BRAND IMAGE

GBI 01 Brand globalness
GBI 02 Global consumption
GBI 03 Global accessibility
GBI 04 Globalness representation
GBI 05 Global recognition

Q14 GLOBAL BRAND ATTITUDE

GBA 01 Positive opinion
GBA 02 Active searching
GBA 03 Affection
GBA 04 Loyalty
GBA 05 Event attendance
GBA 06 Recommendation to others
GBA 07 Purchase intention

Q15 BRAND ALLIANCE IMAGE

BAI 01 Brand globalness
BAI 02 Global consumption
BAI 03 Global accessibility
BAI 04 Globalness representation
BAI 05 Global recognition
BAI 06 Brand localness
BAI 07 Local consumption
BAI 08 Local authenticity
BAI 09 Localness representation
BAI 10 Iconic localness

VARIABLES VALUES

1.0 Strongly Disagree
2.0 Disagree
3.0 Slightly Disagree
4.0 Neutral
5.0 Slightly Agree
6.0 Agree
7.0 Strongly Agree

Q16 BRAND ALLIANCE ATTITUDE

BAA 01 Positive opinion
BAA 02 Active searching
BAA 03 Affection
BAA 04 Loyalty
BAA 05 Event attendance
BAA 06 Recommendation to others
BAA 07 Purchase intention
BAA 08 Global & local brands match

Q17 CONSUMER IDENTITY

CID 01 Cultural openness
CID 02 Global culture preference
CID 03 Global citizen self-concept
CID 04 Global issues interest
CID 05 Local culture pride
CID 06 Local culture preference
CID 07 Local citizen self-concept
CID 08 Local issues interest

Q18 CONSUMPTION ORIENTATION

COR 01 Global purchasing preference
COR 02 Global brand labels selection
COR 03 Global symbols attraction
COR 04 Successful global brands affection
COR 05 Global brand connection
COR 06 Local purchasing preference
COR 07 Local brand labels selection
COR 08 Local symbols attraction
COR 09 Successful local brands affection
COR 10 Local brand connection

DEMOGRAPHICS

GEN Gender
AGE Age
EDU Education level

Q22 LANGUAGES

LAN 01 Spanish
LAN 02 English
LAN 03 French
LAN 04 German
LAN 05 Other

TAB Trips abroad
MFI Monthly family income

1.0 Not at all Descriptive
2.0 Non-Descriptive
3.0 Slightly Non-Descriptive
4.0 Neutral
5.0 Slightly Descriptive
6.0 Descriptive
7.0 Extremely Descriptive

Appendix 3.2. Exploratory factor analysis

Individual Constructs – Analysis of Unidimensionality

Global Brand Knowledge (GBK)

The pattern matrix of the items related to this individual construct is shown in Table 1. Item GBK 06 is candidate to deletion. The unidimensional factor resulting is shown in Table 2.

Table 1. Pattern matrix GBK items

	Factor	
	1	2
GBK 01 Well-known	.796	.063
GBK 02 Personal	.637	.202
GBK 03 Available	.623	-.226
GBK 04 High quality	.856	.073
GBK 05 Good value	.817	-.043
GBK 06 Expensive	.104	.866
GBK 07 Prestigious	.831	.093
GBK 08 Reliable	.863	-.028
GBK 09 Ethical	.780	-.010
GBK 10 Innovative	.704	.137

Table 2. Factor matrix GBK items

	Factor
	1
GBK 01 Well-known	.813
GBK 02 Personal	.695
GBK 03 Available	.548
GBK 04 High quality	.878
GBK 05 Good value	.806
GBK 07 Prestigious	.858
GBK 08 Reliable	.853
GBK 09 Ethical	.779
GBK 10 Innovative	.746

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 5 and 4 iterations.

Global Brand Experience (GBE)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 3.

Table 3. Factor matrix GBE items

	Factor
	1
GBE 01 Senses stimulation	.851
GBE 02 Physical action	.701
GBE 03 Feelings/sentiments	.858
GBE 04 Thinking stimulation	.838
GBE 05 Lifestyle	.746

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 5 iterations.

Global Brand Familiarity (GBF)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 4.

Table 4. Factor matrix GBF items

	Factor
	1
GBF 01 Familiar to consumer	.773
GBF 02 Collective knowledge	.687
GBF 03 Individual knowledge	.737
GBF 04 Consumer's ads exposition	.632
GBF 05 Consumption frequency	.677

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 6 iterations.

Global Brand Origin (GBO)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 5.

Table 5. Factor matrix GBO items

	Factor
	1
GBO 01 Global headquarters	.855
GBO 02 Global formula design	.910
GBO 03 Global manufacturing	.847
GBO 04 Global ingredients	.798

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin|with Kaiser Normalization, Rotation converged in 6 iterations.

Global Brand Consumer Imagery (GBC)

The pattern matrix of the items related to this individual construct is shown in Table 6. Items GBC 01, 04, 06 are candidate to deletion. The unidimensional factor resulting is shown in Table 7.

Table 6. Pattern matrix GBC items

	Factor		
	1	2	3
GBC 01 Young	.609	.352	.154
GBC 02 Masculine	.689	-.053	.380
GBC 03 Feminine	.634	-.030	.448
GBC 04 Upper class	.614	-.591	.063
GBC 05 Individualist	.638	-.149	.170
GBC 06 Family oriented	.547	.443	-.075
GBC 07 Emotional	.674	.031	.137
GBC 08 Original	.780	-.079	-.179
GBC 09 Friendly	.749	.311	-.031
GBC 10 Popular	.703	.248	-.037
GBC 11 Up to date	.777	-.095	-.204
GBC 12 Practical	.611	.126	-.133
GBC 13 Honest	.781	.079	-.170
GBC 14 Sophisticated	.736	-.318	-.168
GBC 15 Successful	.809	-.173	-.188

Table 7. Factor matrix GBC items

	Factor
	1
GBC 02 Masculine	.664
GBC 03 Feminine	.610
GBC 05 Individualist	.637
GBC 07 Emotional	.674
GBC 08 Original	.779
GBC 09 Friendly	.744
GBC 10 Popular	.695
GBC 11 Up to date	.790
GBC 12 Practical	.602
GBC 13 Honest	.789
GBC 14 Sophisticated	.724
GBC 15 Successful	.820

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 10 and 4 iterations.

Global Brand Image (GBI)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 8.

Table 8. Factor matrix GBI items

	Factor
	1
GBI 01 Brand globalness	.907
GBI 02 Global consumption	.918
GBI 03 Global accessibility	.878
GBI 04 Globalness representation	.815
GBI 05 Global recognition	.924

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 4 iterations.

Global Brand Attitude (GBA)

The unidimensional factor resulting from the exploratory factor analysis is shown Table 9.

Table 9. Factor matrix GBA items

	Factor
	1
GBA 01 Positive opinion	.791
GBA 02 Active searching	.625
GBA 03 Affection	.869
GBA 04 Loyalty	.828
GBA 05 Event attendance	.512
GBA 06 Recommendation to others	.803
GBA 07 Purchase intention	.864

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 5 iterations.

Local Brand Knowledge (LBK)

The pattern matrix of the items related to this individual construct is shown in Table 10. Item LBK 06 is candidate to deletion. The unidimensional factor resulting is shown in Table 11.

Table 10. Pattern matrix LBK item

	Factor	
	1	2
LBK 01 Well-known	.515	.356
LBK 02 Personal	.687	-.001
LBK 03 Available	.682	-.012
LBK 04 High quality	.778	.122
LBK 05 Good value	.881	-.124
LBK 06 Expensive	.017	.647
LBK 07 Prestigious	.660	.326
LBK 08 Reliable	.848	-.006
LBK 09 Ethical	.851	-.169
LBK 10 Innovative	.631	.152

Table 11. Factor matrix LBK items

	Factor
	1
LBK 01 Well-known	.685
LBK 02 Personal	.685
LBK 03 Available	.678
LBK 04 High quality	.840
LBK 05 Good value	.814
LBK 07 Prestigious	.814
LBK 08 Reliable	.845
LBK 09 Ethical	.756
LBK 10 Innovative	.702

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 5 and 4 iterations.

Local Brand Experience (LBE)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 12.

Table 12. Factor matrix LBE items

	Factor
	1
LBE 01 Senses stimulation	.830
LBE 02 Physical action	.739
LBE 03 Feelings/sentiments	.767
LBE 04 Thinking stimulation	.838
LBE 05 Lifestyle	.740

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 5 iterations.

Local Brand Familiarity (LBF)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 13.

Table 13. Factor matrix LBF items

	Factor
	1
LBF 01 Familiar to consumer	.668
LBF 02 Collective knowledge	.699
LBF 03 Individual knowledge	.781
LBF 04 Consumer's ads exposition	.670
LBF 05 Consumption frequency	.677

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 6 iterations.

Local Brand Origin (LBO)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 14.

Table 14. Factor matrix LBO items

	Factor
	1
LBO 01 Local headquarters	.862
LBO 02 Local formula design	.810
LBO 03 Local manufacturing	.840
LBO 04 Local ingredients	.769

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 5 iteration

Local Brand Consumer Imagery (LBC)

The pattern matrix of the items related to this individual construct is shown in Table 15. Items LBC 01, 04, 06 are candidate to deletion. The unidimensional factor resulting is shown in Table 16.

Table 15. Pattern matrix LBC item

	Factor	
	1	2
LBC 01 Young	.540	.312
LBC 02 Masculine	.629	-.148
LBC 03 Feminine	.627	.087
LBC 04 Upper class	.566	-.487
LBC 05 Individualist	.605	-.192
LBC 06 Family oriented	.603	.416
LBC 07 Emotional	.652	.261
LBC 08 Original	.789	.054
LBC 09 Friendly	.739	.275
LBC 10 Popular	.712	.065
LBC 11 Up to date	.828	-.209
LBC 12 Practical	.660	.197
LBC 13 Honest	.719	.067
LBC 14 Sophisticated	.808	-.322
LBC 15 Successful	.785	-.250

Table 16. Factor matrix LBC items

	Factor
	1
LBC 02 Masculine	.643
LBC 03 Feminine	.617
LBC 05 Individualist	.610
LBC 07 Emotional	.633
LBC 08 Original	.787
LBC 09 Friendly	.721
LBC 10 Popular	.715
LBC 11 Up to date	.836
LBC 12 Practical	.653
LBC 13 Honest	.726
LBC 14 Sophisticated	.800
LBC 15 Successful	.787

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 10 and 4 iterations.

Local Brand Image (LBI)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 17.

Table 17. Factor matrix LBI items

	Factor	
	1	
LBI 01 Brand localness	.737	
LBI 02 Local consumption	.581	
LBI 03 Local authenticity	.912	
LBI 04 Localness representation	.879	
LBI 05 Iconic localness	.788	

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 7 iterations.

Local Brand Attitude (LBA)

The unidimensional factor resulting from the exploratory factor analysis is shown in Table 18. **Error! Reference source not found..**

Table 18. Factor matrix LBA items

	Factor	
	1	
LBA 01 Positive opinion	.668	
LBA 02 Active searching	.597	
LBA 03 Affection	.879	
LBA 04 Loyalty	.874	
LBA 05 Event attendance	.545	
LBA 06 Recommendation to others	.878	
LBA 07 Purchase intention	.857	

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 5 iterations.

Brand Alliance Image (BAI)

The pattern matrix of the items related to this bidimensional construct is shown in Table 19. The first factor is related to image of globalness, and the second factors is associated to image of localness.

Table 19. Factor matrix BAI items

	Factor	
	1	2
BAI 01 Brand globalness	.817	.010
BAI 02 Global consumption	.864	-.123
BAI 03 Global accessibility	.857	-.063
BAI 04 Globalness representation	.814	.133
BAI 05 Global recognition	.856	.067
BAI 06 Brand localness	-.055	.704
BAI 07 Local consumption	-.206	.662
BAI 08 Local authenticity	.015	.870
BAI 09 Localness representation	.136	.839
BAI 10 Iconic localness	.177	.774

Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 4 iterations.

Brand Alliance Attitude (BAA)

The pattern matrix of the items related to this construct is shown in Table 20.

Table 20. Factor matrix BAA items

	Factor	
	1	2
BAA 01 Positive opinion	.747	.093
BAA 02 Active searching	.094	.707
BAA 03 Affection	.891	.069
BAA 04 Loyalty	.437	.565
BAA 05 Event attendance	-.095	.765
BAA 06 Recommendation to others	.399	.569
BAA 07 Purchase intention	.611	.307

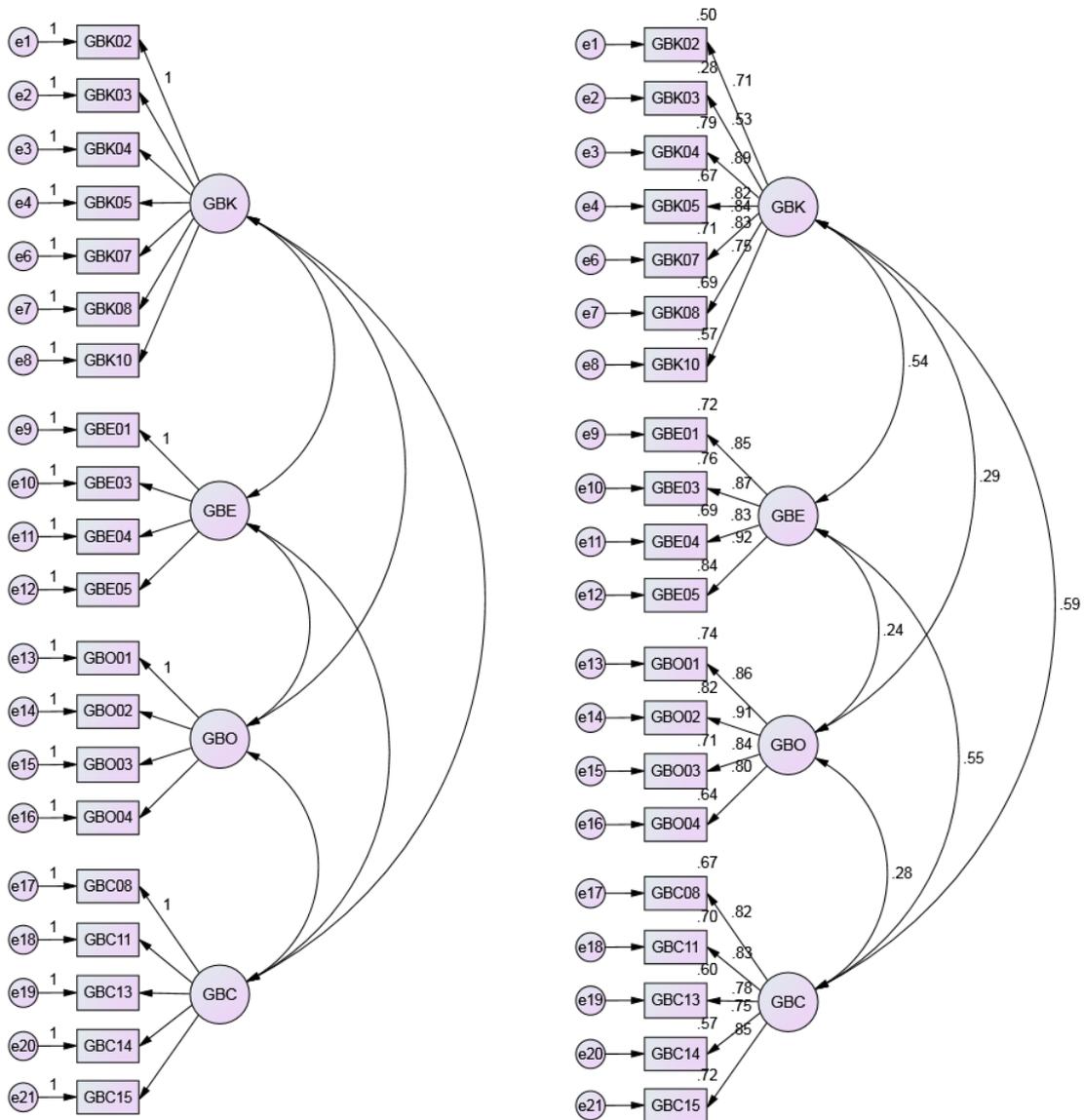
Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin with Kaiser Normalization, Rotation converged in 8 iterations.

Even though the deletion of some items would lead to a possible unidimensionality of this construct, all items are retained for their content to the last step of the process, when the analysis is conducted for all the constructs of the proposed model including global and local brand factors, as well as brand image and brand attitude to global brand local brand, and brand alliance.

Appendix 3.3. Confirmatory factor analysis

Congeneric and Measurement Models

Global Brand Dimensions



Number of distinct sample moments: 210

Number of distinct parameters to be estimated: 46

Degrees of freedom (210 - 46): 164

Chi-square = 364.051

Degrees of freedom = 164

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBC13 <-- GBC	.963	.064	15.053	***	
GBE04 <-- GBE	.950	.052	18.145	***	
GBE05 <-- GBE	1.063	.050	21.375	***	
GBE01 <-- GBE	1.000				
GBE03 <-- GBE	1.016	.052	19.658	***	
GBO03 <-- GBO	.939	.051	18.489	***	
GBO04 <-- GBO	.941	.055	17.034	***	
GBO01 <-- GBO	1.000				
GBO02 <-- GBO	.981	.047	20.677	***	
GBK05 <-- GBK	1.063	.078	13.539	***	
GBK10 <-- GBK	.976	.078	12.485	***	
GBK07 <-- GBK	1.058	.076	13.969	***	
GBK08 <-- GBK	1.024	.074	13.778	***	
GBK04 <-- GBK	1.077	.074	14.642	***	
GBK02 <-- GBK	1.000				
GBK03 <-- GBK	.719	.081	8.881	***	
GBC08 <-- GBC	1.000				
GBC11 <-- GBC	1.021	.061	16.617	***	
GBC14 <-- GBC	1.012	.070	14.494	***	
GBC15 <-- GBC	1.064	.063	16.963	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
GBC13 <-- GBC	.777
GBE04 <-- GBE	.834
GBE05 <-- GBE	.919
GBE01 <-- GBE	.851
GBE03 <-- GBE	.874
GBO03 <-- GBO	.844
GBO04 <-- GBO	.803
GBO01 <-- GBO	.860
GBO02 <-- GBO	.906
GBK05 <-- GBK	.817
GBK10 <-- GBK	.752
GBK07 <-- GBK	.843
GBK08 <-- GBK	.831
GBK04 <-- GBK	.886
GBK02 <-- GBK	.708
GBK03 <-- GBK	.533
GBC08 <-- GBC	.818
GBC11 <-- GBC	.835
GBC14 <-- GBC	.755
GBC15 <-- GBC	.847

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBE <--> GBK	1.056	.153	6.886	***	
GBC <--> GBK	1.020	.143	7.129	***	
GBO <--> GBK	.555	.130	4.274	***	
GBC <--> GBE	1.274	.175	7.278	***	
GBE <--> GBO	.607	.165	3.676	***	
GBC <--> GBO	.638	.151	4.221	***	

Correlations: (Group number 1 - Default model)

	Estimate
GBE <--> GBK	.540
GBC <--> GBK	.588
GBO <--> GBK	.288
GBC <--> GBE	.555
GBE <--> GBO	.239
GBC <--> GBO	.282

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBC	2.036	.243	8.387	***	
GBE	2.588	.287	9.016	***	
GBO	2.503	.275	9.095	***	
GBK	1.478	.215	6.883	***	
e7	.692	.068	10.193	***	
e6	.671	.067	9.987	***	
e4	.833	.080	10.412	***	
e3	.469	.053	8.899	***	
e8	1.081	.098	11.055	***	
e12	.541	.074	7.302	***	
e11	1.025	.101	10.168	***	
e10	.829	.090	9.255	***	
e9	.984	.100	9.832	***	
e20	1.573	.148	10.644	***	
e19	1.244	.120	10.408	***	
e18	.926	.098	9.460	***	
e17	1.007	.103	9.792	***	
e21	.908	.099	9.160	***	
e16	1.225	.119	10.274	***	
e15	.894	.094	9.516	***	
e14	.526	.073	7.205	***	
e13	.884	.097	9.089	***	
e2	1.922	.162	11.872	***	
e1	1.471	.130	11.325	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
GBK02	.501
GBK03	.284
GBO01	.739
GBO02	.821
GBO03	.712
GBO04	.644
GBC15	.718
GBC08	.669
GBC11	.696
GBC13	.603
GBC14	.570
GBE01	.725
GBE03	.763
GBE04	.695
GBE05	.844
GBK10	.565
GBK04	.785
GBK05	.667
GBK07	.711
GBK08	.691

SRMR

Default model	.0541
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CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	46	364.051	164	.000	2.220
Saturated model	210	.000	0		
Independence model	20	4543.564	190	.000	23.913

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.166	.889	.858	.694
Saturated model	.000	1.000		
Independence model	1.192	.231	.150	.209

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.920	.907	.954	.947	.954
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.863	.794	.823
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	200.051	148.627	259.210
Saturated model	.000	.000	.000
Independence model	4353.564	4137.697	4576.697

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.863	.794	.823
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	200.051	148.627	259.210
Saturated model	.000	.000	.000
Independence model	4353.564	4137.697	4576.697

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.218	.669	.497	.867
Saturated model	.000	.000	.000	.000
Independence model	15.196	14.560	13.838	15.307

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.064	.055	.073	.006
Independence model	.277	.270	.284	.000

Residuals

Residual Covariances (Group number 1 - Default model)

	GBK02	GBK03	GB001	GB002	GB003	GB004	GB015	GB018	GBC11	GBC13	GBC14	GBE01	GBE03	GBE04	GBE05	GBK10	GBK04	GBK05	GBK07	GBK08	
GBK02	.000																				
GBK03	-.070	.000																			
GB001	.030	-.158	.000																		
GB002	-.036	-.167	.052	.000																	
GB003	.344	.041	.018	-.053	.000																
GB004	.428	-.305	-.123	.022	.058	.000															
GB015	.263	-.176	-.124	-.236	.236	.335	.000														
GB008	.350	-.157	-.135	-.249	.079	.355	-.077	.000													
GB011	.288	-.140	.058	-.001	.303	.437	.057	-.024	.000												
GB013	.143	-.176	-.405	-.289	-.089	.144	.082	-.001	-.046	.000											
GB014	.363	-.563	-.008	-.085	.300	.427	.012	.136	-.069	-.078	.000										
GBE01	.265	.101	-.158	-.075	.032	.144	-.305	.158	.033	.150	-.002	.000									
GBE03	.293	-.050	-.074	.019	.213	.305	-.244	.148	.082	.155	.112	-.057	.000								
GBE04	.211	-.027	-.183	-.130	.089	.300	.058	.141	.172	.256	.133	-.062	.072	.000							
GBE05	.141	.164	-.244	-.085	.129	.200	-.360	.070	.038	.025	-.146	.056	-.005	-.029	.000						
GBK10	.177	-.014	-.017	.073	.259	.373	.217	.241	.267	.088	.118	.272	.127	.304	.230	.000					
GBK04	-.012	.019	-.160	-.155	.145	.003	.041	-.015	.036	.014	-.102	.024	-.132	-.077	-.140	-.049	.000				
GBK05	.058	-.104	-.301	-.222	-.010	-.027	-.331	-.088	-.191	-.064	-.066	.033	-.005	-.078	.023	-.103	.053	.000			
GBK07	-.141	.085	.165	.090	.469	.166	.053	-.063	.045	-.181	.039	.001	.012	.034	-.078	.007	-.013	.028	.000		
GBK08	-.081	.059	-.210	-.129	.126	-.085	-.045	.017	-.040	.029	-.210	.108	-.212	-.097	-.101	-.012	.018	.001	.028	.000	

Modification Indices

Covariances: (Group number 1 - Default model)

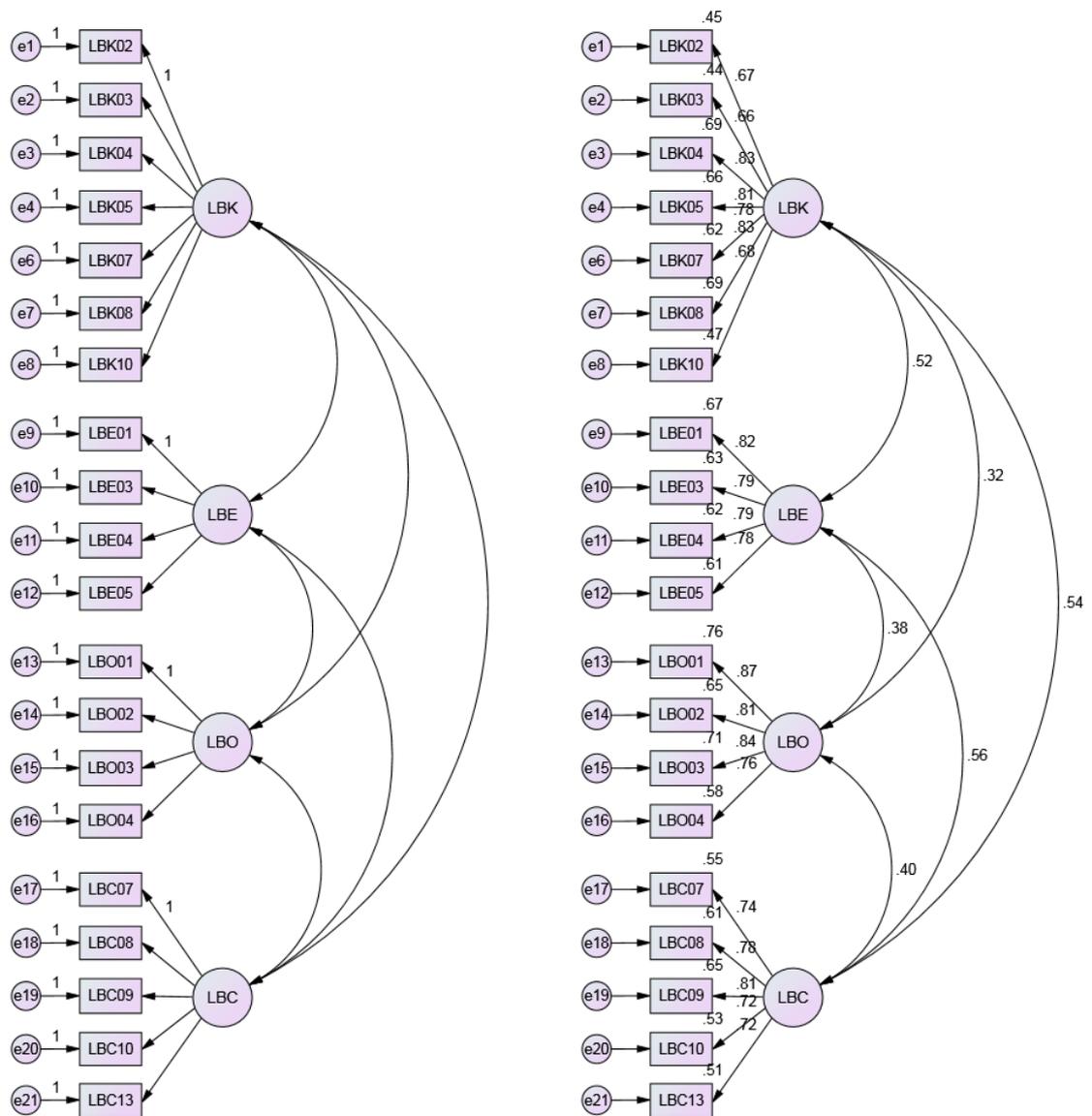
		M.I.	Par Change
e1	<--> GBK	5.707	-.173
e1	<--> GBC	7.408	.234
e2	<--> GBC	5.761	-.231
e14	<--> GBC	8.927	-.185
e14	<--> e1	4.977	-.147
e15	<--> GBK	5.668	.145
e16	<--> GBC	12.249	.286
e16	<--> e1	10.257	.278
e16	<--> e2	8.360	-.281
e16	<--> e13	5.947	-.175
e21	<--> GBE	13.689	-.313
e21	<--> e14	4.404	-.119
e19	<--> GBO	5.168	-.247
e19	<--> e13	4.970	-.165
e20	<--> e1	5.452	.226
e20	<--> e2	15.478	-.427
e20	<--> e17	4.663	.182
e10	<--> e1	4.786	.163
e11	<--> GBC	5.118	.170
e11	<--> e16	4.140	.154
e11	<--> e21	8.749	.203
e12	<--> e2	7.523	.205
e8	<--> GBK	5.600	-.148
e8	<--> e1	6.891	.207
e8	<--> e16	8.059	.214
e4	<--> GBC	7.235	-.181
e4	<--> e21	17.253	-.255
e4	<--> e8	4.433	-.129
e6	<--> GBO	9.796	.255
e6	<--> e1	7.639	-.179
e6	<--> e13	4.285	.114
e6	<--> e15	7.103	.146
e6	<--> e16	4.799	-.136
e6	<--> e19	11.694	-.213
e7	<--> e20	5.797	-.168
e7	<--> e9	7.862	.160
e7	<--> e10	8.463	-.156

Regression Weights: (Group number 1 - Default model)

	M.I.	Par Change
GBK02 ← GBC	7.230	.143
GBK02 ← GBO04	7.663	.108
GBK02 ← GBC15	4.903	.090
GBK02 ← GBC08	7.821	.116
GBK02 ← GBC11	4.913	.092
GBK02 ← GBC14	11.414	.128
GBK02 ← GBE03	6.464	.099
GBK03 ← GBO04	6.084	-.108
GBK03 ← GBC14	13.281	-.155
GBO01 ← GBE	4.832	-.087
GBO01 ← GBC13	6.339	-.088
GBO01 ← GBE05	6.154	-.082
GBO01 ← GBK10	4.093	-.079
GBO02 ← GBC	10.876	-.127
GBO02 ← GBK02	8.308	-.088
GBO02 ← GBC15	13.335	-.107
GBO02 ← GBC08	11.640	-.102
GBO02 ← GBC11	5.840	-.072
GBO02 ← GBC14	7.447	-.075
GBO03 ← GBK	9.991	.164
GBO03 ← GBC	5.892	.108
GBO03 ← GBK02	6.732	.092
GBO03 ← GBK03	4.377	.078
GBO03 ← GBC15	8.117	.097
GBO03 ← GBC14	5.166	.072
GBO03 ← GBK04	7.830	.115
GBO03 ← GBK07	15.059	.155
GBO03 ← GBK08	7.565	.112
GBO04 ← GBE	5.703	.106
GBO04 ← GBC	13.929	.189
GBO04 ← GBK02	8.807	.119
GBO04 ← GBC15	10.854	.127
GBO04 ← GBC08	15.089	.154
GBO04 ← GBC11	8.494	.115
GBO04 ← GBC13	9.537	.121
GBO04 ← GBC14	8.996	.108
GBO04 ← GBE03	4.289	.076
GBO04 ← GBE04	8.757	.112
GBO04 ← GBE05	4.023	.074
GBO04 ← GBK10	6.863	.115
GBC15 ← GBE	8.191	-.115
GBC15 ← GBE01	10.738	-.108
GBC15 ← GBE03	8.842	-.099

	M.I.	Par Change
GBC15 <--- GBE05	9.934	-.106
GBC15 <--- GBK05	5.348	-.091
GBC13 <--- GBO	4.405	-.096
GBC13 <--- GBO01	7.493	-.103
GBC13 <--- GBO03	5.391	-.091
GBC14 <--- GBK03	12.739	-.168
GBE01 <--- GBK08	5.642	.100
GBE04 <--- GBC15	7.389	.096
GBE05 <--- GBC15	4.520	-.063
GBE05 <--- GBC14	4.561	-.059
GBK10 <--- GBE	5.396	.094
GBK10 <--- GBC	5.088	.104
GBK10 <--- GBO04	7.661	.094
GBK10 <--- GBC15	4.677	.076
GBK10 <--- GBC08	4.908	.080
GBK10 <--- GBC11	5.796	.087
GBK10 <--- GBE04	7.904	.097
GBK10 <--- GBE05	5.570	.080
GBK05 <--- GBO	4.368	-.078
GBK05 <--- GBC	4.623	-.090
GBK05 <--- GBO01	4.939	-.069
GBK05 <--- GBO03	5.571	-.076
GBK05 <--- GBC15	13.587	-.117
GBK05 <--- GBC11	6.518	-.083
GBK07 <--- GBO	8.393	.099
GBK07 <--- GBO01	11.053	.094
GBK07 <--- GBO02	5.438	.071
GBK07 <--- GBO03	13.193	.107
GBK07 <--- GBC13	4.545	-.063
GBK08 <--- GBO04	4.100	-.057
GBK08 <--- GBE03	4.842	-.061

Local Brand Dimensions



Number of distinct sample moments: 210

Number of distinct parameters to be estimated: 46

Degrees of freedom (210 - 46): 164

Chi-square = 323.224

Degrees of freedom = 164

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
LBC09 <--- LBC	1.008	.075	13.481	***	
LBE04 <--- LBE	.915	.063	14.624	***	
LBE05 <--- LBE	1.058	.073	14.497	***	
LBE01 <--- LBE	1.000				
LBE03 <--- LBE	1.037	.070	14.786	***	
LBO03 <--- LBO	.915	.052	17.766	***	
LBO04 <--- LBO	.897	.058	15.442	***	

	Estimate	S.E.	C.R.	P	Label
LBO01 <--- LBO	1.000				
LBO02 <--- LBO	.918	.055	16.686	***	
LBK05 <--- LBK	1.104	.088	12.493	***	
LBK10 <--- LBK	1.015	.094	10.747	***	
LBK07 <--- LBK	1.133	.093	12.134	***	
LBK08 <--- LBK	1.180	.093	12.728	***	
LBK04 <--- LBK	1.144	.090	12.713	***	
LBK02 <--- LBK	1.000				
LBK03 <--- LBK	.991	.095	10.436	***	
LBC07 <--- LBC	1.000				
LBC08 <--- LBC	.952	.073	13.004	***	
LBC10 <--- LBC	.994	.082	12.083	***	
LBC13 <--- LBC	.943	.079	11.913	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
LBC09 <--- LBC	.808
LBE04 <--- LBE	.786
LBE05 <--- LBE	.781
LBE01 <--- LBE	.818
LBE03 <--- LBE	.794
LBO03 <--- LBO	.841
LBO04 <--- LBO	.765
LBO01 <--- LBO	.869
LBO02 <--- LBO	.806
LBK05 <--- LBK	.812
LBK10 <--- LBK	.684
LBK07 <--- LBK	.785
LBK08 <--- LBK	.830
LBK04 <--- LBK	.829
LBK02 <--- LBK	.674
LBK03 <--- LBK	.662
LBC07 <--- LBC	.743
LBC08 <--- LBC	.779
LBC10 <--- LBC	.725
LBC13 <--- LBC	.715

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
LBE <--> LBK	.795	.124	6.419	***	
LBC <--> LBK	.790	.123	6.403	***	
LBO <--> LBK	.545	.119	4.569	***	
LBC <--> LBE	1.077	.159	6.794	***	
LBE <--> LBO	.860	.161	5.343	***	
LBC <--> LBO	.853	.158	5.399	***	

Correlations: (Group number 1 - Default model)

	Estimate
LBE <--> LBK	.523
LBC <--> LBK	.543
LBO <--> LBK	.321
LBC <--> LBE	.557
LBE <--> LBO	.382
LBC <--> LBO	.395

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
LBC	1.853	.259	7.181	***	
LBE	2.019	.246	8.218	***	
LBO	2.518	.276	9.108	***	
LBK	1.144	.179	6.404	***	
e7	.717	.074	9.707	***	
e8	.916	.088	10.413	***	
e4	.719	.072	10.031	***	
e3	.681	.070	9.729	***	
e8	1.343	.119	11.240	***	
e12	1.448	.151	9.598	***	
e11	1.044	.110	9.495	***	
e10	1.278	.137	9.358	***	
e9	.998	.113	8.802	***	
e20	1.653	.159	10.379	***	
e19	.999	.110	9.080	***	
e18	1.089	.113	9.635	***	
e17	1.503	.148	10.165	***	
e21	1.578	.150	10.483	***	
e16	1.440	.140	10.247	***	
e15	.869	.100	8.728	***	
e14	1.148	.120	9.593	***	
e13	.817	.105	7.802	***	
e2	1.441	.127	11.352	***	
e1	1.372	.122	11.290	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
LBK02	.455
LBK03	.438
LBO01	.755
LBO02	.649
LBO03	.708
LBO04	.584
LBC13	.511
LBC07	.552
LBC08	.607
LBC09	.653
LBC10	.525
LBE01	.669
LBE03	.630
LBE04	.618
LBE05	.610
LBK10	.488
LBK04	.688
LBK05	.660
LBK07	.616
LBK08	.690

SRMR

Default model	.0449
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CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	46	323.224	164	.000	1.971
Saturated model	210	.000	0		
Independence model	20	3606.518	190	.000	18.982

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.129	.902	.875	.705
Saturated model	.000	1.000		
Independence model	1.046	.265	.188	.240

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.910	.896	.954	.946	.953
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.863	.786	.823
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	159.224	111.982	214.257
Saturated model	.000	.000	.000
Independence model	3416.518	3225.157	3615.185

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.081	.533	.375	.717
Saturated model	.000	.000	.000	.000
Independence model	12.062	11.426	10.786	12.091

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.057	.048	.066	.103
Independence model	.245	.238	.252	.000

Residuals

Residual Covariances (Group number 1 - Default model)

	LBK02	LBK03	LBO01	LBO02	LBO03	LBO04	LBC13	LBC07	LBC08	LBC09	LBC10	LBE01	LBE03	LBE04	LBE05	LBK10	LBK04	LBK05	LBK07	LBK08		
LBK02	.000																					
LBK03	.001	.000																				
LBO01	.264	.035	.000																			
LBO02	.088	-.061	.003	.000																		
LBO03	.113	.048	.072	-.069	.000																	
LBO04	.142	.023	-.123	.140	.018	.000																
LBC13	.173	.152	.169	.302	.221	.183	.000															
LBC07	.108	.093	-.165	-.218	-.066	.031	-.062	.000														
LBC08	.144	-.026	.070	.247	-.031	.218	-.101	.037	.000													
LBC09	-.118	.238	-.154	.046	-.144	-.145	.088	.051	-.025	.000												
LBC10	.237	.140	.027	-.035	-.187	-.049	.021	-.066	.053	-.011	.000											
LBE01	.195	.095	-.199	-.151	-.244	.028	-.110	.177	.080	.045	-.003	.000										
LBE03	.063	-.167	-.005	.105	-.021	.134	-.070	.285	-.070	-.106	.046	.045	.000									
LBE04	.109	-.151	.046	.180	-.157	.193	.026	.129	.018	-.158	-.140	-.017	.025	.000								
LBE05	.325	-.126	.135	.318	-.026	.151	.024	-.022	.109	-.143	-.051	-.044	-.080	.063	.000							
LBK10	.127	.019	-.035	-.131	-.203	-.073	.108	.243	.381	.132	.135	.273	.175	.230	.334	.000						
LBK04	-.133	-.144	.035	-.067	.002	.062	-.086	-.136	-.036	-.241	-.009	-.045	-.172	-.348	.257	-.009	.000					
LBK05	-.007	-.066	.065	-.065	.050	.100	-.014	-.105	-.040	-.034	.014	.162	.030	-.120	.163	-.066	.080	.000				
LBK07	.070	.010	.081	-.185	-.024	.059	-.147	-.207	.028	-.275	.164	-.036	-.181	-.172	.214	.010	.050	-.005	.000			
LBK08	-.022	.171	-.019	-.108	-.107	-.016	.145	.031	-.070	.002	.180	.018	.002	-.340	-.006	-.079	.048	-.025	-.056	.000		

Standardized Residual Covariances (Group number 1 - Default model)

	LBK02	LBK03	LBO01	LBO02	LBO03	LBO04	LBC13	LBC07	LBC08	LBC09	LBC10	LBE01	LBE03	LBE04	LBE05	LBK10	LBK04	LBK05	LBK07	LBK08	
LBK02	.000																				
LBK03	.008	.000																			
LBO01	1.547	.204	.000																		
LBO02	.402	-.359	.013	.000																	
LBO03	.704	.298	.318	-.453	.000																
LBO04	.820	.132	-.522	.613	.080	.000															
LBC13	1.018	.883	.888	1.570	1.198	.926	.000														
LBC07	.618	.529	-.828	-1.106	-.349	.155	-.287	.000													
LBC08	.908	-.162	.386	1.378	-.179	1.187	-.511	.181	.000												
LBC09	-.726	1.456	-.830	.252	-.821	-.771	.433	.245	-.129	.000											
LBC10	1.337	.782	.132	-.175	-.977	-.239	.088	-.429	.256	-.052	.000										
LBE01	1.178	.566	-1.047	-.805	-1.360	.146	-.581	.910	.449	.245	-.017	.000									
LBE03	.301	-.936	-.022	.527	-.108	.662	-.345	1.375	-.370	-.549	.220	.203	.000								
LBE04	.683	-.952	.255	1.010	-.923	1.057	.144	.688	.108	-.920	-.749	-.087	.119	.000							
LBE05	1.774	-.683	.841	1.536	-.131	.709	.114	-.104	.556	-.716	-.232	-.192	-.329	.282	.000						
LBK10	.793	.116	-.205	-.778	-1.257	-.423	.635	1.393	2.391	.813	.758	1.643	.984	1.456	1.817	.000					
LBK04	-.854	-.922	.222	-.424	.013	.384	-.532	-.823	-.239	-1.584	-.055	-.287	-1.028	-2.331	1.482	-.057	.000				
LBK05	-.048	-.369	.410	-.417	.335	.625	-.087	-.648	-.268	-.227	.084	1.048	.184	-.822	.953	-.432	.533	.000			
LBK07	.434	.059	.486	-1.121	-.154	.350	-.877	-1.206	.179	-1.712	.940	-.220	-1.039	-1.107	1.187	.050	.321	-.035	.000		
LBK08	-.139	1.066	-.116	-.683	-.691	-.095	.874	.184	-.450	.014	1.041	.109	.011	-2.211	-.031	-.483	.302	-.160	-.348	.000	

Modification Indices

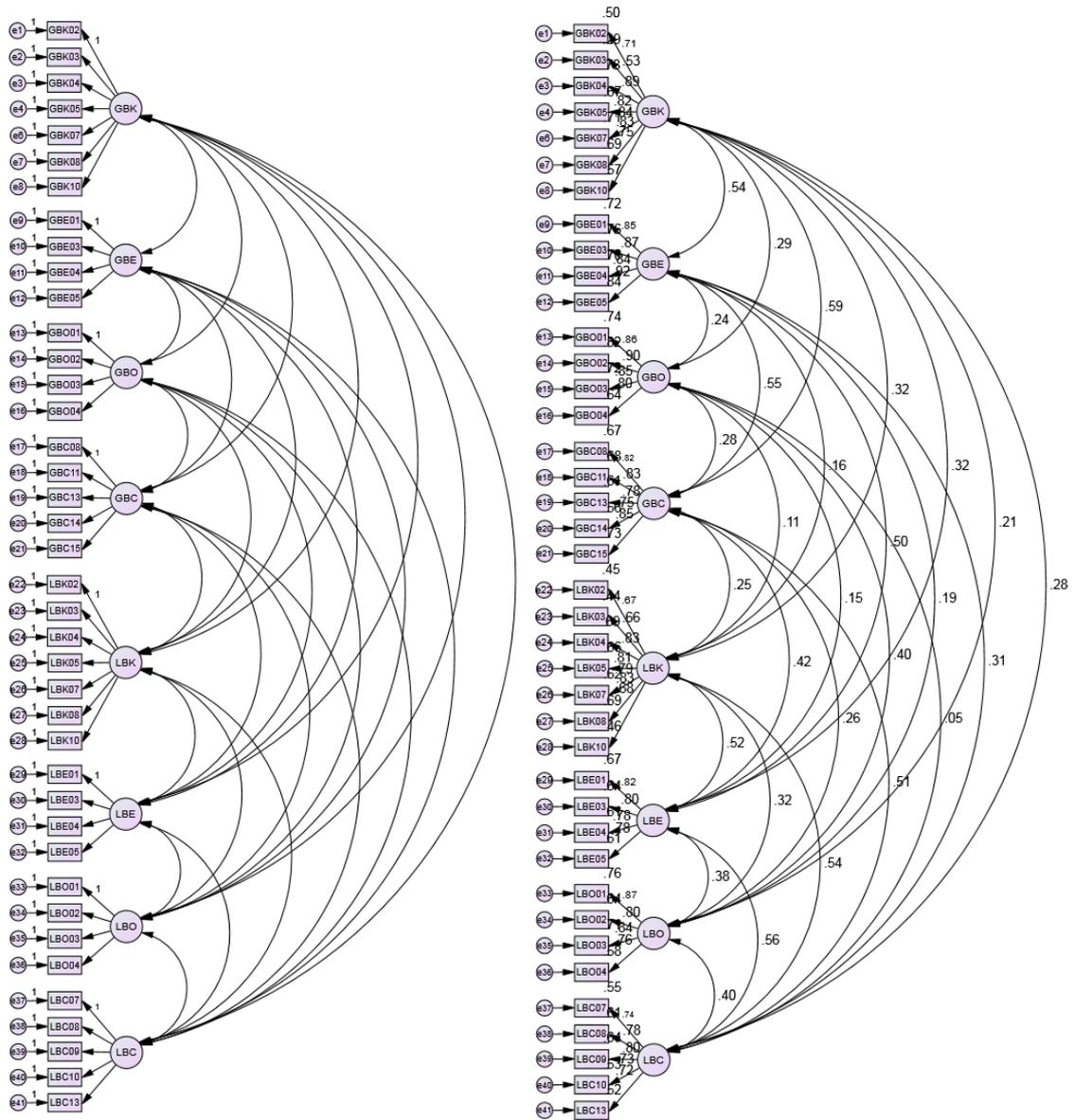
Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e14 <--> LBK	4.945	-.142
e15 <--> e14	4.407	-.149
e16 <--> e13	6.054	-.193
e16 <--> e14	4.896	.193
e21 <--> LBO	5.094	.268
e17 <--> LBE	4.649	.206
e17 <--> e14	8.247	-.261
e18 <--> e2	4.537	-.176
e19 <--> e1	6.017	-.195
e19 <--> e2	11.779	.279
e9 <--> LBO	6.241	-.253
e9 <--> e21	4.158	-.181
e10 <--> e17	6.327	.244
e11 <--> LBK	9.089	-.184
e11 <--> e15	4.846	-.155
e12 <--> LBK	6.331	.180
e12 <--> e2	7.092	-.255
e12 <--> e14	4.149	.186
e8 <--> LBO	4.865	-.235
e8 <--> LBE	6.660	.224
e8 <--> LBC	4.554	.175
e8 <--> e18	9.947	.253
e8 <--> e11	8.270	.227
e3 <--> e1	7.289	-.172
e3 <--> e2	8.139	-.186
e3 <--> e11	9.789	-.188
e3 <--> e12	16.953	.290
e4 <--> e3	5.444	.112
e6 <--> e14	4.105	-.143
e6 <--> e19	6.812	-.176
e6 <--> e20	6.415	.208
e6 <--> e12	4.608	.170
e7 <--> e2	10.979	.221
e7 <--> e18	7.975	-.177
e7 <--> e10	6.770	.178
e7 <--> e11	8.960	-.184

Regression Weights: (Group number 1 - Default model)

		M.I.	Par Change
LBK02	<-- LBE04	5.035	.095
LBK03	<-- LBC09	6.901	.111
LBO03	<-- LBE04	5.971	-.092
LBC13	<-- LBO02	4.001	.086
LBC13	<-- LBO03	5.246	.103
LBC07	<-- LBO02	5.493	-.099
LBC07	<-- LBE03	5.499	.097
LBC08	<-- LBK10	5.888	.102
LBC09	<-- LBK02	6.285	-.104
LBC09	<-- LBK07	5.710	-.101
LBC10	<-- LBK07	5.423	.120
LBE01	<-- LBO01	4.061	-.073
LBE01	<-- LBO02	6.174	-.091
LBE04	<-- LBK	5.999	-.157
LBE04	<-- LBK04	12.421	-.157
LBE04	<-- LBK05	4.440	-.095
LBE04	<-- LBK08	11.920	-.149
LBE05	<-- LBO02	4.374	.089
LBE05	<-- LBK04	13.372	.191
LBE05	<-- LBK07	7.459	.136
LBK10	<-- LBE	6.099	.129
LBK10	<-- LBC	4.696	.118
LBK10	<-- LBC07	5.074	.086
LBK10	<-- LBC08	11.380	.141
LBK10	<-- LBE04	11.715	.144
LBK04	<-- LBK03	4.341	-.069
LBK04	<-- LBC09	5.458	-.073
LBK04	<-- LBE04	7.495	-.087
LBK07	<-- LBC09	5.494	-.082
LBK08	<-- LBK03	5.857	.082
LBK08	<-- LBE04	6.217	-.082

Global and Local Brand Dimensions



Number of distinct sample moments: 820

Number of distinct parameters to be estimated: 108

Degrees of freedom (820 - 108): 712

Chi-square = 1332.281

Degrees of freedom = 712

Probability level = .000

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBC13 ← GBC	.970	.064	15.265	***	
GBE04 ← GBE	.953	.052	18.288	***	
GBE05 ← GBE	1.060	.050	21.338	***	
GBE01 ← GBE	1.000				
GBE03 ← GBE	1.016	.052	19.685	***	
GBO03 ← GBO	.942	.051	18.605	***	
GBO04 ← GBO	.942	.055	17.067	***	
GBO01 ← GBO	1.000				
GBO02 ← GBO	.979	.047	20.653	***	
GBK05 ← GBK	1.061	.078	13.541	***	
GBK10 ← GBK	.975	.078	12.499	***	
GBK07 ← GBK	1.057	.076	13.993	***	
GBK08 ← GBK	1.025	.074	13.823	***	
GBK04 ← GBK	1.075	.073	14.648	***	
GBK02 ← GBK	1.000				
GBK03 ← GBK	.719	.081	8.899	***	
GBC08 ← GBC	1.000				
GBC11 ← GBC	1.011	.061	16.471	***	
GBC14 ← GBC	1.006	.070	14.430	***	
GBC15 ← GBC	1.071	.062	17.203	***	
LBC09 ← LBC	1.006	.075	13.373	***	
LBE04 ← LBE	.911	.062	14.648	***	
LBE05 ← LBE	1.056	.072	14.575	***	
LBE01 ← LBE	1.000				
LBE03 ← LBE	1.046	.069	15.066	***	
LBO03 ← LBO	.912	.051	18.025	***	
LBO04 ← LBO	.889	.057	15.479	***	
LBO01 ← LBO	1.000				
LBO02 ← LBO	.911	.054	16.772	***	
LBK05 ← LBK	1.111	.090	12.408	***	
LBK10 ← LBK	1.018	.096	10.650	***	
LBK07 ← LBK	1.148	.095	12.122	***	
LBK08 ← LBK	1.186	.094	12.625	***	
LBK04 ← LBK	1.151	.091	12.615	***	
LBK02 ← LBK	1.000				
LBK03 ← LBK	1.000	.096	10.406	***	
LBC07 ← LBC	1.000				
LBC08 ← LBC	.958	.074	12.989	***	
LBC10 ← LBC	1.007	.083	12.158	***	
LBC13 ← LBC	.958	.080	12.024	***	

Standardized Regression Weights: (Group n

	Estimate
GBC13 ← GBC	.782
GBE04 ← GBE	.837
GBE05 ← GBE	.916
GBE01 ← GBE	.851
GBE03 ← GBE	.874
GBO03 ← GBO	.846
GBO04 ← GBO	.803
GBO01 ← GBO	.859
GBO02 ← GBO	.904
GBK05 ← GBK	.816
GBK10 ← GBK	.752
GBK07 ← GBK	.844
GBK08 ← GBK	.833
GBK04 ← GBK	.885
GBK02 ← GBK	.708
GBK03 ← GBK	.534
GBC08 ← GBC	.818
GBC11 ← GBC	.827
GBC14 ← GBC	.751
GBC15 ← GBC	.853
LBC09 ← LBC	.802
LBE04 ← LBE	.782
LBE05 ← LBE	.779
LBE01 ← LBE	.818
LBE03 ← LBE	.800
LBO03 ← LBO	.842
LBO04 ← LBO	.761
LBO01 ← LBO	.873
LBO02 ← LBO	.803
LBK05 ← LBK	.812
LBK10 ← LBK	.681
LBK07 ← LBK	.790
LBK08 ← LBK	.830
LBK04 ← LBK	.829
LBK02 ← LBK	.670
LBK03 ← LBK	.663
LBC07 ← LBC	.739
LBC08 ← LBC	.779
LBC10 ← LBC	.730
LBC13 ← LBC	.722

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBK <--> LBK	.416	.092	4.517	***	
GBE <--> GBK	1.058	.154	6.891	***	
GBE <--> LBE	1.148	.171	6.705	***	
GBE <--> GBO	.609	.165	3.684	***	
GBO <--> GBK	.557	.130	4.288	***	
GBO <--> LBO	1.011	.176	5.735	***	
GBC <--> GBO	.637	.151	4.217	***	
GBC <--> GBE	1.274	.175	7.278	***	
GBC <--> GBK	1.021	.143	7.133	***	
GBC <--> LBC	.994	.153	6.513	***	
GBC <--> LBK	.377	.103	3.660	***	
GBO <--> LBK	.177	.107	1.646	.100	
GBE <--> LBK	.271	.110	2.457	.014	
LBE <--> LBK	.789	.123	6.407	***	
GBC <--> LBE	.849	.148	5.736	***	
GBO <--> LBE	.335	.147	2.276	.023	
GBK <--> LBE	.561	.122	4.604	***	
LBO <--> LBK	.545	.119	4.571	***	
LBE <--> LBO	.862	.161	5.342	***	
GBC <--> LBO	.595	.153	3.898	***	
GBE <--> LBO	.487	.166	2.930	.003	
GBK <--> LBO	.410	.128	3.208	.001	
LBC <--> LBO	.854	.158	5.408	***	
LBC <--> LBE	1.071	.158	6.791	***	
LBC <--> LBK	.781	.122	6.387	***	
GBO <--> LBC	.103	.138	.742	.458	
GBE <--> LBC	.671	.151	4.441	***	
GBK <--> LBC	.468	.115	4.063	***	

Correlations: (Group number 1 - Default model)

	Estimate
GBK <--> LBK	.322
GBE <--> GBK	.541
GBE <--> LBE	.503
GBE <--> GBO	.239
GBO <--> GBK	.290
GBO <--> LBO	.401
GBC <--> GBO	.282
GBC <--> GBE	.555
GBC <--> GBK	.588
GBC <--> LBC	.514
GBC <--> LBK	.248
GBO <--> LBK	.105
GBE <--> LBK	.158
LBE <--> LBK	.523
GBC <--> LBE	.419
GBO <--> LBE	.149
GBK <--> LBE	.325
LBO <--> LBK	.321
LBE <--> LBO	.381
GBC <--> LBO	.261
GBE <--> LBO	.190
GBK <--> LBO	.212
LBC <--> LBO	.396
LBC <--> LBE	.557
LBC <--> LBK	.543
GBO <--> LBC	.048
GBE <--> LBC	.308
GBK <--> LBC	.284

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBC	2.037	.242	8.404	***	
GBE	2.589	.287	9.024	***	
GBO	2.502	.275	9.099	***	
GBK	1.480	.215	6.892	***	
LBC	1.831	.257	7.123	***	
LBE	2.017	.245	8.245	***	
LBO	2.541	.276	9.193	***	
LBK	1.130	.178	6.354	***	
e7	.686	.067	10.184	***	
e6	.670	.067	9.999	***	
e4	.837	.080	10.439	***	
e3	.473	.053	8.962	***	
e8	1.081	.098	11.064	***	
e12	.557	.074	7.532	***	
e11	1.006	.099	10.141	***	
e10	.829	.089	9.307	***	
e9	.982	.100	9.864	***	
e20	1.597	.149	10.740	***	
e19	1.215	.117	10.402	***	
e18	.966	.099	9.720	***	
e17	1.005	.102	9.875	***	
e21	.877	.096	9.123	***	
e16	1.222	.119	10.293	***	
e15	.880	.093	9.495	***	
e14	.539	.073	7.419	***	
e13	.885	.097	9.146	***	
e2	1.920	.162	11.873	***	
e1	1.469	.130	11.329	***	
e27	.720	.074	9.757	***	
e26	.896	.086	10.373	***	
e25	.719	.071	10.058	***	
e24	.682	.070	9.772	***	
e28	1.353	.120	11.269	***	
e32	1.460	.149	9.765	***	
e31	1.063	.109	9.713	***	
e30	1.243	.132	9.381	***	
e29	.999	.111	8.988	***	
e40	1.627	.156	10.408	***	

	Estimate	S.E.	C.R.	P	Label
e39	1.027	.110	9.330	***	
e38	1.089	.112	9.754	***	
e37	1.525	.148	10.309	***	
e41	1.544	.147	10.490	***	
e36	1.457	.141	10.350	***	
e35	.865	.098	8.815	***	
e34	1.164	.120	9.732	***	
e33	.795	.102	7.787	***	
e23	1.436	.126	11.356	***	
e22	1.386	.122	11.324	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
LBK02	.449
LBK03	.440
LBO01	.762
LBO02	.644
LBO03	.709
LBO04	.579
LBC13	.521
LBC07	.546
LBC08	.607
LBC09	.644
LBC10	.533
LBE01	.669
LBE03	.640
LBE04	.611
LBE05	.606
LBK10	.464
LBK04	.687
LBK05	.660
LBK07	.624
LBK08	.688
GBK02	.502
GBK03	.285
GBO01	.739
GBO02	.816
GBO03	.716
GBO04	.645
GBC15	.727
GBC08	.670
GBC11	.683
GBC13	.612
GBC14	.563
GBE01	.725
GBE03	.763
GBE04	.700
GBE05	.839
GBK10	.565
GBK04	.783
GBK05	.665
GBK07	.712
GBK08	.694

SRMR

Default model	.0498
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CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	108	1332.281	712	.000	1.871
Saturated model	820	.000	0		
Independence model	40	8979.692	780	.000	11.512

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.148	.811	.783	.704
Saturated model	.000	1.000		
Independence model	.907	.207	.166	.196

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.852	.837	.925	.917	.924
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.913	.777	.844
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	620.281	521.361	727.001
Saturated model	.000	.000	.000
Independence model	8199.692	7898.045	8507.810

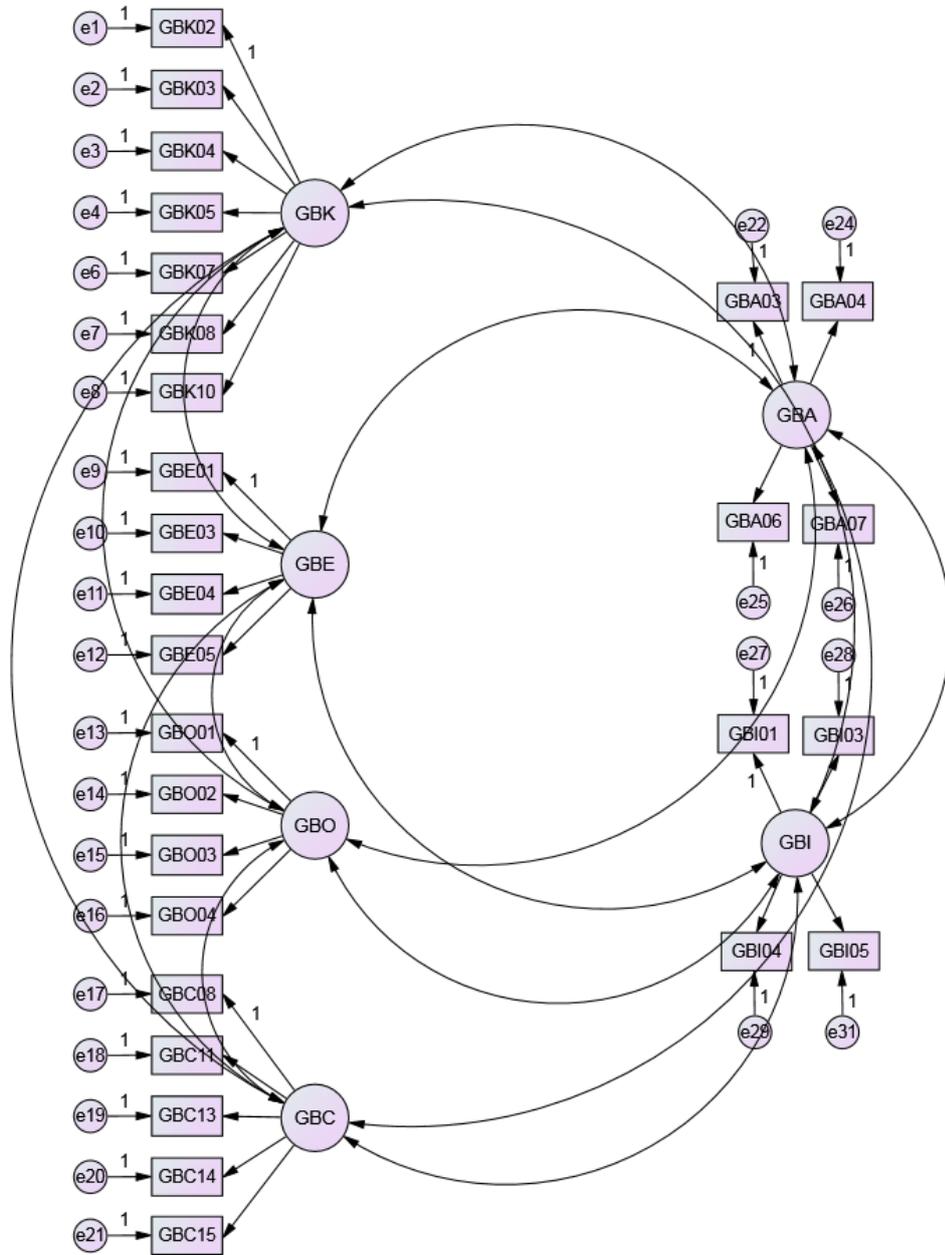
FMIN

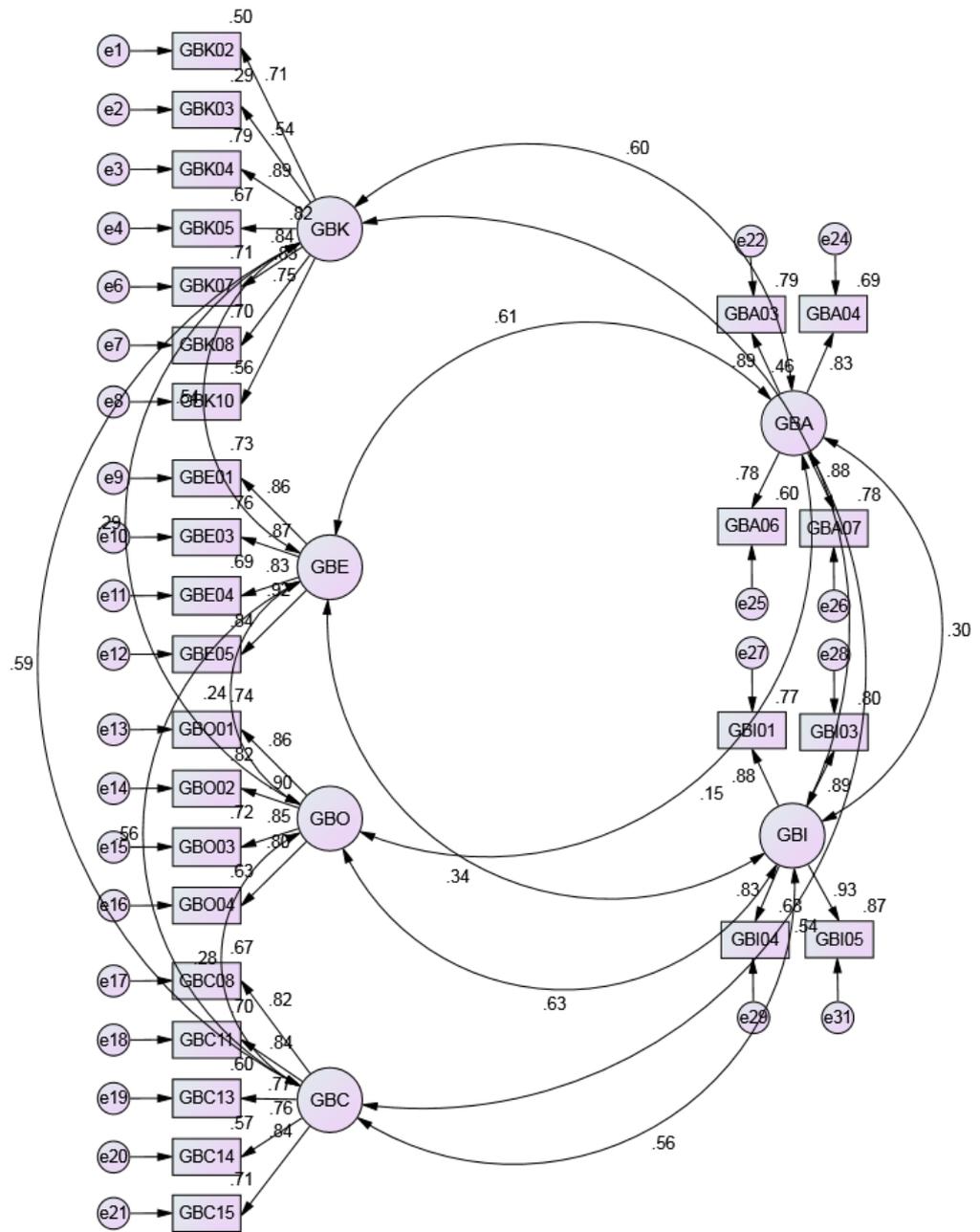
Model	FMIN	F0	LO 90	HI 90
Default model	4.456	2.075	1.744	2.431
Saturated model	.000	.000	.000	.000
Independence model	30.032	27.424	26.415	28.454

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.054	.049	.058	.072
Independence model	.188	.184	.191	.000

Global Brand Dimensions, Image and Attitude





Number of distinct sample moments: 406

Number of distinct parameters to be estimated: 71

Degrees of freedom (406 - 71): 335

Chi-square = 760.770

Degrees of freedom = 335

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBC13 <--- GBC	.959	.064	15.080	***	
GBE04 <--- GBE	.941	.052	18.206	***	
GBE05 <--- GBE	1.057	.049	21.647	***	
GBE01 <--- GBE	1.000				
GBE03 <--- GBE	1.010	.051	19.848	***	
GBO03 <--- GBO	.947	.050	18.840	***	
GBO04 <--- GBO	.933	.055	16.846	***	
GBO01 <--- GBO	1.000				
GBO02 <--- GBO	.980	.047	20.843	***	
GBK05 <--- GBK	1.065	.079	13.518	***	
GBK10 <--- GBK	.975	.078	12.433	***	
GBK07 <--- GBK	1.058	.076	13.915	***	
GBK08 <--- GBK	1.029	.075	13.787	***	
GBK04 <--- GBK	1.080	.074	14.621	***	
GBK02 <--- GBK	1.000				
GBK03 <--- GBK	.724	.081	8.922	***	
GBC08 <--- GBC	1.000				
GBC11 <--- GBC	1.021	.061	16.747	***	
GBC14 <--- GBC	1.014	.069	14.633	***	
GBC15 <--- GBC	1.059	.062	16.995	***	
GBI03 <--- GBI	1.137	.051	22.184	***	
GBI01 <--- GBI	1.000				
GBA06 <--- GBA	.910	.054	16.747	***	
GBA07 <--- GBA	1.074	.051	21.047	***	
GBA03 <--- GBA	1.000				
GBA04 <--- GBA	.949	.050	18.859	***	
GBI04 <--- GBI	1.021	.054	18.998	***	
GBI05 <--- GBI	1.159	.048	24.222	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
GBC13 <-- GBC	.775
GBE04 <-- GBE	.831
GBE05 <-- GBE	.918
GBE01 <-- GBE	.856
GBE03 <-- GBE	.873
GBO03 <-- GBO	.851
GBO04 <-- GBO	.795
GBO01 <-- GBO	.859
GBO02 <-- GBO	.905
GBK05 <-- GBK	.817
GBK10 <-- GBK	.750
GBK07 <-- GBK	.842
GBK08 <-- GBK	.834
GBK04 <-- GBK	.887
GBK02 <-- GBK	.706
GBK03 <-- GBK	.536
GBC08 <-- GBC	.819
GBC11 <-- GBC	.835
GBC14 <-- GBC	.758
GBC15 <-- GBC	.844
GBI03 <-- GBI	.893
GBI01 <-- GBI	.878
GBA06 <-- GBA	.776
GBA07 <-- GBA	.883
GBA03 <-- GBA	.887
GBA04 <-- GBA	.831
GBI04 <-- GBI	.826
GBI05 <-- GBI	.931

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBE <--> GBK	1.060	.154	6.891	***	
GBC <--> GBK	1.020	.143	7.128	***	
GBO <--> GBK	.554	.129	4.281	***	
GBK <--> GBI	.825	.132	6.268	***	
GBK <--> GBA	1.319	.179	7.364	***	
GBC <--> GBE	1.284	.176	7.299	***	
GBE <--> GBO	.610	.166	3.677	***	
GBE <--> GBI	.816	.158	5.151	***	
GBE <--> GBA	1.802	.225	8.001	***	
GBC <--> GBO	.640	.151	4.229	***	
GBC <--> GBI	1.175	.159	7.403	***	
GBC <--> GBA	1.397	.195	7.160	***	
GBO <--> GBI	1.475	.180	8.206	***	
GBO <--> GBA	.425	.184	2.312	.021	
GBI <--> GBA	.810	.176	4.602	***	

Correlations: (Group number 1 - Default model)

	Estimate
GBE <--> GBK	.540
GBC <--> GBK	.588
GBO <--> GBK	.289
GBK <--> GBI	.463
GBK <--> GBA	.598
GBC <--> GBE	.556
GBE <--> GBO	.239
GBE <--> GBI	.343
GBE <--> GBA	.612
GBC <--> GBO	.283
GBC <--> GBI	.559
GBC <--> GBA	.537
GBO <--> GBI	.634
GBO <--> GBA	.148
GBI <--> GBA	.303

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBC	2.043	.243	8.421	***	
GBE	2.615	.287	9.096	***	
GBO	2.502	.275	9.112	***	
GBK	1.471	.214	6.867	***	
GBI	2.162	.227	9.530	***	
GBA	3.310	.346	9.567	***	
e7	.683	.067	10.198	***	
e6	.677	.067	10.062	***	
e4	.832	.080	10.445	***	
e3	.466	.052	8.942	***	
e8	1.088	.098	11.093	***	
e12	.546	.073	7.439	***	
e11	1.041	.102	10.254	***	
e10	.833	.089	9.337	***	
e9	.956	.098	9.779	***	
e20	1.558	.146	10.669	***	
e19	1.253	.119	10.489	***	
e18	.921	.097	9.533	***	
e17	1.000	.101	9.848	***	
e21	.923	.099	9.333	***	
e16	1.266	.121	10.465	***	
e15	.857	.090	9.491	***	
e14	.531	.071	7.513	***	
e13	.885	.096	9.263	***	
e2	1.914	.161	11.874	***	
e1	1.477	.130	11.350	***	
e27	.642	.066	9.699	***	
e28	.711	.077	9.250	***	
e29	1.052	.099	10.650	***	
e31	.443	.061	7.320	***	
e26	1.081	.129	8.384	***	
e25	1.814	.171	10.629	***	
e24	1.340	.136	9.843	***	
e22	.900	.109	8.230	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
GBA03	.786
GBA04	.690
GBA06	.602
GBA07	.779
GBI05	.868
GBI04	.682
GBI03	.797
GBI01	.771
GBK02	.499
GBK03	.287
GBO01	.739
GBO02	.819
GBO03	.724
GBO04	.632
GBC15	.713
GBC08	.671
GBC11	.698
GBC13	.600
GBC14	.574
GBC15	.713
GBC08	.671
GBC11	.698
GBC13	.600
GBC14	.574
GBE01	.732
GBE03	.762
GBE04	.690
GBE05	.842
GBK10	.562
GBK04	.786
GBK05	.667
GBK07	.708
GBK08	.695

SRMR

Default model	.0525
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CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	71	760.770	335	.000	2.271
Saturated model	406	.000	0		
Independence model	28	7133.612	378	.000	18.872

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.170	.840	.806	.693
Saturated model	.000	1.000		
Independence model	1.279	.182	.121	.170

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.893	.880	.937	.929	.937
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.886	.792	.830
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	425.770	349.468	509.790
Saturated model	.000	.000	.000
Independence model	6755.612	6484.674	7032.944

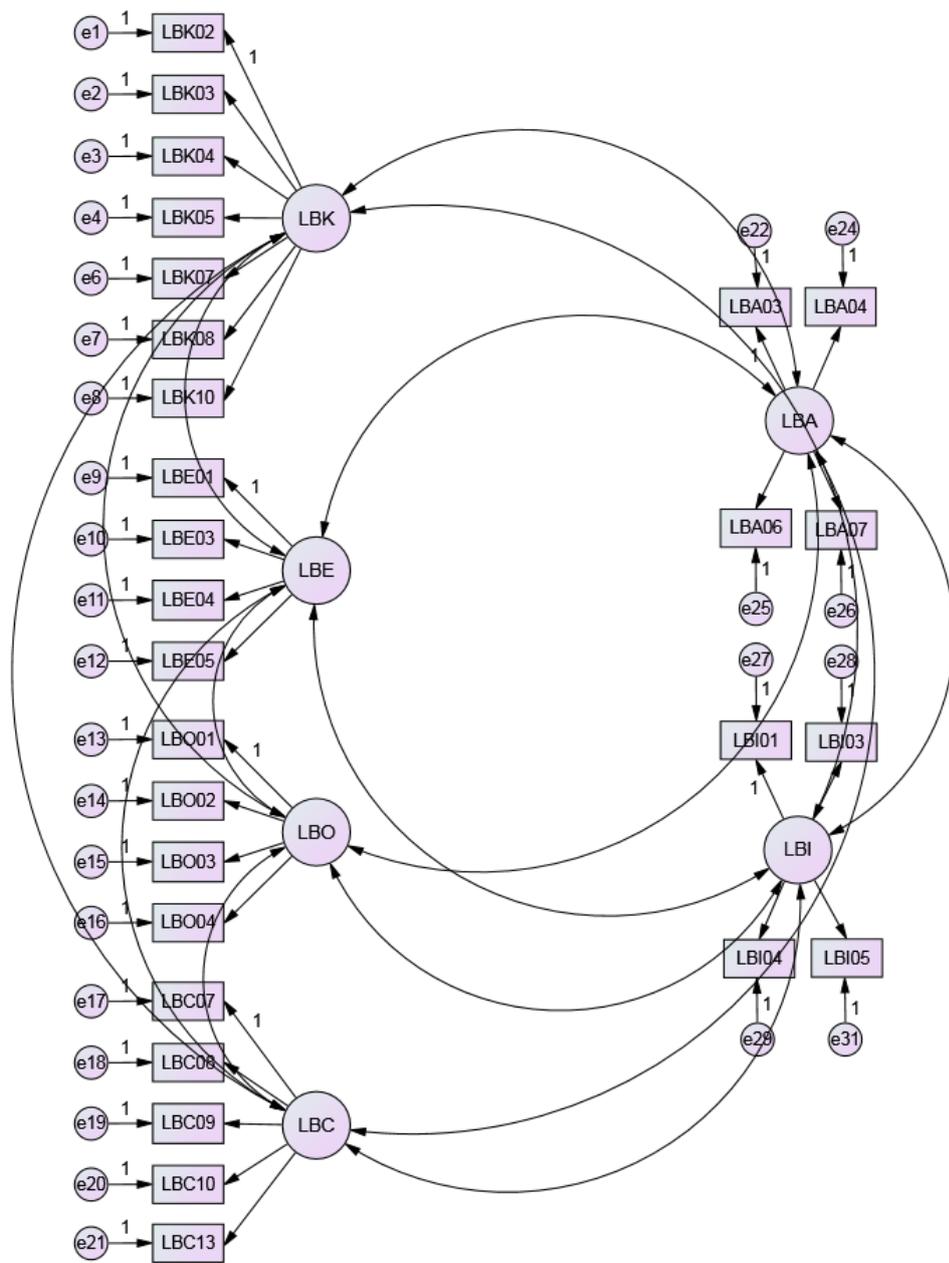
FMIN

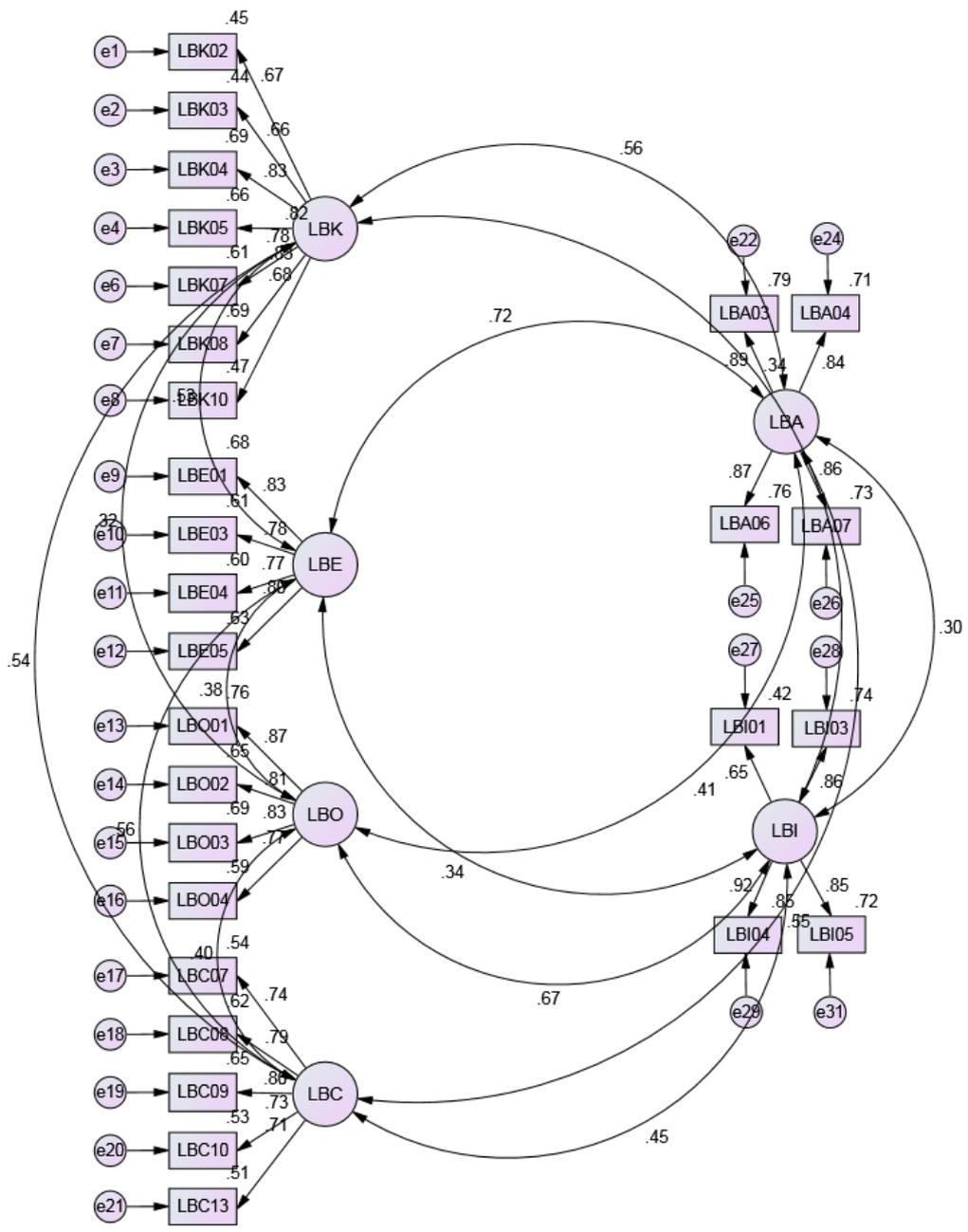
Model	FMIN	F0	LO 90	HI 90
Default model	2.544	1.424	1.169	1.705
Saturated model	.000	.000	.000	.000
Independence model	23.858	22.594	21.688	23.522

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.065	.059	.071	.000
Independence model	.244	.240	.249	.000

Local Brand Dimensions, Image and Attitude





Number of distinct sample moments: 406

Number of distinct parameters to be estimated: 71

Degrees of freedom (406 - 71): 335

Chi-square = 660.867

Degrees of freedom = 335

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
LBC09 <--- LBC	1.011	.076	13.342	***	
LBE04 <--- LBE	.890	.061	14.668	***	
LBE05 <--- LBE	1.068	.070	15.257	***	
LBE01 <--- LBE	1.000				
LBE03 <--- LBE	1.006	.068	14.803	***	
LBO03 <--- LBO	.899	.050	17.834	***	
LBO04 <--- LBO	.896	.057	15.773	***	
LBO01 <--- LBO	1.000				
LBO02 <--- LBO	.918	.054	17.116	***	
LBK05 <--- LBK	1.109	.089	12.518	***	
LBK10 <--- LBK	1.016	.095	10.727	***	
LBK07 <--- LBK	1.131	.094	12.086	***	
LBK08 <--- LBK	1.180	.093	12.705	***	
LBK04 <--- LBK	1.150	.090	12.733	***	
LBK02 <--- LBK	1.000				
LBK03 <--- LBK	.990	.095	10.402	***	
LBC07 <--- LBC	1.000				
LBC08 <--- LBC	.972	.074	13.093	***	
LBC10 <--- LBC	1.002	.083	12.033	***	
LBC13 <--- LBC	.947	.080	11.817	***	
LBI03 <--- LBI	1.294	.103	12.551	***	
LBI01 <--- LBI	1.000				
LBA06 <--- LBA	1.055	.050	21.050	***	
LBA07 <--- LBA	1.052	.052	20.388	***	
LBA03 <--- LBA	1.000				
LBA04 <--- LBA	.935	.047	19.757	***	
LBI04 <--- LBI	1.458	.111	13.117	***	
LBI05 <--- LBI	1.316	.106	12.407	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
LBC09 <--- LBC	.804
LBE04 <--- LBE	.773
LBE05 <--- LBE	.797
LBE01 <--- LBE	.827
LBE03 <--- LBE	.778
LBO03 <--- LBO	.831
LBO04 <--- LBO	.767
LBO01 <--- LBO	.873
LBO02 <--- LBO	.809
LBK05 <--- LBK	.815
LBK10 <--- LBK	.683
LBK07 <--- LBK	.782
LBK08 <--- LBK	.830
LBK04 <--- LBK	.832
LBK02 <--- LBK	.673
LBK03 <--- LBK	.660
LBC07 <--- LBC	.738
LBC08 <--- LBC	.789
LBC10 <--- LBC	.725
LBC13 <--- LBC	.713
LBI03 <--- LBI	.860
LBI01 <--- LBI	.650
LBA06 <--- LBA	.871
LBA07 <--- LBA	.857
LBA03 <--- LBA	.889
LBA04 <--- LBA	.843
LBI04 <--- LBI	.920
LBI05 <--- LBI	.847

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
LBE <--> LBK	.810	.125	6.476	***	
LBC <--> LBK	.783	.123	6.391	***	
LBO <--> LBK	.548	.120	4.578	***	
LBK <--> LBI	.461	.100	4.607	***	
LBK <--> LBA	1.049	.151	6.957	***	
LBC <--> LBE	1.082	.159	6.812	***	
LBE <--> LBO	.875	.163	5.368	***	
LBE <--> LBI	.622	.133	4.675	***	
LBE <--> LBA	1.810	.209	8.666	***	
LBC <--> LBO	.855	.158	5.416	***	
LBC <--> LBI	.786	.138	5.679	***	
LBC <--> LBA	1.303	.186	7.003	***	
LBO <--> LBI	1.360	.182	7.455	***	
LBO <--> LBA	1.143	.194	5.897	***	
LBI <--> LBA	.673	.153	4.387	***	

Correlations: (Group number 1 - Default model)

	Estimate
LBE <--> LBK	.528
LBC <--> LBK	.543
LBO <--> LBK	.322
LBK <--> LBI	.337
LBK <--> LBA	.563
LBC <--> LBE	.557
LBE <--> LBO	.382
LBE <--> LBI	.338
LBE <--> LBA	.722
LBC <--> LBO	.397
LBC <--> LBI	.454
LBC <--> LBA	.553
LBO <--> LBI	.667
LBO <--> LBA	.411
LBI <--> LBA	.302

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
LBC	1.826	.257	7.098	***	
LBE	2.063	.246	8.401	***	
LBO	2.542	.275	9.228	***	
LBK	1.141	.178	6.394	***	
LBI	1.638	.268	6.124	***	
LBA	3.041	.315	9.659	***	
e7	.720	.074	9.757	***	
e6	.926	.088	10.471	***	
e4	.709	.071	10.015	***	
e3	.672	.069	9.715	***	
e8	1.346	.120	11.259	***	
e12	1.356	.142	9.523	***	
e11	1.103	.111	9.929	***	
e10	1.362	.138	9.844	***	
e9	.953	.108	8.848	***	
e20	1.650	.158	10.414	***	
e19	1.017	.110	9.213	***	
e18	1.046	.110	9.518	***	
e17	1.530	.149	10.275	***	
e21	1.587	.151	10.544	***	
e16	1.424	.138	10.353	***	
e15	.922	.100	9.262	***	
e14	1.130	.116	9.721	***	
e13	.794	.099	7.982	***	
e2	1.448	.127	11.373	***	
e1	1.375	.122	11.308	***	
e27	2.245	.195	11.498	***	
e28	.965	.105	9.175	***	
e29	.628	.097	6.464	***	
e31	1.119	.117	9.536	***	
e26	1.218	.127	9.614	***	
e25	1.078	.117	9.247	***	
e24	1.084	.109	9.911	***	
e22	.809	.093	8.653	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
LBA03	.790
LBA04	.711
LBA06	.758
LBA07	.734
LBI05	.717
LBI04	.847
LBI03	.740
LBI01	.422
LBK02	.453
LBK03	.436
LBO01	.762
LBO02	.655
LBO03	.690
LBO04	.589
LBC13	.508
LBC07	.544
LBC08	.622
LBC09	.647
LBC10	.526
LBE01	.684
LBE03	.605
LBE04	.597
LBE05	.634
LBK10	.466
LBK04	.692
LBK05	.664
LBK07	.612
LBK08	.688

SRMR

Default model	.0459
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CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	71	660.867	335	.000	1.973
Saturated model	406	.000	0		
Independence model	28	5951.245	378	.000	15.744

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.147	.864	.835	.713
Saturated model	.000	1.000		
Independence model	1.187	.207	.149	.193

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.889	.875	.942	.934	.942
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.886	.788	.834
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	325.867	256.655	402.864
Saturated model	.000	.000	.000
Independence model	5573.245	5326.746	5826.162

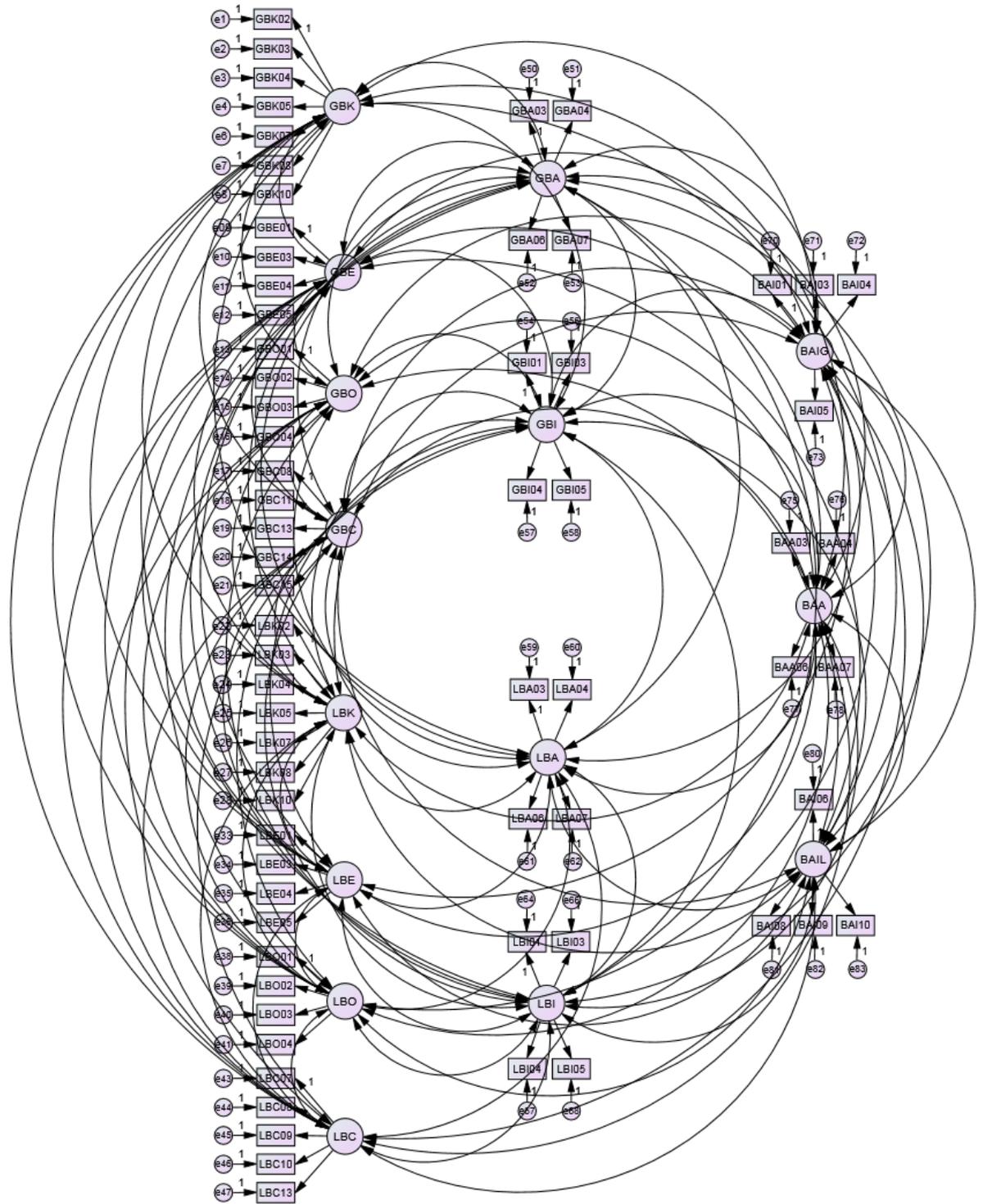
FMIN

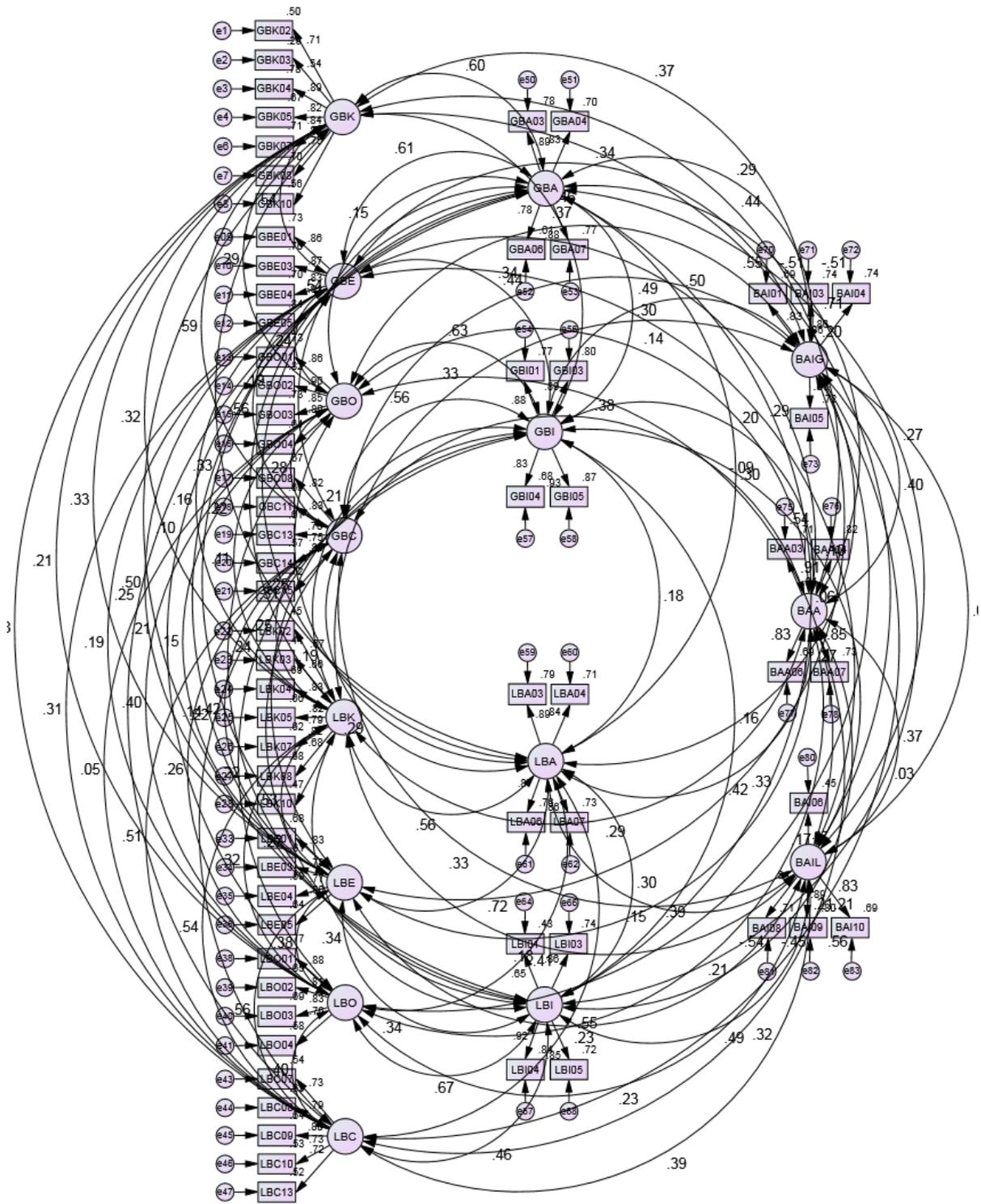
Model	FMIN	F0	LO 90	HI 90
Default model	2.210	1.090	.858	1.347
Saturated model	.000	.000	.000	.000
Independence model	19.904	18.640	17.815	19.485

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.057	.051	.063	.036
Independence model	.222	.217	.227	.000

Global and Local Brand Dimensions, Image and Attitude, Alliance





Number of distinct sample moments: 2346

Number of distinct parameters to be estimated: 241

Degrees of freedom (2346 - 241): 2105

Chi-square = 3674.634

Degrees of freedom = 2105

Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
GBC13	<--- GBC	.965	.063	15.269	***	
GBE04	<--- GBE	.945	.051	18.417	***	
GBE05	<--- GBE	1.052	.049	21.630	***	
GBE01	<--- GBE	1.000				
GBE03	<--- GBE	1.008	.051	19.890	***	
GBO03	<--- GBO	.952	.050	18.872	***	
GBO04	<--- GBO	.938	.056	16.894	***	
GBO01	<--- GBO	1.000				
GBO02	<--- GBO	.983	.047	20.822	***	
GBC08	<--- GBC	1.000				
GBC11	<--- GBC	1.013	.061	16.660	***	
GBC14	<--- GBC	1.010	.069	14.601	***	
GBC15	<--- GBC	1.065	.062	17.232	***	
LBC09	<--- LBC	1.010	.076	13.247	***	
LBE04	<--- LBE	.888	.060	14.683	***	
LBE05	<--- LBE	1.071	.070	15.393	***	
LBE01	<--- LBE	1.000				
LBE03	<--- LBE	1.014	.068	15.009	***	
LBO03	<--- LBO	.897	.050	18.103	***	
LBO04	<--- LBO	.887	.056	15.773	***	
LBO01	<--- LBO	1.000				
LBO02	<--- LBO	.911	.053	17.213	***	
LBC07	<--- LBC	1.000				
LBC08	<--- LBC	.980	.075	13.114	***	
LBC10	<--- LBC	1.012	.084	12.066	***	
LBC13	<--- LBC	.962	.081	11.923	***	
GBA06	<--- GBA	.914	.054	16.960	***	
GBA07	<--- GBA	1.070	.051	21.150	***	
BAI06	<--- BAIL	1.000				
BAI08	<--- e81	-1.031	.057	-18.094	***	
BAI09	<--- e82	-.820	.057	-14.304	***	
BAI10	<--- e83	1.009	.054	18.783	***	
BAI09	<--- BAIL	1.215	.091	13.286	***	
BAI08	<--- BAIL	1.199	.094	12.748	***	
BAI10	<--- BAIL	1.114	.088	12.587	***	
BAI05	<--- BAIG	.963	.055	17.502	***	
BAI04	<--- e72	-.919	.051	-18.027	***	
BAI03	<--- e71	-.953	.053	-17.992	***	

			Estimate	S.E.	C.R.	P	Label
BAI01	<---	e70	1.076	.056	19.330	***	
BAI03	<---	BAIG	.993	.055	17.912	***	
BAI04	<---	BAIG	.955	.053	17.893	***	
BAI01	<---	BAIG	1.000				
BAA03	<---	e75	1.094	.055	19.932	***	
GBA03	<---	GBA	1.000				
GBA04	<---	GBA	.953	.050	19.151	***	
GBI01	<---	GBI	1.000				
GBI03	<---	GBI	1.139	.051	22.164	***	
GBI04	<---	GBI	1.023	.054	18.982	***	
GBI05	<---	GBI	1.161	.048	24.177	***	
LBA06	<---	LBA	1.053	.050	21.089	***	
LBA07	<---	LBA	1.049	.051	20.390	***	
LBA03	<---	LBA	1.000				
LBA04	<---	LBA	.936	.047	19.885	***	
LBI01	<---	LBI	1.000				
LBI03	<---	LBI	1.290	.102	12.699	***	
LBI04	<---	LBI	1.444	.109	13.241	***	
LBI05	<---	LBI	1.308	.104	12.518	***	
BAA03	<---	BAA	1.000				
BAA04	<---	BAA	1.012	.050	20.265	***	
BAA06	<---	BAA	.984	.056	17.659	***	
BAA07	<---	BAA	1.014	.055	18.309	***	
GBK05	<---	GBK	1.065	.079	13.514	***	
GBK10	<---	GBK	.975	.078	12.435	***	
GBK07	<---	GBK	1.058	.076	13.920	***	
GBK08	<---	GBK	1.031	.075	13.815	***	
GBK04	<---	GBK	1.079	.074	14.617	***	
GBK02	<---	GBK	1.000				
GBK03	<---	GBK	.727	.081	8.963	***	
LBK05	<---	LBK	1.115	.090	12.461	***	
LBK10	<---	LBK	1.021	.095	10.690	***	
LBK07	<---	LBK	1.146	.095	12.118	***	
LBK08	<---	LBK	1.179	.094	12.578	***	
LBK04	<---	LBK	1.154	.091	12.658	***	
LBK02	<---	LBK	1.000				
LBK03	<---	LBK	.999	.096	10.410	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
GBC13 <-- GBC	.779
GBE04 <-- GBE	.835
GBE05 <-- GBE	.915
GBE01 <-- GBE	.857
GBE03 <-- GBE	.872
GBO03 <-- GBO	.852
GBO04 <-- GBO	.797
GBO01 <-- GBO	.857
GBO02 <-- GBO	.904
GBC08 <-- GBC	.819
GBC11 <-- GBC	.829
GBC14 <-- GBC	.754
GBC15 <-- GBC	.849
LBC09 <-- LBC	.799
LBE04 <-- LBE	.769
LBE05 <-- LBE	.797
LBE01 <-- LBE	.825
LBE03 <-- LBE	.782
LBO03 <-- LBO	.832
LBO04 <-- LBO	.763
LBO01 <-- LBO	.877
LBO02 <-- LBO	.807
LBC07 <-- LBC	.733
LBC08 <-- LBC	.791
LBC10 <-- LBC	.728
LBC13 <-- LBC	.719
GBA06 <-- GBA	.778
GBA07 <-- GBA	.879
BAI06 <-- BAIL	.671
BAI08 <-- e81	-.536
BAI09 <-- e82	-.447
BAI10 <-- e83	.557
BAI09 <-- BAIL	.895
BAI08 <-- BAIL	.844
BAI10 <-- BAIL	.831
BAI05 <-- BAIG	.846
BAI04 <-- e72	-.513
BAI03 <-- e71	-.512

	Estimate
BAI01 ← e70	.555
BAI03 ← BAIG	.859
BAI04 ← BAIG	.859
BAI01 ← BAIG	.832
BAA03 ← e75	.543
GBA03 ← GBA	.886
GBA04 ← GBA	.834
GBI01 ← GBI	.877
GBI03 ← GBI	.893
GBI04 ← GBI	.826
GBI05 ← GBI	.932
LBA06 ← LBA	.870
LBA07 ← LBA	.855
LBA03 ← LBA	.889
LBA04 ← LBA	.844
LBI01 ← LBI	.653
LBI03 ← LBI	.863
LBI04 ← LBI	.917
LBI05 ← LBI	.846
BAA03 ← BAA	.840
BAA04 ← BAA	.908
BAA06 ← BAA	.833
BAA07 ← BAA	.852
GBK05 ← GBK	.816
GBK10 ← GBK	.750
GBK07 ← GBK	.842
GBK08 ← GBK	.835
GBK04 ← GBK	.886
GBK02 ← GBK	.706
GBK03 ← GBK	.538
LBK05 ← LBK	.815
LBK10 ← LBK	.683
LBK07 ← LBK	.789
LBK08 ← LBK	.825
LBK04 ← LBK	.831
LBK02 ← LBK	.670
LBK03 ← LBK	.663

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBC <--> GBE	1.285	.176	7.303	***	
GBE <--> GBO	.611	.166	3.688	***	
GBE <--> LBE	1.164	.173	6.726	***	
GBE <--> LBC	.666	.151	4.420	***	
GBE <--> LBO	.491	.168	2.924	.003	
GBE <--> GBA	1.808	.225	8.022	***	
GBE <--> GBI	.817	.158	5.153	***	
GBE <--> BAIL	.645	.150	4.291	***	
GBE <--> BAIG	.875	.177	4.950	***	
GBE <--> BAA	1.375	.200	6.880	***	
GBE <--> LBA	.878	.187	4.691	***	
GBE <--> LBI	.300	.133	2.248	.025	
GBE <--> GBK	1.062	.154	6.897	***	
GBE <--> LBK	.274	.111	2.469	.014	
GBC <--> GBO	.637	.151	4.226	***	
GBC <--> LBE	.862	.149	5.772	***	
GBC <--> LBC	.984	.152	6.491	***	
GBC <--> LBO	.600	.153	3.914	***	
GBC <--> GBA	1.397	.195	7.167	***	
GBC <--> GBI	1.170	.158	7.391	***	
GBC <--> BAIL	.638	.137	4.643	***	
GBC <--> BAIG	1.009	.167	6.056	***	
GBC <--> BAA	.924	.169	5.471	***	
GBC <--> LBA	.721	.166	4.330	***	
GBC <--> LBI	.491	.126	3.897	***	
GBC <--> GBK	1.019	.143	7.129	***	
GBC <--> LBK	.377	.103	3.664	***	
GBO <--> LBE	.342	.148	2.311	.021	
GBO <--> LBC	.102	.137	.743	.457	
GBO <--> LBO	1.013	.176	5.747	***	
GBO <--> GBA	.425	.183	2.323	.020	
GBO <--> GBI	1.469	.179	8.200	***	
GBO <--> BAIL	-.183	.136	-1.345	.179	
GBO <--> BAIG	.945	.176	5.377	***	
GBO <--> BAA	.377	.170	2.225	.026	
GBO <--> LBA	.520	.176	2.944	.003	
GBO <--> LBI	.439	.134	3.271	.001	
GBO <--> GBK	.554	.129	4.290	***	

	Estimate	S.E.	C.R.	P	Label
GBO <--> LBK	.178	.107	1.666	.096	
LBC <--> LBE	1.073	.158	6.804	***	
LBE <--> LBO	.876	.163	5.368	***	
LBE <--> GBA	.863	.180	4.796	***	
LBE <--> GBI	.525	.140	3.758	***	
LBE <--> BAIL	.452	.133	3.400	***	
LBE <--> BAIG	.754	.161	4.690	***	
LBE <--> BAA	.950	.172	5.512	***	
LBE <--> LBA	1.807	.208	8.671	***	
LBE <--> LBI	.623	.133	4.674	***	
LBE <--> GBK	.569	.123	4.640	***	
LBE <--> LBK	.804	.124	6.470	***	
LBC <--> LBO	.854	.157	5.425	***	
LBC <--> GBA	.609	.166	3.670	***	
LBC <--> GBI	.439	.131	3.347	***	
LBC <--> BAIL	.708	.138	5.116	***	
LBC <--> BAIG	.450	.146	3.090	.002	
LBC <--> BAA	.719	.159	4.522	***	
LBC <--> LBA	1.297	.185	6.999	***	
LBC <--> LBI	.787	.138	5.692	***	
LBC <--> GBK	.460	.114	4.041	***	
LBC <--> LBK	.775	.122	6.377	***	
LBO <--> GBA	.286	.187	1.531	.126	
LBO <--> GBI	.565	.153	3.686	***	
LBO <--> BAIL	.508	.146	3.468	***	
LBO <--> BAIG	.436	.168	2.591	.010	
LBO <--> BAA	.562	.177	3.178	.001	
LBO <--> LBA	1.148	.194	5.902	***	
LBO <--> LBI	1.376	.184	7.494	***	
LBO <--> GBK	.409	.128	3.197	.001	
LBO <--> LBK	.548	.120	4.582	***	
GBA <--> GBI	.810	.176	4.608	***	
GBA <--> BAIL	.669	.168	3.991	***	
GBA <--> BAIG	.854	.196	4.363	***	
GBA <--> BAA	2.176	.250	8.699	***	
GBA <--> LBA	.966	.210	4.591	***	
GBA <--> LBI	.142	.148	.957	.339	
GBA <--> GBK	1.318	.179	7.369	***	
GBA <--> LBK	.365	.127	2.880	.004	

	Estimate	S.E.	C.R.	P	Label
BAIL <--> GBI	.195	.126	1.548	.122	
BAIG <--> GBI	1.159	.171	6.770	***	
GBI <--> BAA	.485	.158	3.063	.002	
GBI <--> LBA	.455	.162	2.806	.005	
GBI <--> LBI	.310	.121	2.558	.011	
GBI <--> GBK	.823	.131	6.264	***	
GBI <--> LBK	.327	.102	3.209	.001	
BAIL <--> BAIG	.104	.139	.748	.455	
BAIL <--> BAA	.853	.165	5.157	***	
BAIL <--> LBA	.363	.153	2.378	.017	
BAIL <--> LBI	.856	.145	5.899	***	
BAIL <--> GBK	.322	.109	2.959	.003	
BAIL <--> LBK	.257	.096	2.688	.007	
BAIG <--> BAA	1.081	.191	5.660	***	
BAIG <--> LBA	.767	.186	4.123	***	
BAIG <--> LBI	.064	.131	.490	.624	
BAIG <--> GBK	.715	.139	5.156	***	
BAIG <--> LBK	.563	.121	4.655	***	
LBA <--> BAA	1.236	.206	6.014	***	
LBI <--> BAA	.465	.144	3.233	.001	
BAA <--> GBK	.907	.152	5.986	***	
BAA <--> LBK	.519	.123	4.210	***	
LBA <--> LBI	.678	.154	4.390	***	
LBA <--> GBK	.461	.138	3.338	***	
LBA <--> LBK	1.044	.150	6.945	***	
LBI <--> GBK	.335	.104	3.224	.001	
LBI <--> LBK	.462	.100	4.607	***	
GBK <--> LBK	.415	.092	4.516	***	

Correlations: (Group number 1 - Default model)

	Estimate
GBC <--> GBE	.555
GBE <--> GBO	.240
GBE <--> LBE	.501
GBE <--> LBC	.306
GBE <--> LBO	.189
GBE <--> GBA	.614
GBE <--> GBI	.344
GBE <--> BAIL	.295
GBE <--> BAIG	.335
GBE <--> BAA	.502
GBE <--> LBA	.311
GBE <--> LBI	.144
GBE <--> GBK	.541
GBE <--> LBK	.159
GBC <--> GBO	.283
GBC <--> LBE	.421
GBC <--> LBC	.513
GBC <--> LBO	.262
GBC <--> GBA	.538
GBC <--> GBI	.558
GBC <--> BAIL	.330
GBC <--> BAIG	.438
GBC <--> BAA	.382
GBC <--> LBA	.289
GBC <--> LBI	.267
GBC <--> GBK	.588
GBC <--> LBK	.248
GBO <--> LBE	.151
GBO <--> LBC	.048
GBO <--> LBO	.401
GBO <--> GBA	.148
GBO <--> GBI	.635
GBO <--> BAIL	-.086
GBO <--> BAIG	.372
GBO <--> BAA	.142
GBO <--> LBA	.189
GBO <--> LBI	.216
GBO <--> GBK	.290

	Estimate
GBO <--> LBK	.106
LBC <--> LBE	.558
LBE <--> LBO	.382
LBE <--> GBA	.331
LBE <--> GBI	.250
LBE <--> BAIL	.233
LBE <--> BAIG	.326
LBE <--> BAA	.392
LBE <--> LBA	.722
LBE <--> LBI	.338
LBE <--> GBK	.328
LBE <--> LBK	.528
LBC <--> LBO	.397
LBC <--> GBA	.249
LBC <--> GBI	.223
LBC <--> BAIL	.390
LBC <--> BAIG	.208
LBC <--> BAA	.317
LBC <--> LBA	.554
LBC <--> LBI	.455
LBC <--> GBK	.283
LBC <--> LBK	.543
LBO <--> GBA	.098
LBO <--> GBI	.240
LBO <--> BAIL	.234
LBO <--> BAIG	.169
LBO <--> BAA	.208
LBO <--> LBA	.411
LBO <--> LBI	.667
LBO <--> GBK	.211
LBO <--> LBK	.322
GBA <--> GBI	.303
GBA <--> BAIL	.272
GBA <--> BAIG	.291
GBA <--> BAA	.708
GBA <--> LBA	.304
GBA <--> LBI	.061
GBA <--> GBK	.598
GBA <--> LBK	.189

	Estimate
BAIL <--> GBI	.098
BAIG <--> GBI	.490
GBI <--> BAA	.195
GBI <--> LBA	.178
GBI <--> LBI	.164
GBI <--> GBK	.462
GBI <--> LBK	.209
BAIL <--> BAIG	.048
BAIL <--> BAA	.373
BAIL <--> LBA	.154
BAIL <--> LBI	.492
BAIL <--> GBK	.196
BAIL <--> LBK	.179
BAIG <--> BAA	.397
BAIG <--> LBA	.273
BAIG <--> LBI	.031
BAIG <--> GBK	.365
BAIG <--> LBK	.328
LBA <--> BAA	.419
LBI <--> BAA	.213
BAA <--> GBK	.442
BAA <--> LBK	.289
LBA <--> LBI	.302
LBA <--> GBK	.218
LBA <--> LBK	.563
LBI <--> GBK	.215
LBI <--> LBK	.337
GBK <--> LBK	.322

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e82	1.000				
e81	1.000				
e83	1.000				
e71	1.000				
e72	1.000				
e70	1.000				
e75	1.000				
GBC	2.042	.242	8.437	***	
GBE	2.621	.287	9.119	***	
GBO	2.486	.274	9.078	***	
LBC	1.802	.255	7.058	***	
LBE	2.055	.244	8.410	***	
LBO	2.564	.275	9.313	***	
GBA	3.304	.345	9.591	***	
BAIL	1.828	.288	6.344	***	
BAIG	2.600	.301	8.627	***	
GBI	2.156	.227	9.509	***	
LBA	3.045	.315	9.676	***	
LBI	1.657	.268	6.176	***	
BAA	2.860	.324	8.813	***	
GBK	1.471	.214	6.869	***	
LBK	1.130	.178	6.357	***	
e12	.566	.073	7.722	***	
e11	1.018	.100	10.222	***	
e10	.837	.089	9.416	***	
e09	.950	.097	9.805	***	
e20	1.577	.146	10.779	***	
e19	1.230	.117	10.525	***	
e18	.952	.097	9.791	***	
e17	1.000	.100	9.971	***	
e21	.896	.096	9.362	***	
e16	1.254	.119	10.503	***	
e15	.848	.089	9.556	***	
e14	.534	.069	7.724	***	
e13	.902	.095	9.453	***	
e36	1.351	.140	9.666	***	
e35	1.117	.110	10.109	***	
e34	1.339	.135	9.920	***	

	Estimate	S.E.	C.R.	P	Label
e33	.962	.106	9.085	***	
e46	1.638	.156	10.490	***	
e45	1.043	.110	9.489	***	
e44	1.038	.108	9.639	***	
e43	1.554	.149	10.437	***	
e47	1.557	.147	10.575	***	
e41	1.448	.138	10.467	***	
e40	.915	.098	9.327	***	
e39	1.144	.116	9.852	***	
e38	.771	.097	7.967	***	
e50	.905	.105	8.587	***	
e51	1.317	.132	9.975	***	
e52	1.794	.167	10.723	***	
e53	1.115	.126	8.842	***	
e58	.442	.060	7.362	***	
e57	1.049	.098	10.664	***	
e54	.649	.066	9.765	***	
e80	2.228	.199	11.224	***	
e73	.959	.102	9.354	***	
e77	1.224	.121	10.094	***	
e78	1.113	.115	9.720	***	
e56	.707	.076	9.266	***	
e59	.805	.093	8.698	***	
e60	1.074	.108	9.924	***	
e61	1.083	.116	9.324	***	
e62	1.229	.127	9.695	***	
e68	1.121	.116	9.660	***	
e67	.653	.095	6.909	***	
e64	2.226	.193	11.505	***	
e66	.948	.103	9.241	***	
e76	.628	.080	7.804	***	
e7	.678	.067	10.201	***	
e6	.678	.067	10.090	***	
e4	.835	.080	10.475	***	
e3	.469	.052	9.007	***	
e8	1.089	.098	11.107	***	
e2	1.908	.161	11.873	***	
e1	1.478	.130	11.360	***	
e27	.739	.075	9.899	***	

	Estimate	S.E.	C.R.	P	Label
e26	.901	.086	10.428	***	
e25	.708	.070	10.056	***	
e24	.674	.069	9.782	***	
e28	1.346	.119	11.278	***	
e23	1.438	.126	11.376	***	
e22	1.387	.122	11.343	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
LBK02	.449
LBK03	.440
LBK10	.467
LBK04	.691
LBK05	.665
LBK07	.622
LBK08	.680
GBK02	.499
GBK03	.290
GBK10	.562
GBK04	.785
GBK05	.666
GBK07	.708
GBK08	.697
BAA04	.824
LBI03	.744
LBI01	.427
LBI04	.841
LBI05	.717
LBA07	.732
LBA06	.757
LBA04	.713
LBA03	.791
GBI03	.798
BAA07	.725
BAA06	.693
BAA03	.705
BAI01	.692
BAI03	.738
BAI04	.737
BAI05	.715
BAI10	.690
BAI09	.800
BAI08	.712
BAI06	.451
GBI01	.769
GBI04	.683
GBI05	.868

	Estimate
GBA07	.772
GBA06	.606
GBA04	.695
GBA03	.785
LBO01	.769
LBO02	.650
LBO03	.693
LBO04	.582
LBC13	.517
LBC07	.537
LBC08	.625
LBC09	.638
LBC10	.530
LBE01	.681
LBE03	.612
LBE04	.592
LBE05	.636
GBO01	.734
GBO02	.818
GBO03	.727
GBO04	.636
GBC15	.721
GBC08	.671
GBC11	.688
GBC13	.607
GBC14	.569
GBE01	.734
GBE03	.761
GBE04	.697
GBE05	.837

SRMR

Default model	.0485
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CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	241	3674.634	2105	.000	1.746
Saturated model	2346	.000	0		
Independence model	68	18365.108	2278	.000	8.062

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.160	.731	.700	.656
Saturated model	.000	1.000		
Independence model	.954	.151	.125	.146

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.800	.783	.903	.894	.902
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.924	.739	.834
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1569.634	1405.026	1742.030
Saturated model	.000	.000	.000
Independence model	16087.108	15658.624	16522.148

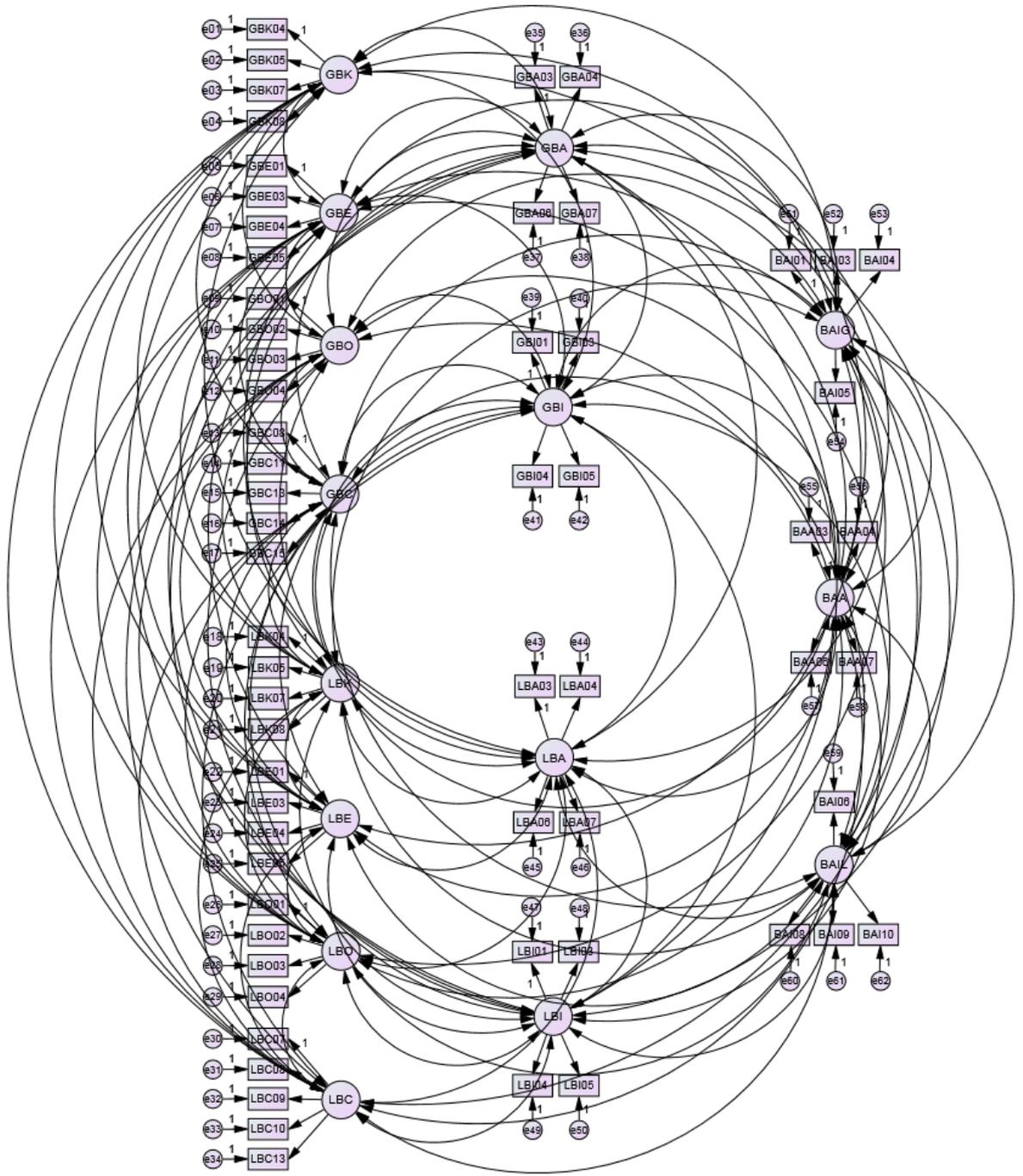
FMIN

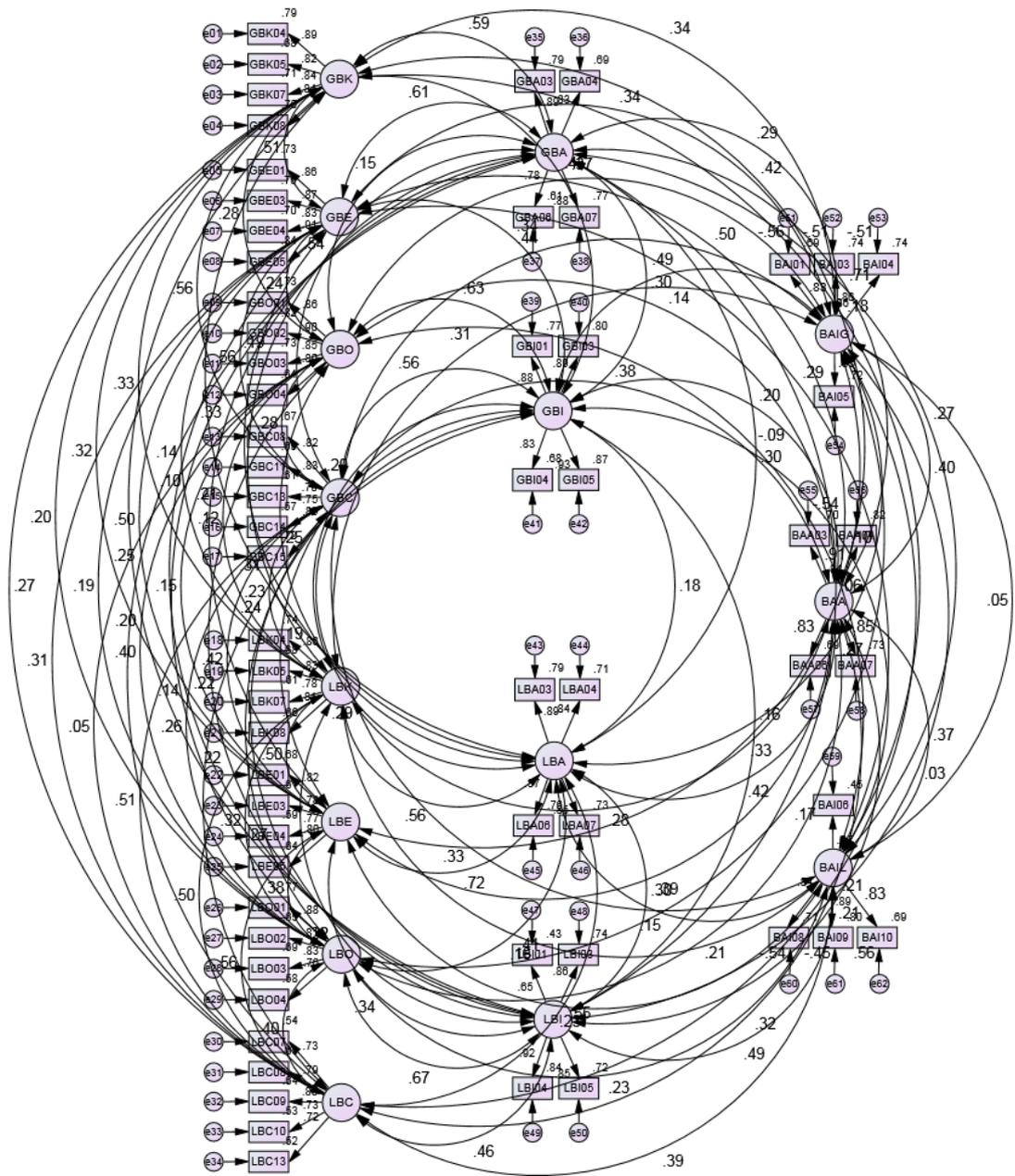
Model	FMIN	F0	LO 90	HI 90
Default model	12.290	5.250	4.699	5.826
Saturated model	.000	.000	.000	.000
Independence model	61.422	53.803	52.370	55.258

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.050	.047	.053	.512
Independence model	.154	.152	.156	.000

Global and Local Brand Dimensions, Image and Attitude - GBK and LBK re-specified





Number of distinct sample moments: 1953
 Number of distinct parameters to be estimated: 229
 Degrees of freedom (1953 - 229): 1724
 Chi-square = 3022.883
 Degrees of freedom = 1724

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBC13 ← GBC	.966	.063	15.285	***	
GBE04 ← GBE	.945	.051	18.411	***	
GBE05 ← GBE	1.052	.049	21.633	***	
GBE01 ← GBE	1.000				
GBE03 ← GBE	1.008	.051	19.887	***	
GBO03 ← GBO	.952	.050	18.863	***	
GBO04 ← GBO	.939	.056	16.892	***	
GBO01 ← GBO	1.000				
GBO02 ← GBO	.983	.047	20.817	***	
GBC08 ← GBC	1.000				
GBC11 ← GBC	1.013	.061	16.645	***	
GBC14 ← GBC	1.010	.069	14.606	***	
GBC15 ← GBC	1.065	.062	17.214	***	
LBC09 ← LBC	1.010	.076	13.238	***	
LBE04 ← LBE	.888	.061	14.662	***	
LBE05 ← LBE	1.073	.070	15.391	***	
LBE01 ← LBE	1.000				
LBE03 ← LBE	1.014	.068	14.991	***	
LBO03 ← LBO	.897	.050	18.108	***	
LBO04 ← LBO	.887	.056	15.773	***	
LBO01 ← LBO	1.000				
LBO02 ← LBO	.911	.053	17.211	***	
LBK07 ← LBK	.947	.060	15.803	***	
LBK08 ← LBK	.971	.058	16.798	***	
LBK05 ← LBK	.945	.055	17.244	***	
LBK04 ← LBK	1.000				
LBC07 ← LBC	1.000				
LBC08 ← LBC	.981	.075	13.115	***	
LBC10 ← LBC	1.011	.084	12.056	***	
LBC13 ← LBC	.961	.081	11.906	***	
GBA06 ← GBA	.913	.054	16.979	***	
GBA07 ← GBA	1.069	.050	21.168	***	
BAI06 ← BAIL	1.000				
BAI08 ← e60	-1.031	.057	-18.110	***	
BAI09 ← e61	-.820	.057	-14.303	***	
BAI10 ← e62	1.009	.054	18.775	***	
BAI09 ← BAIL	1.215	.091	13.282	***	
BAI08 ← BAIL	1.199	.094	12.742	***	

			Estimate	S.E.	C.R.	P	Label
BAI10	←	BAIL	1.114	.089	12.587	***	
BAI05	←	BAIG	.963	.055	17.492	***	
BAI04	←	e53	-.919	.051	-18.000	***	
BAI03	←	e52	-.953	.053	-17.980	***	
BAI01	←	e51	-1.076	.056	-19.324	***	
BAI03	←	BAIG	.993	.055	17.902	***	
BAI04	←	BAIG	.955	.053	17.891	***	
BAI01	←	BAIG	1.000				
BAA03	←	e55	-1.094	.055	-19.936	***	
GBK05	←	GBK	.989	.053	18.657	***	
GBK07	←	GBK	.978	.050	19.539	***	
GBK04	←	GBK	1.000				
GBK08	←	GBK	.954	.049	19.305	***	
GBA03	←	GBA	1.000				
GBA04	←	GBA	.952	.050	19.145	***	
GBI01	←	GBI	1.000				
GBI03	←	GBI	1.139	.051	22.169	***	
GBI04	←	GBI	1.022	.054	18.972	***	
GBI05	←	GBI	1.161	.048	24.199	***	
LBA06	←	LBA	1.053	.050	21.129	***	
LBA07	←	LBA	1.048	.051	20.371	***	
LBA03	←	LBA	1.000				
LBA04	←	LBA	.936	.047	19.904	***	
LBI01	←	LBI	1.000				
LBI03	←	LBI	1.290	.102	12.696	***	
LBI04	←	LBI	1.445	.109	13.238	***	
LBI05	←	LBI	1.308	.105	12.513	***	
BAA03	←	BAA	1.000				
BAA04	←	BAA	1.013	.050	20.262	***	
BAA06	←	BAA	.984	.056	17.656	***	
BAA07	←	BAA	1.014	.055	18.307	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
GBC13 ← GBC	.780
GBE04 ← GBE	.835
GBE05 ← GBE	.915
GBE01 ← GBE	.857
GBE03 ← GBE	.872
GBO03 ← GBO	.852
GBO04 ← GBO	.797
GBO01 ← GBO	.856
GBO02 ← GBO	.905
GBC08 ← GBC	.819
GBC11 ← GBC	.829
GBC14 ← GBC	.755
GBC15 ← GBC	.849
LBC09 ← LBC	.799
LBE04 ← LBE	.769
LBE05 ← LBE	.798
LBE01 ← LBE	.825
LBE03 ← LBE	.782
LBO03 ← LBO	.832
LBO04 ← LBO	.763
LBO01 ← LBO	.877
LBO02 ← LBO	.806
LBK07 ← LBK	.779
LBK08 ← LBK	.812
LBK05 ← LBK	.826
LBK04 ← LBK	.861
LBC07 ← LBC	.733
LBC08 ← LBC	.791
LBC10 ← LBC	.728
LBC13 ← LBC	.719
GBA06 ← GBA	.779
GBA07 ← GBA	.879
BAI06 ← BAIL	.671
BAI08 ← e60	-.537
BAI09 ← e61	-.447
BAI10 ← e62	.556
BAI09 ← BAIL	.895
BAI08 ← BAIL	.844

	Estimate
BAI10 ← BAIL	.831
BAI05 ← BAIG	.846
BAI04 ← e53	-.512
BAI03 ← e52	-.512
BAI01 ← e51	-.555
BAI03 ← BAIG	.859
BAI04 ← BAIG	.859
BAI01 ← BAIG	.832
BAA03 ← e55	-.543
GBK05 ← GBK	.823
GBK07 ← GBK	.844
GBK04 ← GBK	.891
GBK08 ← GBK	.839
GBA03 ← GBA	.887
GBA04 ← GBA	.833
GBI01 ← GBI	.877
GBI03 ← GBI	.893
GBI04 ← GBI	.826
GBI05 ← GBI	.932
LBA06 ← LBA	.870
LBA07 ← LBA	.855
LBA03 ← LBA	.890
LBA04 ← LBA	.844
LBI01 ← LBI	.653
LBI03 ← LBI	.863
LBI04 ← LBI	.917
LBI05 ← LBI	.846
BAA03 ← BAA	.840
BAA04 ← BAA	.908
BAA06 ← BAA	.833
BAA07 ← BAA	.852

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
GBE <--> GBK	1.089	.155	7.049	***	
GBC <--> GBK	1.056	.143	7.397	***	
GBO <--> GBK	.571	.137	4.170	***	
LBK <--> GBK	.553	.114	4.861	***	
LBE <--> GBK	.603	.130	4.649	***	
LBC <--> GBK	.484	.121	3.995	***	
LBO <--> GBK	.425	.138	3.087	.002	
GBA <--> GBK	1.401	.179	7.816	***	
GBK <--> GBI	.878	.135	6.493	***	
BAIL <--> GBK	.314	.117	2.690	.007	
BAIG <--> GBK	.730	.145	5.048	***	
GBK <--> BAA	.942	.156	6.044	***	
GBK <--> LBA	.479	.148	3.234	.001	
GBK <--> LBI	.343	.111	3.077	.002	
GBC <--> GBE	1.285	.176	7.304	***	
GBE <--> GBO	.611	.166	3.688	***	
GBE <--> LBK	.296	.132	2.237	.025	
GBE <--> LBE	1.163	.173	6.725	***	
GBE <--> LBC	.666	.151	4.419	***	
GBE <--> LBO	.491	.168	2.924	.003	
GBE <--> GBA	1.809	.225	8.024	***	
GBE <--> GBI	.817	.159	5.153	***	
GBE <--> BAIL	.645	.150	4.291	***	
GBE <--> BAIG	.875	.177	4.950	***	
GBE <--> BAA	1.375	.200	6.880	***	
GBE <--> LBA	.878	.187	4.691	***	
GBE <--> LBI	.300	.133	2.248	.025	
GBC <--> GBO	.637	.151	4.225	***	
GBC <--> LBK	.415	.121	3.433	***	
GBC <--> LBE	.862	.149	5.774	***	
GBC <--> LBC	.984	.152	6.490	***	
GBC <--> LBO	.600	.153	3.913	***	
GBC <--> GBA	1.398	.195	7.170	***	
GBC <--> GBI	1.170	.158	7.391	***	
GBC <--> BAIL	.638	.137	4.641	***	
GBC <--> BAIG	1.009	.167	6.056	***	
GBC <--> BAA	.924	.169	5.472	***	
GBC <--> LBA	.722	.167	4.333	***	

	Estimate	S.E.	C.R.	P	Label
GBC <--> LBI	.490	.126	3.896	***	
GBO <--> LBK	.235	.129	1.823	.068	
GBO <--> LBE	.342	.148	2.311	.021	
GBO <--> LBC	.102	.137	.742	.458	
GBO <--> LBO	1.013	.176	5.747	***	
GBO <--> GBA	.426	.183	2.324	.020	
GBO <--> GBI	1.469	.179	8.199	***	
GBO <--> BAIL	-.183	.136	-1.346	.178	
GBO <--> BAIG	.945	.176	5.377	***	
GBO <--> BAA	.377	.170	2.225	.026	
GBO <--> LBA	.520	.177	2.946	.003	
GBO <--> LBI	.439	.134	3.270	.001	
LBE <--> LBK	.909	.137	6.626	***	
LBC <--> LBK	.861	.133	6.460	***	
LBO <--> LBK	.644	.139	4.632	***	
LBK <--> GBA	.429	.151	2.848	.004	
LBK <--> GBI	.378	.121	3.135	.002	
LBK <--> BAIL	.268	.113	2.367	.018	
LBK <--> BAIG	.627	.139	4.498	***	
LBK <--> BAA	.601	.144	4.179	***	
LBK <--> LBA	1.234	.166	7.437	***	
LBK <--> LBI	.529	.116	4.580	***	
LBC <--> LBE	1.073	.158	6.802	***	
LBE <--> LBO	.876	.163	5.369	***	
LBE <--> GBA	.863	.180	4.794	***	
LBE <--> GBI	.525	.140	3.758	***	
LBE <--> BAIL	.452	.133	3.400	***	
LBE <--> BAIG	.753	.161	4.689	***	
LBE <--> BAA	.950	.172	5.511	***	
LBE <--> LBA	1.807	.208	8.670	***	
LBE <--> LBI	.623	.133	4.675	***	
LBC <--> LBO	.854	.158	5.425	***	
LBC <--> GBA	.609	.166	3.669	***	
LBC <--> GBI	.439	.131	3.348	***	
LBC <--> BAIL	.708	.138	5.116	***	
LBC <--> BAIG	.450	.146	3.091	.002	
LBC <--> BAA	.719	.159	4.521	***	
LBC <--> LBA	1.298	.185	7.000	***	
LBC <--> LBI	.787	.138	5.691	***	

	Estimate	S.E.	C.R.	P	Label
LBO <--> GBA	.286	.187	1.530	.126	
LBO <--> GBI	.565	.153	3.685	***	
LBO <--> BAIL	.508	.146	3.467	***	
LBO <--> BAIG	.436	.168	2.592	.010	
LBO <--> BAA	.562	.177	3.177	.001	
LBO <--> LBA	1.149	.195	5.904	***	
LBO <--> LBI	1.376	.184	7.494	***	
GBA <--> GBI	.811	.176	4.610	***	
GBA <--> BAIL	.669	.168	3.990	***	
GBA <--> BAIG	.855	.196	4.362	***	
GBA <--> BAA	2.177	.250	8.700	***	
GBA <--> LBA	.966	.210	4.591	***	
GBA <--> LBI	.142	.148	.956	.339	
BAIL <--> GBI	.195	.126	1.548	.122	
BAIG <--> GBI	1.159	.171	6.770	***	
GBI <--> BAA	.485	.158	3.064	.002	
GBI <--> LBA	.455	.162	2.807	.005	
GBI <--> LBI	.309	.121	2.558	.011	
BAIL <--> BAIG	.104	.139	.749	.454	
BAIL <--> BAA	.852	.165	5.157	***	
BAIL <--> LBA	.363	.153	2.376	.017	
BAIL <--> LBI	.856	.145	5.898	***	
BAIG <--> BAA	1.081	.191	5.659	***	
BAIG <--> LBA	.767	.186	4.124	***	
BAIG <--> LBI	.064	.131	.491	.623	
LBA <--> BAA	1.237	.206	6.014	***	
LBI <--> BAA	.465	.144	3.234	.001	
LBA <--> LBI	.678	.154	4.390	***	

Correlations: (Group number 1 - Default model)

	Estimate
GBE <--> GBK	.511
GBC <--> GBK	.562
GBO <--> GBK	.275
LBK <--> GBK	.331
LBE <--> GBK	.320
LBC <--> GBK	.274
LBO <--> GBK	.202
GBA <--> GBK	.585
GBK <--> GBI	.454
BAIL <--> GBK	.176
BAIG <--> GBK	.344
GBK <--> BAA	.423
GBK <--> LBA	.209
GBK <--> LBI	.202
GBC <--> GBE	.556
GBE <--> GBO	.240
GBE <--> LBK	.144
GBE <--> LBE	.501
GBE <--> LBC	.306
GBE <--> LBO	.189
GBE <--> GBA	.614
GBE <--> GBI	.344
GBE <--> BAIL	.295
GBE <--> BAIG	.335
GBE <--> BAA	.502
GBE <--> LBA	.311
GBE <--> LBI	.144
GBC <--> GBO	.283
GBC <--> LBK	.228
GBC <--> LBE	.421
GBC <--> LBC	.513
GBC <--> LBO	.262
GBC <--> GBA	.538
GBC <--> GBI	.558
GBC <--> BAIL	.330
GBC <--> BAIG	.438
GBC <--> BAA	.383
GBC <--> LBA	.289

	Estimate
GBC <--> LBI	.266
GBO <--> LBK	.117
GBO <--> LBE	.151
GBO <--> LBC	.048
GBO <--> LBO	.401
GBO <--> GBA	.148
GBO <--> GBI	.634
GBO <--> BAIL	-.086
GBO <--> BAIG	.372
GBO <--> BAA	.142
GBO <--> LBA	.189
GBO <--> LBI	.216
LBE <--> LBK	.500
LBC <--> LBK	.505
LBO <--> LBK	.317
LBK <--> GBA	.186
LBK <--> GBI	.203
LBK <--> BAIL	.156
LBK <--> BAIG	.306
LBK <--> BAA	.280
LBK <--> LBA	.556
LBK <--> LBI	.324
LBC <--> LBE	.558
LBE <--> LBO	.382
LBE <--> GBA	.331
LBE <--> GBI	.250
LBE <--> BAIL	.233
LBE <--> BAIG	.326
LBE <--> BAA	.392
LBE <--> LBA	.723
LBE <--> LBI	.338
LBC <--> LBO	.397
LBC <--> GBA	.249
LBC <--> GBI	.223
LBC <--> BAIL	.390
LBC <--> BAIG	.208
LBC <--> BAA	.317
LBC <--> LBA	.554
LBC <--> LBI	.455

	Estimate
LBO <--> GBA	.098
LBO <--> GBI	.240
LBO <--> BAIL	.234
LBO <--> BAIG	.169
LBO <--> BAA	.208
LBO <--> LBA	.411
LBO <--> LBI	.667
GBA <--> GBI	.303
GBA <--> BAIL	.272
GBA <--> BAIG	.291
GBA <--> BAA	.708
GBA <--> LBA	.304
GBA <--> LBI	.060
BAIL <--> GBI	.098
BAIG <--> GBI	.490
GBI <--> BAA	.195
GBI <--> LBA	.178
GBI <--> LBI	.164
BAIL <--> BAIG	.048
BAIL <--> BAA	.373
BAIL <--> LBA	.154
BAIL <--> LBI	.492
BAIG <--> BAA	.397
BAIG <--> LBA	.273
BAIG <--> LBI	.031
LBA <--> BAA	.419
LBI <--> BAA	.213
LBA <--> LBI	.302

Variates: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e61	1.000				
e60	1.000				
e62	1.000				
e52	1.000				
e53	1.000				
e51	1.000				
e55	1.000				
GBC	2.043	.242	8.437	***	
GBE	2.621	.287	9.119	***	
GBO	2.485	.274	9.076	***	
LBC	1.803	.255	7.056	***	
LBE	2.052	.244	8.400	***	
LBO	2.565	.275	9.314	***	
LBK	1.614	.179	9.005	***	
GBA	3.309	.345	9.601	***	
BAIL	1.827	.288	6.342	***	
BAIG	2.599	.301	8.624	***	
GBK	1.732	.180	9.640	***	
GBI	2.156	.227	9.512	***	
LBA	3.048	.315	9.685	***	
LBI	1.656	.268	6.174	***	
BAA	2.859	.324	8.811	***	
e04	.665	.069	9.671	***	
e03	.668	.070	9.549	***	
e02	.807	.081	9.973	***	
e08	.565	.073	7.707	***	
e07	1.019	.100	10.222	***	
e06	.838	.089	9.414	***	
e05	.950	.097	9.800	***	
e16	1.576	.146	10.771	***	
e15	1.227	.117	10.511	***	
e14	.954	.097	9.789	***	
e13	1.000	.100	9.962	***	
e17	.898	.096	9.363	***	
e12	1.254	.119	10.501	***	
e11	.848	.089	9.556	***	
e10	.534	.069	7.716	***	
e09	.903	.095	9.457	***	

	Estimate	S.E.	C.R.	P	Label
e01	.451	.056	8.079	***	
e21	.788	.082	9.587	***	
e20	.938	.093	10.132	***	
e19	.671	.072	9.277	***	
e25	1.347	.140	9.646	***	
e24	1.118	.111	10.105	***	
e23	1.339	.135	9.912	***	
e22	.964	.106	9.088	***	
e33	1.639	.156	10.480	***	
e32	1.043	.110	9.471	***	
e31	1.035	.108	9.611	***	
e30	1.554	.149	10.425	***	
e34	1.560	.148	10.570	***	
e29	1.448	.138	10.468	***	
e28	.914	.098	9.326	***	
e27	1.144	.116	9.855	***	
e26	.771	.097	7.964	***	
e18	.565	.068	8.304	***	
e35	.901	.105	8.568	***	
e36	1.322	.132	9.988	***	
e37	1.794	.167	10.723	***	
e38	1.117	.126	8.852	***	
e42	.441	.060	7.354	***	
e41	1.051	.099	10.670	***	
e39	.648	.066	9.765	***	
e59	2.229	.199	11.226	***	
e54	.959	.103	9.349	***	
e57	1.224	.121	10.094	***	
e58	1.113	.115	9.720	***	
e40	.708	.076	9.272	***	
e43	.802	.092	8.690	***	
e44	1.074	.108	9.930	***	
e45	1.081	.116	9.321	***	
e46	1.236	.127	9.719	***	
e50	1.122	.116	9.662	***	
e49	.652	.095	6.897	***	
e47	2.227	.194	11.506	***	
e48	.948	.103	9.238	***	
e56	.627	.080	7.801	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
BAA04	.824
LBI03	.744
LBI01	.427
LBI04	.841
LBI05	.716
LBA07	.730
LBA06	.758
LBA04	.713
LBA03	.792
GBI03	.798
BAA07	.725
BAA06	.693
BAA03	.705
BAI01	.692
BAI03	.738
BAI04	.737
BAI05	.715
BAI10	.690
BAI09	.801
BAI08	.712
BAI06	.451
GBI01	.769
GBI04	.682
GBI05	.868
GBA07	.772
GBA06	.606
GBA04	.694
GBA03	.786
LBK04	.741
LBO01	.769
LBO02	.650
LBO03	.693
LBO04	.582
LBC13	.516
LBC07	.537
LBC08	.626
LBC09	.638
LBC10	.529

	Estimate
LBE01	.680
LBE03	.612
LBE04	.592
LBE05	.637
LBK05	.682
LBK07	.607
LBK08	.659
GBK04	.793
GBO01	.734
GBO02	.818
GBO03	.727
GBO04	.636
GBC15	.720
GBC08	.671
GBC11	.687
GBC13	.609
GBC14	.569
GBE01	.734
GBE03	.761
GBE04	.697
GBE05	.837
GBK05	.677
GBK07	.713
GBK08	.703

SRMR

Default model	.0462
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CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	229	3022.883	1724	.000	1.753
Saturated model	1953	.000	0		
Independence model	62	16762.430	1891	.000	8.864

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.157	.752	.720	.664
Saturated model	.000	1.000		
Independence model	.988	.159	.132	.154

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.820	.802	.914	.904	.913
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.912	.747	.832
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1298.883	1149.819	1455.747
Saturated model	.000	.000	.000
Independence model	14871.430	14460.971	15288.420

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	10.110	4.344	3.846	4.869
Saturated model	.000	.000	.000	.000
Independence model	56.062	49.737	48.364	51.132

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.050	.047	.053	.453
Independence model	.162	.160	.164	.000