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## Faculty of Business Economics

Master of Management

### **Master's thesis**

***Empathy as an imperative to the success of Global Brands***

#### **Shane Verbist**

Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization International Marketing Strategy

#### **SUPERVISOR :**

Prof. dr. Pieter PAUWELS



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## 1. Preface

Before starting this paper, I would like to express my thanks to all the people who have helped me accomplish this work. At first I would like to thank my supervisor Prof. Dr. Piet Pauwels for his feedback and help in the writing of the paper and advice on how to perform the research. He helped me in understanding how to write papers more professionally. Afterwards, he helped me in setting up the right questions that make up the variables. I could always count on his feedback whenever it was required. His guidance was vital in bringing this research to a good end.

I would also like to thank my brother Glenn Verbist for giving me advice on how to write the paper and how to perform the analysis. He also helped me gain a better understanding of how to find good literature. At last, my brother also proofread the final version of the paper to correct any mistakes that were still in the paper.

Finally, I would like to thank my parents Gert Verbist and Sandra Paquay for proofreading my paper and giving advice on certain aspects of this paper. By having the paper proofread by four different people, most grammatical mistakes are expected to be corrected. The advice they gave me helped me in improving the content which I had written. I would also like to thank them for their emotional and financial support. Without their all-round support, finalizing this research would not have been possible



## 2. Abstract

The purpose of this research is to gain a better understanding on what makes certain Brands thrive on a global scale. These Brands are also referred to as Global Brands. Previous research already gave some insights into what determines the success of Global Brands. This research will thus try to find an extension to the already existing literature on this topic. The extension that will be analyzed is called Brand Empathy. What the term Brand Empathy entails and how it could play a role in the already existing model will be explained later in this paper. Information on the already existing model and the Brand Empathy variable will be gathered through a newly created questionnaire. At first, the already existing model will be tested. Second, Brand Empathy will be added to the model both as a fourth determinant of success and as a moderating variable. Third, the model will also be tested on Local Brands to investigate if the model solely works for Global Brands or might work for Local Brands as well. These tests will be conducted on both the sample of the global population as well as on the Belgian respondents. This will be done in order to investigate whether the model also works for respondents of a specific country, region or culture or if it only works when investigating the global population. The overall purpose of this paper is to find out whether Brand Empathy makes a significant improvement to the already existing model on the determinants of success of Global Brands of Van Gelder (2005).



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## 5. Literature study

As this paper focuses on the determinants of the success of Global Brands, it is essential to understand what a Brand and a Global Brand is. A Brand can be defined as "A name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors." (Lisa, 2000, p. 664). According to Cayla and Arnould (2008, p. 93) "Branding is about the relationship with people both intellectually and emotionally". Strizhakova, Coulter, and Price (2008, p. 65) defined a Brand to be a Global Brand if "the product was marketed and distributed under the same brand name in several countries outside the participant's home country and as local if the product was marketed under this brand name only in the participant's home (or immediate neighboring) country."

Van Gelder (2005) presents three determinants of the success of Global Brands, namely Leadership, Creativity and Strategy. All three determinants are ought to be equally important for the success of a Global Brand. The first variable 'Leadership' is about creating a context and culture in the organization that is defined by the Brand. The Brand thus shows the behavior and demeanor of its employees. It is about creating vision, structures, systems, trust and clarity that inspires people in the organization to achieve its strategy and apply their creativity to the different jobs within the organization. The second variable 'Creativity' is about coming up with new ideas and rethinking and reformulating current, existing situations and issues. Creativity is an aspect that is embedded in the culture of an organization. Therefore it must be applied in the strategy process. The task of leadership is to create the right amount of creativity throughout the organization. The third variable 'Strategy' consists of business strategy, Brand strategy and marketing strategy. First, the business strategy is about the vision, purpose, objectives, business model, resources, competencies and motivations for the Brand. Second, Brand strategy is what makes the Brand unique, inspiring, believable, trustworthy and likeable or even admirable. A proper business strategy is necessary in order to create a proper Brand strategy. The final part is the marketing strategy which consists of pricing, promotion, servicing and delivery. A proper business strategy and Brand strategy are necessary in order to create a proper marketing strategy. Leadership creates, implements and aligns their organization with the strategy. In every abovementioned step the right amount of creativity is necessary for the strategy to be useful.

In the present study, we analyze whether a fourth variable, namely empathy, affects the strength of the impact of leadership, creativity and strategy on the success of the Global Brand. Eisenberg and Strayer (1990, p. 5) defined Empathy as "Empathy involves sharing the perceived emotion of another. This vicarious affective reaction may occur as a response to overt perceptible cues indicative of another's affective state (e.g.: a person's facial expressions), or as the consequence of inferring another's state on the basis of indirect cues (e.g.: the nature of the other's situation). Thus, we define empathy as an emotional response that stems from another's emotional state or condition and that is congruent with the other's emotional state or situation." The variable empathy consists of the company's understanding of differences between cultures, understanding the importance of these differences and giving the people a feeling of home when interacting with the

Brand. Leadership can create a context and culture that gives customers a feeling of alike with the Brand. Creativity provides different options for giving customers from different cultures a feeling of home with the Brand. Strategy should be adjusted to enable customers all over the world to feel comfortable with the Brand. The paper of Hupp and Powaga (2004) includes 'Empathy with Brand' as a component of the Brand Potential Index (BPI). The BPI is defined as "the overall psychological power of a brand in the consumer's mind. BPI is a consistent measure that has been used across a variety of product and service categories throughout the world" (Hupp & Powaga, 2004, p. 226). This BPI consists of multiple consumer attitudes that create Brand Value, in which Empathy with Brand is one. These consumer attitudes together combine for a total score on BPI, which represents the Brand Value that the consumers perceive a certain Brand to have.

Previous study has found that different cultures have a different attitude towards Global Branding. Cayla and Arnould (2008) found that Chinese culture put a lot of importance on safety whereas Western culture has more emphasis on individual desire. This however does not necessarily show that cultural essences exist but it would make sense to brand products in a different way in the Chinese than in the Western world. Krueger and Nandan (2008) researched people attitudes towards Global Brands in China and India and found that the population was fine with the brand name. These Brands however do have to alter their concepts to suit with the local culture. This is often done by using local celebrities and altering offerings and communication to local habits and principles. This is often a challenge for Global Brands as it is difficult for them to understand all cultural differences between different countries as well as within a country. Holt, Quelch, and Taylor (2004) found that Global Brands created a global culture, which means that these Global Brands become part of conversations all over the planet. Global Brands however do not create a homogeneous world market, which entails that people all over the world are becoming more and more similar in their interests and values.

There are certain characteristics that explain why certain consumers have a preference towards Global Brands. The main characteristic that was expected were the American values of a Brand. This was expected because American Brands are often very successful as Global Brands. Holt (2002) however found that global consumers do not care about the American values of a Brand. One of the reasons why many American Brands are so successful globally is because these Brands succeed to create values that help consumers to deal with contradictions and that way help them in their everyday life. Another reason could be that at the start of the globalization process the majority of the Brands were US Brands. It was found that there were three characteristics that significantly explained a preference of consumers towards Global Brands. The first characteristic is 'Quality Signal' and explains 44% of Global Brand preferences. This characteristic states that the more people who buy a Brand, the better the quality of the Brand is. This is the case because consumers quickly think the price is reasonable because they perceive the Brand as very qualitative. Global stature of a Brand is becoming more and more of a quality label for consumers whereas in the past consumers related high quality with products made in countries like the United States, Germany, Japan and Italy. The second characteristic is 'Global Myth' and explains 12% of Global Brand preferences. This characteristic is about the way that consumers create a globally shared identity with globally like-minded people. It makes people feel like consumers of the world, it makes them feel part of something bigger. A respondent explains it as "Local Brands show what

we are; Global Brands show what we want to be.” (Holt et al., 2004, p. 71). The third characteristic is ‘Social Responsibility’ and explains 8% of Global Brand preference. This characteristic states that Global Brands strongly influence the well-being of a society. It entails that Global Brands have the responsibility to solve social and environmental issues. These characteristics are more powerful in some countries compared to others. These characteristics for example have the smallest impact on Consumers from the United States. This trend can be explained by the global dominance of US Brands, a highly competitive national market, a high level of ethnocentrism and because US citizens are very uninterested in the global presence of Brands compared to the citizens in other countries. (Holt et al., 2004)

Global Brands do not only have advantages for consumers but also for companies. Some advantages of Global Brands for companies will be highlighted in this part. Douglas, Craig, and Nijssen (2001) highlighted that Global Brands enable a high level of visibility over the globe at a relatively lower cost than multitier brands. But Global Brands are not just more cost efficient, it also enables new products and/or services to be launched under the same brand name. This way the new products and/or services enjoy some benefits of the Global Brand, like for example the brand awareness. However launching a new product and/or service under the same brand name also has some disadvantages as the new product and/or service is strongly affected by negative aspects of the Global Brand (Douglas et al., 2001). According to Lee and Griffith (2012), Global Brands enable economies of scale and scope which are impossible to achieve for multitier brands (Glocal and Local Branding). These Global Brands also have more certainty of success when entering a new market compared to multitier brands due to the higher level of visibility and recognition of the Brand.

In most cases Global Brands compete with other Global Brands. In order to take the upper hand in such a situation, these Brands have to properly manage their Brand’s global characteristics. This process is called ‘think globalness’. In order to use this process, it is essential for the company to constantly monitor the perceptions of these consumers. Holt et al. (2004) explains that when using this strategy within Global Branding, it is important not to get embroiled in the idea of using a glocal strategy. The reason for this is because a glocal strategy ignores the strongest asset of the company namely, the global symbol of the company. A glocal strategy can be defined as “A glocal strategy standardizes certain core elements and localizes other elements. It is a compromise between global and domestic marketing strategies. Glocal marketing reflects both the ideal of pure global marketing strategy and the recognition that locally related issues of marketing activities need to be considered. In other words, the concept prescribes that in order to be successful globally, marketing managers must act locally in the different markets they choose to enter.” (Dumitrescu & Vinerean, 2010, p. 150). The next step within the Global Strategy is to build credible myths for the Brand. These myths have to be appropriate to the Brand because otherwise the myth could hurt the Brand more than it would help it. For example Microsoft was not just selling technology, it was selling the dream of personal empowerment. This worked because Microsoft had earned the credibility to author such a dream. An example of this was BP’s campaign for a future of clean fuel. Even though the idea was appealing, BP was not a credible author for such a campaign. This caused the Brand to be ridiculed by the media for greenwashing itself. In some cases Local and Global Brands also compete against each other. Ger (1999) explains that

when this occurs, the most effective way for the Local Brands to be competitive is by exploiting their deeper understanding of the local culture and market.

There are certain factors that explain a firm's international brand structure that create an advantage for either a Global or a Local Brand. Each of these factors consists of multiple elements. The first factor are the firm-based characteristics, this factor consists of administrative heritage, expansion strategy, importance of corporate identity and product diversity. The first element, 'administrative heritage', is about the extent to which a company has centralized or decentralized operations. A company that consists of highly decentralized operations where country managers have substantial autonomy and control over strategy and day-to-day operations tend to be more likely to have multiple Local Brands which may even be sold under different brand names in different countries. In contrast, a company that consists of highly centralized operations and global product divisions tend to be more likely to have Global Brands. The second element, 'expansion strategy', is about how the expansion strategy of a company looks like. Companies that expand internationally by acquiring local companies are more likely to have an explicit international brand architecture strategy. In contrast, companies that expand predominantly by extending domestic brands into international markets often have a product-level brand strategy. The third element, 'corporate identity', states that many global companies have their Brand featured on products and advertising worldwide to convey this image. The final element of the firm-based characteristics, 'product diversity', shows that companies that operate in closely related product lines and/or businesses that simultaneously rely on similar core competences emphasize on using corporate brands. On the other hand, companies that operate in different businesses that target different customer segments often choose to create different Brands for different products and businesses. (Douglas et al., 2001)

The second factor are the product-market drivers, this factor consists of target market, cultural embeddedness and competitive market structure. The first element, 'target market', explains that Global Brands are very effective in establishing a distinctive global identity when the company targets a global customer segment with relatively homogeneous needs. The second element, 'cultural embeddedness', tells that markets with a relatively homogeneous global demand are well-suited for using Global Brands at both the corporate and the product level. On the other hand, markets in which products and services are deeply culturally embedded are well-suited for using Local Brands. The third element, 'competitive market structure', shows that Global Brands are able to create global competitive differentiation if the same players compete in these markets all over the world. On the other hand, multitier brands is the most desirable option when there are strong local, national, or regional competitors in the market. (Douglas et al., 2001)

The third factor are the market dynamics, this factor consists of political and economic integration, market infrastructure and consumer mobility. The first element, 'political and economic integration', states that increasing political and economic integration across borders stimulates the growth of Global Branding. The second element, 'market infrastructure', shows that growth of a global market infrastructure helps the effectiveness of Global Brands. A great example of this is the globalization of retailing that developed Global Brands and simultaneously provided a platform and channel for Global Brands. The third element, 'consumer mobility', explains that when consumers

are aware of the globalness of a Brand, this enhances the value of the Brand for the consumers. This also improves the consumers' perception about the strength and reliability of the Brand. (Douglas et al., 2001)

Global consumers can be segmented into four major groups. These groups are the same all over the world and even the sizes of these segments are somewhat the same all over the world. The biggest segment, the 'Global Citizens', consists of 55% of global consumers. These consumers consider the global success of a company as a measurement of quality and innovation. They care a lot about companies tackling issues such as consumer health, the environment and worker rights. The second biggest segment, the 'Global Dreamers', consists of 23% of global consumers. These consumers have lower expectations about Global Brands than the Global Citizens segment however, they are more passionate about them. They see the products of Global Brands as highly qualitative and strongly believe in the stories they tell. The third biggest segment, the 'Antiglobals', consists of 13% of global consumers. These consumers do not believe that the products of Global Brands are of a higher quality than Local Brands. They do not think Global Brands behave in a responsible way and dislike Brands that preach so called 'American values'. They try to avoid purchasing Global Brands. The fourth biggest segment, the 'Global Agnostics', consists of 8% of global consumers. These consumers do not care about whether a Brand is global or local. In their decision making process, they evaluate Local and Global Brands on the same criteria (Holt et al., 2004). Even though these clear consumer segments exist, Eckhardt (2005) explains that it is becoming more and more difficult for consumers to distinguish local from foreign Brands. Eckhardt (2005) even questions if consumers even care for the origin of a product anymore. If this statement would be correct, it would mean that the Global Agnostics segment is a strongly growing segment. A possible critique to this statement is that Eckhardt (2005) considers products from within the local area (Andhra Pradesh, a region in India) and everything from outside this area (even other Indian areas) as foreign. This might make it more difficult for the locals to separate Global from Local Brands since some foreign Brands are Indian brands who might share some similarities to the local culture. This might also be an indication as to why the Global Agnostics segment is considered so big in this paper.

A huge obstacle for Global Brands is that these Brands often do not know how to treat people that dislike the Brand (mainly consumers from the Antiglobals segment). Because of the large size of this segment, it is very difficult for companies to ignore. Convincing these consumers by focusing on social responsibility does not work. What does work is, as company, considering these consumers as disgruntled consumers. This way, these consumers feel as if the company understands them and then the company can make steps to gain the trust of these consumers. When a company manages to succeed in gaining the trust of these consumers, they might convert these consumers that dislike the Brand into doing business with the company. (Holt et al., 2004)

Strizhakova et al. (2008) showed that 85,8% of young-college educated people in both developing and developed countries express a strong preference towards Global Brands. Within this population only 6% prefers Local Brands. It was also found that even though ethnocentric people have a strong preference towards local products and services, ethnocentric youths tend to be open to global belongingness and more accepting towards Global Brands. In emerging markets, a foreign



brand is very often preferred over a Local Brand over the entire population. This can be explained as most emerging markets have had many local products with a bad quality in the past. For this reason, the locals often perceive current products from Local Brands as qualitatively bad. In these markets it is possible for a Global Brand to ask higher prices since these consumers consider these products as more qualitative and thus expensive. This means that locals from such markets are willing to pay a higher price for a foreign brand. To illustrate this, Eckhardt (2005) studied a local company located in Andhra Pradesh that wanted to create a Western image. For this reason they adapted their interior to the Western style. They noticed that their consumers adapted their behavior when they were in the restaurant by acting more Western while when they were out of the restaurant their behavior was in line with the locals. The pizza restaurant has created a status symbol this way out of its Brand. This causes many of the young consumers to hang out at the restaurant because it is associated with a high status. Because of the status symbol of the restaurant, nobody has ever ordered a pizza and taken it home. The respondents of this research showed that freedom from tradition is an interesting concept that consumers are interested in exploiting. It gives them a feeling of being on a holiday, which in some cases can be an interesting option for Brands to exploit in certain product categories. Even though the Brand is perceived as Western, the pizza's they serve are mostly local pizza's. They like the feeling of freedom from tradition but still prefer their local dishes.

## 6. Research procedure

A brief introduction to the problem will be given in this part. Here, more information will be given on the problems that companies are facing when globalizing their Brands. The already existing ways to tackle these problems will be explained as well. However, this research will try to find a way to improve the existing ways of tackling this problem. An extension to an existing model will be tested as an attempt to improve the existing literature. The model will also be pulled to other Brands than Global Brands in order to figure out whether it has the same impact for these other Brands than it has for Global Brands. This part will give a more elaborated explanation of the existing problem as well as how this research attempts to solve this problem.

### 6.1 Problem statement

Many companies have difficulties in dealing with the globalization of their Brand. Previous research by Van Gelder (2005) shows that a high level of Brand Leadership, Brand Creativity and Brand Strategy enhance the success of a Brand on the global scale. The purpose of this study is to figure out whether Brand Empathy can improve this model as a fourth determinant of success or as a moderating variable in this model. Information on how Brand Empathy could have an impact on the success of Global Brands might possibly give an extra insight in how organizations can become more successful in globalizing their Brand. The better it is possible to explain why certain Brands are able to become successful on a global scale while others cannot, can help more Brands pursue a successful globalization of their Brand. For this reason, at first the initial model of Van Gelder (2005) will be tested. By doing this, it can be indicated whether or not the model works with the data that is gathered through the questionnaire. Afterwards, Brand Empathy will be added to the model as a moderator. Analyzing the addition of Brand Empathy to the model will show whether it is a significant extension to the model that might better explain the determinants of the success of Global Brands. It will be analyzed if this model works for Local Brands as well as Global Brands. This shows whether the model works solely for Global Brands or works as an overall model on the determinants of success of Brands in general. At last, the dataset will be split in order to make it represent the global population as good as possible. This is done in order to find out whether this model only works for the population in certain specific countries or for the overall global population.

The following research questions will help in solving the problem stated above:

- Are there differences in the way people perceive Global Brands and Local Brands?
- What is the importance of Brand Leadership, Brand Creativity and Brand Strategy in the explanation of the success of Global Brands?
- Does Brand Empathy improve the way the model explains the success of Global Brands?
- Does Brand Empathy work as a moderating variable in the relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of the brand?
- Are the determinants of success of Global Brands the same as the determinants of success of Local Brands?

- Does culture affect the relationship of a high level of Brand Leadership, Brand Creativity, Brand Strategy and the success of Global Brands?

## 6.2 Research design

Van Gelder (2005) shows three variables that induce success of Global Brands: Brand Leadership, Brand Creativity and Brand Strategy. This paper will analyze whether a fourth variable 'Brand Empathy' affects the success of Global Brands. Brand Empathy is based on the definition of 'Empathy' by Eisenberg and Strayer (1990, p. 5) which is the following, "Empathy involves sharing the perceived emotion of another. This vicarious affective reaction may occur as a response to overt perceptible cues indicative of another's affective state (e.g.: a person's facial expressions), or as the consequence of inferring another's state on the basis of indirect cues (e.g.: the nature of the other's situation). Thus, we define empathy as an emotional response that stems from another's emotional state or condition and that is congruent with the other's emotional state or situation." (Eisenberg & Strayer, 1990, p. 5)

In the context of this paper, Empathy refers to:

- The Brand giving the customer a feeling of home (Krajicek, 2014)
- Understanding of differences between cultures (showing you care)
- Understanding the importance of cultural differences

The constructs of the already existing model of Van Gelder (2005) can be defined as the following.

At first, Brand Leadership consists of the following four imperatives according to Aaker and Joachimsthaler (2012). At first, it is about successfully communicating the identity of the Brand. Secondly, it enables a Brand architecture that maximizes the synergy within an organization. Thirdly, brand-building programs that move beyond advertising in order to build a sustainable relationship between the customer and the Brand. At last, several other methods are explained that enable building global Brand Leadership. These methods tackle the unique issues that are presented when building a Brand on a global scale.

Secondly, Brand Creativity refers to the following definition by Van Gelder (2005, p. 397) "Creativity is about thinking in a different way about familiar issues or even coming up with absolutely new ideas."

At last Brand Strategy consists of three parts according to Aaker and Joachimsthaler (2012) namely, customer analysis, competitor analysis and self-analysis. These three parts together attempt to create a business that resembles with their customers while at the same time exploiting the weaknesses of the competitors and avoiding their strengths.

### 6.3 Conceptual model and hypotheses

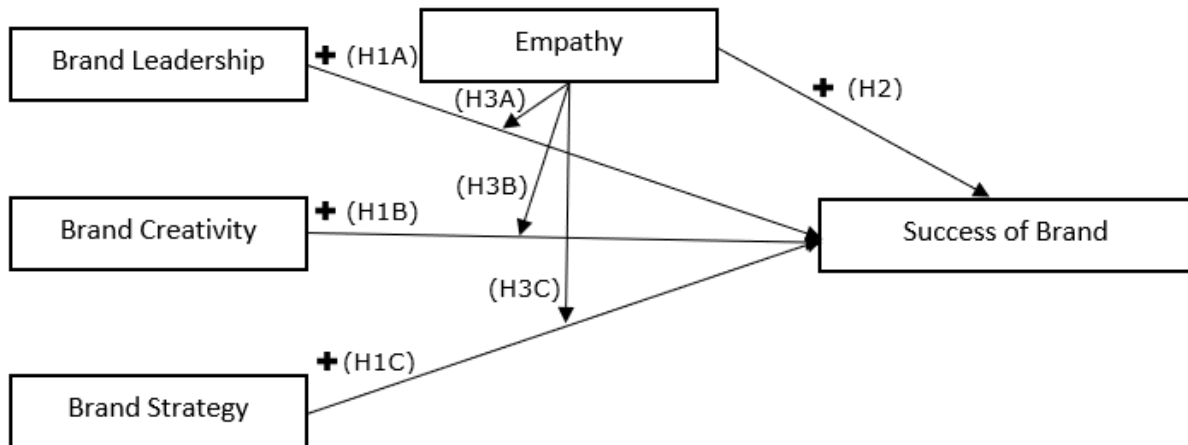


Figure 1: Conceptual model

H1 (A,B,C): There is a positive relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of Global Brands.

H2: There is a positive relationship between the Empathy of the Brand and the success of Global Brands.

H3 (A,B,C): The higher the Empathy of the Brand, the stronger the strength of the effect of Brand Leadership, Brand Creativity and Brand Strategy on the success of Global Brands.

Hypothesis 1 will be analyzed by comparing the scores of Global Brands that are given on the indicators of the constructs of the independent variables. The values of these constructs will be compared with the values given on the measurements of the success of a Brand. It is thus the correlation between the independent variables and the success of the Brand that will be analyzed for all Global Brands. Hypothesis 2 is about whether Brand Empathy is another determinant of the success of Global Brands. Whether or not Brand Empathy has a positive effect on the success of Global Brands will be analyzed at first. Afterwards, the third hypothesis will be about Brand Empathy as a moderating variable within the already existing model to investigate a possible interaction effect between the already existing independent variables and the success of Global Brands. At last, these hypotheses will also be tested for the Local Brands to find out if this model works for both Global and Local Brands or only for Global Brands. By comparing results for Global and Local Brands, it can also be found if a high value for the three independent variables is what enables Global Brands to succeed in their globalization process, while the Local Brands struggle or even fail in this process.

## 6.4 Data collection

To investigate the relevance of this additional variable in the model of Van Gelder (2005), individuals who are customers of certain Brands will be questioned about their experiences and how they perceive more and less successful Brands with respect to the aforementioned variables (Leadership, Creativity and Strategy). This method would make most sense as the success of a Brand is down to the people who buy it and thus the customer perception is most important. The difficulty of this method is that respondents might be confused by some of the questions and might not really know how to answer. This could be the case because people might have difficulty to express to which extend Brands give them a feeling of home. This data can be collected through a survey designed in Qualtrics, a software tool for online surveying.

To capture variance, we need to focus on both successful and less successful Global Brands. At first we analyze if customers know whether or not these Brands are perceived to be global or local. This way we get an insight about their knowledge on Global Brands and we can analyze whether they give a different response to Global Brands and Local Brands. By doing this, we might find differences in success between Global and Local Brands. By asking the respondents' opinions about and attitudes toward these Brands, we might be able to figure out whether people prefer Local or Global Brands.

Multiple indicators are created to measure each variable in the model (Leadership, Creativity, Strategy, Empathy and success of a Global Brand). By doing this the existing model can be analyzed first in order to find out if Leadership, Creativity and Strategy positively affect the success of a Global Brand. When this relation is confirmed, Brand Empathy can be added in this test in order to find out if these 4 variables have a significantly stronger effect on the success of a Global Brand compared to the previously tested model. These relationships can be analyzed using SPSS. The data will be exported from Qualtrics to SPSS in order to further analyze the data in ways that are not possible using Qualtrics.

An online questionnaire was created in order to test the abovementioned hypotheses. This questionnaire consisted of multiple questions that together make up a single variable. The questionnaire that was created can be found in the annex.

## 6.5 Population and sample size

The perception of people on the Brands in this paper are based on their perceptions of people all over the world. This is done in order to gain a proper understanding of the perceptions of these Brands on a global scale. It also enables analyzing whether people from certain regions have other perception on these Brands than others. The only extra restriction that can be made from this population is to only include people who interact with Brands. Each element in the target population is an individual since perceptions on Brands differ from person to person. Since almost everybody in the world interacts with Brands at some point in their life, it can be stated that the entire global population is selected. Such a sample can be achieved through the use of a network

of international students of Hasselt University. Aside from these international students, online research survey groups will be used to reach respondents from all over the world. This way it may also be possible to notice certain trends that are different in some countries. Since there might be differences in age on the perception of Global Brands, also people from different age groups will be analyzed. This type of data collection is a form of non-probability sampling. A non-probability sampling method is chosen because it enables obtaining a good estimate for the characteristics of the population in a timely manner. Since the global population is very big and diverse, it would be very difficult and time-consuming to use a probability sampling method.

Since this research uses non-probability sampling, the type of research needs to be defined in order to figure out the range of respondents that is required in order to make the sample representative. This research can be classified as problem-solving research. This type of research has an absolute minimum amount of respondents of 200 respondents. The usual range of this type of research is between 300 and 500 respondents. For this reason, the amount of respondents to the questionnaire will have to be between 300 and 500 respondents in order to create a representative sample of the population for this research.

## 6.6 Sampling frame and procedure

Since the study program that is followed consists of a high diversity of students, this network will first be used to gain information of a diverse public of respondents. Afterwards, online research groups will be used in order to obtain the necessary amount of respondents. These research groups consist of people all over the world. Some of these groups are online survey upload groups, whereas others are online survey sharing groups in which members fill out surveys in return for the other person filling out their survey in return.

The sampling procedure that is utilized is closest to a Snowball Sampling method. At first, the social media network of the researcher will be utilized and these respondents will try to attract new respondents. In order to assure a certain degree of diversity among respondents and a high enough number of respondents, a judgmental sampling procedure will be utilized in which respondents who fulfill the necessary criteria will be selected from online survey upload groups as well as online survey sharing groups.



## 7. Analysis

The questionnaire that was used to gather the information that was necessary in order to solve the problem, consisted of eight Brands. Four of the Brands that were utilized in the questionnaire are considered to be 'Global Brands'. This consideration is made due to the successes that these Brands have had in their globalization processes and their current strong position in their market on a global scale. The Global Brands that were used in this questionnaire were Apple, McDonald's, Mercedes-Benz and Nike. These four Brands all represent different sectors in which they are all globally active. They are also (among) global market leaders in their respective sectors. This spread in sector is intended to filter out certain sector bound perceptions. This spread is intended to make the respondents focus on their perception of the Brands and not focus too much on the sector in which they are acting. These Brands were finally selected based on the ranking Interbrand's list of Best Global Brands of 2018. This list gave a good initial insight into the biggest Global Brands and thus enabled picking four strong Global Brands from four different sectors. The other four Brands in the questionnaire are considered to be 'Local Brands'. This consideration is made because they have not opted for a global business strategy (yet) or have already tried a global business strategy but failed in their attempt. The Local Brands that were used in this questionnaire were Carrefour, Chevrolet, Masita and Wiko. Just as with the selection of the Global Brands, all four Brands were selected from different sectors. Two of these Brands were selected because they have already attempted globalizing their Brand but failed nevertheless. The other two were selected because they have not attempted globalizing their Brands. This decision was made in order to make sure both types of Local Brands were represented in the research. It was made sure that the Local Brands that have not attempted globalizing their Brand were or are still active in Belgium so that there would be significant response on the Local Brands by questioning a lot of Belgian respondents. This is done because of the ease of getting a large amount of Belgian respondents due to the nationality of the university and the researcher. The Local Brands that failed in their globalization attempt were chosen because they have a significantly strong position in their local market to attract more respondents, who are active in these specific markets to these Brands.



### 7.1 About the data

As explained before, a sample size of between 300 and 500 respondents is required. This criterion is met by the 392 respondents to the questionnaire. Of these 392 respondents 113 were male, 277 were female and 2 respondents preferred not to respond to this question. The respondents to the questionnaire strongly vary in age, level of education and nationality. Although the ages of the respondents vary strongly, the majority of the respondents is younger than 30 years old. Information on the highest level of education of the respondents can be found below in Table 1. Table 2 gives information on the different nationalities of the respondents and the amount of respondents of each nationality that filled in the questionnaire.

The questions on Brand Leadership, Brand Creativity and Brand Strategy were measured on a scale from 1 to 7. The questions that measured the success of a Brand were measured on a scale from 1 to 10. This was done because it included questions like the NPS of the firm. These questions are more logical to answer on a scale from 1 to 10 rather than a scale from 1 to 7. For this reason, the data from the questions defining the success of a Brand was first normalized to a 1 to 7 scale before calculating the success variable.

Highest level of education	
Level of education	% of respondents
No degree	4%
High school degree	37%
Bachelor's degree	29%
Master's degree	29%
Other	1%

Table 1: Highest level of education of the respondents

Nationalities of the respondents	
Nationality	Amount of respondents
Albania	3
Australia	9
Austria	6
Azerbaijan	3
Belgium	177
Canada	3
France	3
Germany	12
Greece	6
Hong Kong	3
Hungary	3
India	3
Indonesia	3
Ireland	3
Italy	15
Jordan	6
Kazakhstan	3
Lithuania	6
Malaysia	5
Moldova	3
Morocco	6
Netherlands	20
Poland	6
Russia	3
Scotland	3
Singapore	3
Sint Maarten	3
Sri Lanka	3
Taiwan	6
Thailand	3
Turkey	6
United Kingdom	36
United States	11

Table 2: Nationalities of the respondents



## 8. Hypothesis testing

This part focuses on solving the problem of this research. The solution to the problem will become clear when all hypotheses are tested. Each hypothesis will be tested separately and a different subtitle will consist of its own hypothesis. This hypothesis testing process consists of regressions in order to test all hypotheses. In the analysis of these regressions a hypothesis will only be accepted when it is accepted at the 95% significance level. If this criteria is not met, the hypothesis will be rejected. The hypothesis testing will first be done on the entire dataset that was generated through this research. Secondly, the same testing procedure will be done on a sample of the Belgian population drawn from the gathered dataset. Thirdly, the testing procedure will be performed on a created sample of the global population. Finally, the same tests that were done on the Global Brands will be performed on the Local Brands to investigate if the model works the same for Local Brands as it does for Global Brands.

### 8.1 Testing the original model

At first the initial model of Van Gelder (2005) will be tested in order to figure out if the model can be confirmed with this dataset as well. This test is essential since this research attempts to find an extension to this model. So before the extension can be tested, it must be found whether or not the model itself works with this dataset. The first hypothesis tests the model of Van Gelder (2005) and it consists of the relationship between three independent variables and the success of Global Brands. This hypothesis will be divided into three hypotheses that each show the effect of the variables on the success of Global Brands. At the end, the overall model will be tested in which all three variables should have a positive relationship with the success of Global Brands in order for the hypothesis to be accepted. Since this model only concerns Global Brands, the results on Local Brands need to be filtered out of the dataset so that only the results on Global Brands remain when testing the following hypotheses. At first the divisions of the hypothesis will be tested and the overarching hypothesis will be tested afterwards. The first hypothesis focuses on the relationship between Brand Leadership and the success of Global Brands. This hypothesis can be stated as the following.

H1a: There is a positive relationship between Brand Leadership and the success of Global Brands.

The first part of the hypothesis focuses on the relationship between Brand Leadership and the success of Global Brands. When regressing Brand Leadership over the success of the Global Brands, the following results were produced.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1A
Constant	1,742*** (0,234)
Brand Leadership	0,607*** (0,05)
Adj. R <sup>2</sup>	0,304
N° Observations	335
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 3: The relationship between Brand Leadership and the success of Global Brands (Model 1A)

When only looking at the relationship between Brand Leadership and the success of Global Brands, a rise in Brand Leadership of 1 unit increases the success of Global Brands by 0,607 units. Brand Leadership is able to explain 30,4% of the success of Global Brands. Brand Leadership has a statistically significant relationship with the success of Global Brands at the 99% significance level. This means that this relationship is significant in this setting. The regression thus shows that Brand Leadership has a significant positive relationship with the success of Global Brands. Hypothesis 1a is thus confirmed at the 95% significance level.

The second division of the hypothesis will test whether Brand Creativity has a positive relationship with the success of Global Brands. The results of testing hypothesis 1b can be found in Table 4, which is displayed below. The hypothesis that will be tested is the following.

H1b: There is a positive relationship between Brand Creativity and the success of Global Brands.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1B
Constant	1,77*** (0,223)
Brand Creativity	0,554*** (0,044)
Adj. R <sup>2</sup>	0,332
N° Observations	335
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 4: The relationship between Brand Creativity and the success of Global Brands (Model 1B)

Table 4 shows that Brand Creativity explains 33,2% of the success of Global Brands if only Brand Creativity is included in the model. An increase in Brand Creativity of 1 unit, increases the success of Global Brands by 0,554 units. This effect is slightly smaller than the effect Brand Leadership had on the success of Global Brands. The effect of Brand Creativity on the success of Global Brands is statistically significant at the 99% significance level. This means that Brand Creativity has a significant positive relationship with the success of Global Brands. Hypothesis 1b is thus accepted at the 95% significance level.

The third and final division of hypothesis 1 is about the relationship between the last variable in the model, namely Brand Strategy and the success of Global Brands. The hypothesis and the results of testing the hypothesis are displayed below.

H1c: There is a positive relationship between Brand Strategy and the success of Global Brands.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1C
Constant	0,681*** (0,205)
Brand Strategy	0,784*** (0,041)
Adj. R <sup>2</sup>	0,523
N° Observations	335
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 5: The relationship between Brand Strategy and the success of Global Brands (Model 1C)

These results show that Brand Strategy explains 52,3% of the success of Global Brands if it's the only independent variable in the model. This is by far the variable that is able to explain the success of Global Brands the most. This high level of explanation is projected in the Beta of the Brand Strategy variables. This is due to Brand Strategy being the only independent variable in this model. The Beta shows that an increase of Brand Strategy of 1 unit results in a rise in the success of Global Brands of 0,784 units. This effect is statistically significant at the 99% significance level. This makes sense due to how good it explains the success of Global Brands. All of this means that Brand Strategy has a significantly positive relationship with the success of Global Brands. Hypothesis 1c is thus accepted at the 95% significance level.

The three divisions of the first hypothesis have shown that Brand Leadership, Brand Creativity and Brand Strategy all have a significantly positive relationship with the success of Global Brands. The model of Van Gelder (2005) however states that it is these three together that best explain the success of Global Brands. This is what the overarching hypothesis is all about, it tests the original model that was created by Van Gelder (2005). The following hypothesis is the overlapping hypothesis that will test whether or not this model works in this dataset.

H1: There is a positive relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of Global Brands.

<b>Dep. Var.: Brand Success</b>				
Regressor	Model 1A	Model 1B	Model 1C	Model 1
Constant	1,742*** (0,234)	1,77*** (0,223)	0,681*** (0,205)	0,268 (0,221)
Brand Leadership	0,607*** (0,05)			0,186*** (0,051)
Brand Creativity		0,554*** (0,044)		0,097* (0,05)
Brand Strategy			0,784*** (0,041)	0,598*** (0,061)
Adj. R <sup>2</sup>	0,304	0,332	0,523	0,547
N° Observations	335	335	335	335
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.				

Table 6: The model of the determinants of success of Global Brands according to Van Gelder (2005) (Model 1) and the 3 divisions of the model

When using this dataset, the original model of Van Gelder (2005) explains 54,7% of the success of Global Brands. This number is just slightly higher than the 52,3% that was explained by only Brand Strategy. Since this explanation is based on the adjusted R<sup>2</sup> there is a number of degrees of freedom that penalizes for adding another variable. This means that whenever the adjusted R<sup>2</sup> increases, the added variable increases the way that the model explains the success of Global Brands. This model is thus a significant improvement from Model 1C that only included the effect of Brand Strategy on the success of Global Brands. Within Model 1, Brand Strategy has the strongest effect on the success of Global Brands. With an increase in Brand Strategy of 1 unit, the success of Global Brands increases by 0,598 units, when holding all other variables constant. The effect of both Brand Leadership and Brand Strategy on the success of Global Brands are statistically significant at the 99% significance level. The effect of Brand Creativity on the success of Global Brands is only statistically significant at the 90% significance level. Since this research requires a variable to be statistically significant at a significance level of 95% in order for the variable to be considered statistically significant, the effect of Brand Creativity on the success of Global Brands is not considered to be significant within this model. When the relationship between Brand Creativity and the success was analyzed in isolation, the effect of Brand Creativity on the success of Global Brands was statistically significant at the 99% significance level. The reason of this difference is possibly because Brand Creativity explains the same part of the success of Global Brands than Brand Leadership and/or Brand Strategy. It could also be possible that Brand Creativity has a high



correlation with Brand Leadership and/or Brand Strategy. This high correlation could possibly mean the multicollinearity exists in the model. The presence of multicollinearity in the model will be tested in the next part

To conclude the testing of the model of Van Gelder (2005), a final conclusion on hypothesis 1 will be given. Hypothesis 1 stated that a positive relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of the Brand exists. Even though Brand Leadership, Brand Creativity and Brand Strategy all have a positive impact on the success of Global Brands and the model with all three variables explains the success of Global Brands better than any model which excludes one or more of these variables, the hypothesis still needs to be rejected. This is the case because it was previously stated that a relationship is only considered significant when the variables are statistically significant at the 95% significance level. Since one of the three variables in the hypothesis is not statistically significant at the 95% significance level, the hypothesis cannot be accepted. This does not mean that the model of Van Gelder (2005) is wrong. It simply means that the model he created cannot be confirmed by this set of data and under current restrictions. The next step will be to test the independent variables on perfect multicollinearity in a first attempt to explain the statistical insignificance of Brand Creativity in the model that was previously tested.

### 8.1.1 Testing for perfect multicollinearity

The first possible explanation as to why Brand Creativity was statistically insignificant in the original model of Van Gelder (2005) was the presence of multicollinearity in the model. In order to investigate the multicollinearity within the model, all variables are regressed on each other in SPSS in order to calculate the variance inflation factor. The variance inflation factor indicates whether or not multicollinearity exists between the variables. There is a lot of variation in the literature on the maximum value that rules out the existence of multicollinearity in the model. According to Hair, Anderson, Tatham, and Black (1995), multicollinearity can be ruled out whenever VIF is lower than 10. Ringle, Wende, and Becker (2015) on the other hand states that VIF needs to be lower than 5 in order to rule out for multicollinearity. Due to the unclarity in the VIF value that is necessary to rule out multicollinearity, it is arbitrarily chosen to opt that if the VIF exceeds 5, multicollinearity exists between the variables. Table 7 shows the VIF results of the variables from the original model of Van Gelder (2005).

<b>Dep. Var.: Brand Success</b>		<b>Dep. Var.: Brand Leadership</b>		<b>Dep. Var.: Brand Creativity</b>		<b>Dep. Var.: Brand Strategy</b>	
Regressor	VIF	Regressor	VIF	Regressor	VIF	Regressor	VIF
Brand Leadership	1,696	Brand Creativity	2,127	Brand Leadership	1,717	Brand Leadership	1,667
Brand Creativity	2,179	Brand Strategy	3,063	Brand Strategy	2,506	Brand Creativity	1,69
Brand Strategy	2,483	Brand Success	2,193	Brand Success	2,274	Brand Success	1,747

Table 7: Multicollinearity test of original model of Van Gelder (2005)

Since not a single VIF value between all variables in the model exceeds 5, it can be stated that no multicollinearity exists in the original model of Van Gelder (2005) when using the entire dataset gathered by this research. This means that when using the entire dataset, Brand Creativity does not have a statistically significant relationship with the success of Global Brands at the 95% significance level. The model of Van Gelder (2005) thus cannot be confirmed. Another possible reason as to why the model of Van Gelder (2005) cannot be confirmed, could be that the high amount of Belgian respondents give a certain bias to the respondents. The next step will be to investigate whether or not the model works for the sample of the Belgian population.

### 8.1.2 Adding Empathy to the model

The previous part confirmed that the original model of Van Gelder (2005) held for the sample of the global population that was created. This part will investigate if Brand Empathy can improve the model when adding it to the original model. Brand Empathy is chosen because according to Hupp and Powaga (2004) it is a component that improves the Brand Potential Index of a Brand. This is a measure of the Brand Value of a Brand. Since it is expected that a high perceived Brand Value by the customer is rather similar to the customer's perception of the success of a Brand, it is investigated whether Brand Empathy could determine the success of Global Brands as an extension to the original model on the determinants of success of Global Brands. The hypothesis which tests that Brand Empathy has a positive relationship with the success of Global Brands is stated by the following hypothesis.

H2: There is a positive relationship between the Empathy of the Brand and the success of Global Brands.

This hypothesis will be tested on the entire dataset of Global Brands, the Belgian respondents and finally on the sample of the global population. This is done in order to figure out if Brand Empathy could work as a replacement in the test which uses the entire dataset. The test is done on the Belgian respondents in order to figure out whether or not it can replace one of the existing variables in order to make the model work for the sample of the Belgian population. Finally, the test is done on the global population in order to investigate whether Brand Empathy can improve the original model of Van Gelder (2005).

At first the second hypothesis will be tested on the entire dataset of Global Brands in order to figure out if Brand Empathy could make the original model of Van Gelder (2005) significant for the entire dataset that was created in this research. The results of this analysis are summarized in Table 8. Model 2 shows the results when Brand Empathy is added to the original model.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 2
Constant	0,025 (0,226)
Brand Leadership	0,096* (0,055)
Brand Creativity	0,089* (0,072)
Brand Strategy	0,534*** (0,062)
Brand Empathy	0,218*** (0,057)
Adj. R <sup>2</sup>	0,565
N° Observations	335
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 8: Brand Empathy added to the model of Van Gelder (2005)

Table 8 shows that Brand Empathy does have a statistically significant relationship with the success of Global Brands when added to the original model. However, by adding Brand Empathy to the model when using the entire dataset of Global Brands, the model remains insignificant and as a whole does not explain the success of Global Brands. It can thus be concluded that Brand Empathy is not able to improve the model and make it significantly explain the success of Global Brands for the entire dataset on Global Brands.

### 8.1.3 Empathy as a moderating variable

This step will analyze whether Brand Empathy can better explain the success of Global Brands when it is included as a moderating variable in the original model of Van Gelder (2005) rather than a fourth determinant of success of Global Brands. The hypothesis for testing Brand Empathy as a moderating variable is displayed below as hypothesis 3. In order to analyze this moderation effect, the residual centering method by Lance (1988) will be used. The first step of this method is to create an interaction variable between all the independent variables and the moderator. When this is done, each interaction term is regressed over its components. For example, The interaction term Brand Leadership \* Brand Empathy is regressed over independent variable Brand Leadership and the moderator Brand Empathy. This is done for all three interaction terms. From these regressions the residuals are saved and used in the regression from which the results come. The next regression is the same as the previously tested model and adds Brand Empathy and the three calculated residuals to replace the interaction variables. These residuals replace the interaction variables to rule out perfect multicollinearity that might occur when using the interaction variables. This method of Lance (1988) will be used for all moderating variables that are analyzed in this paper.

H3: The higher the Empathy of the Brand, the stronger the strength of the effect of Brand Leadership, Brand Creativity and Brand Strategy on the success of Global Brands.

Testing the hypothesis while using the method that was explained before, the results displayed in Table 9 were obtained when testing for the entire dataset of Global Brands. Brand Empathy is added into the original model of Van Gelder (2005) in order to investigate if it can make the model determine the success of Global Brands for the entire dataset. These results are shown under Model 3 in Table 9.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 3
Constant	0,089 (0,228)
Brand Leadership	0,102* (0,056)
Brand Creativity	0,088* (0,05)
Brand Strategy	0,53*** (0,062)
Brand Empathy	0,204*** (0,058)
BL*BE	-0,037 (0,043)
BC*BE	0,062 (0,041)
BS*BE	0,006 (0,046)
Adj. R <sup>2</sup>	0,565
N° Observations	335
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 9: Brand Empathy as moderating variable in the model of Van Gelder (2005)

The results in Table 9 show that the interaction effect between Brand Empathy and all the determinants of success of Global Brands is statistically insignificant at the 90% significance level. This means that Brand Empathy does not work as a moderating variable in explaining the success of Global Brands for the entire dataset.

#### 8.1.4 Findings on hypothesis testing of Global Brands

This part made up the first part of the research in which the entire dataset of Global Brands was used. At first, the original model of Van Gelder (2005) was tested while afterwards Brand Empathy was added to the model as a possible improvement to this model both in the form of a fourth determinant and in the form of a moderating variable. The first part of the research showed that all three existing independent variables from the model of Van Gelder (2005) had a positive significant relationship with the success of Global Brands. Afterwards, the original model of Van Gelder (2005) was tested on the entire dataset of Global Brands. This test concluded that this model was not able to explain the success of Global Brands at the 95% significance level. A possible reason for this model not to work was that multicollinearity between the variables might exist. However, it was found that no multicollinearity between the variables existed. Another reason for the model of Van Gelder (2005) not to work is that the high amount of Belgian respondents might give some bias to the dataset. This possible reason will be tested later in this paper as the responses of both the Belgian respondents as well as the responses of the sample of the global population will be analyzed. Brand Empathy was added to the model in an attempt to make the model work for the entire dataset and to find if it could improve the model when added as a fourth determinant of success of Global Brands. Although Brand Empathy did have a significant relationship with the success of Global Brands when added to this model, it was not able to make the model significant at the 95% significance level. For this reason it could not be stated that Brand Empathy works as a fourth determinant of success of Global Brands. Finally, Brand Empathy was added to the original model as a moderating variable. Brand Empathy did not have a significant interaction effect with any other independent variable from the original model. This indicates that Brand Empathy does not work as a moderating variable in this model. In general, when the entire dataset on Global Brands was used, it was not possible to confirm the model of Van Gelder (2005) nor to make possible improvements to make this work. Since no multicollinearity existed between the variables in the model, another possible reason was searched as to why the model of Van Gelder (2005) could not be confirmed. A possible reason was that the high proportion of Belgian respondents gave a bias to the responses. The next parts of this research will investigate whether or not this is the reason as to why the model of Van Gelder (2005) could not be confirmed for the entire dataset of Global Brands.

#### 8.2 Testing the original model for Belgian population

The previous part indicated that Brand Creativity is not statistically significant in the original model of Van Gelder (2005) when tested using the dataset of this research. This part will test the same model but will only use the data of the sample of the Belgian population. This analysis could indicate whether the model of Van Gelder (2005) works for people in a specific country. It could also indicate that the model might not work in certain countries but could work over the global population. In order to make these conclusions, first the model must be tested for the sample of the Belgian population and it would have to be tested for the sample of the global population afterwards. All results on the sample of the Belgian population are marked by 'BP'. For example, if

Model 1 would be tested for the sample of the Belgian population, it will be called Model 1BP. This mark will be used for the entire paper. When the original model of Van Gelder (2005) was tested on the Global Brands for the Belgian population, it provided the results that are displayed in Table 10. The hypothesis that was tested through this analysis is the following.

H1BP: There is a positive relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of Global Brands for the Belgian population.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1BP
Constant	0,255 (0,301)
Brand Leadership	0,117* (0,069)
Brand Creativity	0,007 (0,068)
Brand Strategy	0,74*** (0,08)
Adj. R <sup>2</sup>	0,622
N° Observations	143
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 10: The model of Van Gelder (2005) tested on Global Brands for the Belgian population

The results of Table 10 show that the model of Van Gelder (2005) does not work for the Belgian population. When analyzing the results of the test on Global Brands for the sample of the Belgian population, Brand Strategy is the only variable that is statistically significant at the 95% significance level. It will be analyzed whether the Belgian respondents considered the questions on two or more constructs to be similar. This can be tested by analyzing whether multicollinearity between the variables exists. If multicollinearity between two variables exists, it can be stated that the sample of the Belgian population considers these two constructs to be the same. Table 11 shows the VIF values that explain multicollinearity between variables.

<b>Dep. Var.: Brand Success</b>		<b>Dep. Var.: Brand Leadership</b>		<b>Dep. Var.: Brand Creativity</b>		<b>Dep. Var.: Brand Strategy</b>	
Regressor	VIF	Regressor	VIF	Regressor	VIF	Regressor	VIF
Brand Leadership	1,649	Brand Creativity	1,911	Brand Leadership	1,609	Brand Leadership	1,611
Brand Creativity	1,999	Brand Strategy	3,459	Brand Strategy	2,975	Brand Creativity	1,646
Brand Strategy	2,23	Brand Success	2,649	Brand Success	2,703	Brand Success	1,668

Table 11: Multicollinearity test of original model of Van Gelder (2005) for the Belgian population

Since none of the variables suffer from multicollinearity within this model, it can be stated that the Belgian respondents did consider the constructs to be different. This means that this model does not significantly determine the success of Global Brands for the Belgian population. The success of Global Brands is thus determined by other factors than those in the model of Van Gelder (2005) for the Belgian population. This also shows that it might be possible that the model of Van Gelder (2005) could work when the Belgian respondents are excluded from the model. Since the goal of this research is to investigate whether this model works in order to determine the success of Global Brands for the global population, the next step will be to analyze if this model works for the global population.

### 8.2.1 Testing Brand Empathy in the model for Belgian population

Just as with the entire dataset of Global Brands, Brand Empathy will be tested as an extension to the original model of Van Gelder (2005) in the same way for the data of the sample of the Belgian population on Global Brands. This test is conducted in order to figure out whether Brand Empathy can make the model of Van Gelder (2005) work for the sample of the Belgian population and to explain the success of Global Brands for the Belgian population. The results of adding Brand Empathy to the original model can be found in Table 12. These results were obtained through the testing of the following hypothesis.



H2BP: There is a positive relationship between the Empathy of the Brand and the success of Global Brands for the Belgian population.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 2BP
Constant	0,07 (0,296)
Brand Leadership	0,018 (0,073)
Brand Creativity	0,03 (0,066)
Brand Strategy	0,612*** (0,086)
Brand Empathy	0,256*** (0,076)
Adj. R <sup>2</sup>	0,648
N° Observations	143
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 12: Brand Empathy added to the model of Van Gelder (2005) tested for the Belgian population

Adding Brand Empathy to the model tested for the sample of the Belgian population did not enable the model to explain the success of Global Brands. Even when replacing existing variables in the original model by Brand Empathy did not help in making the model explain the success of Global Brands for the Belgian population. Thus nor the initial model nor the extensions with Brand Empathy could explain the success of Global Brands for the Belgian population. This indicates that another model needs to be created in order to find the determinants of success of Global Brands for the Belgian population.

### 8.2.2 Empathy as a moderating variable for the Belgian population

It was already shown that the original model and the extension of this model by adding Brand Empathy to the model were not able to explain the success of Global Brands. A final attempt to use an extension of the model of Van Gelder (2005) to explain the success of Global Brands for the Belgian population will be through adding Brand Empathy as a moderating variable to the original model of Van Gelder (2005). The results of this analysis are displayed in Table 13. The hypothesis that was tested is the following.

H3BP: The higher the Empathy of the Brand, the stronger the strength of the effect of Brand Leadership, Brand Creativity and Brand Strategy on the success of Global Brands for the Belgian population.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 3BP
Constant	0,03 (0,312)
Brand Leadership	-0,002 (0,073)
Brand Creativity	0,032 (0,066)
Brand Strategy	0,62*** (0,086)
Brand Empathy	0,272*** (0,08)
BL*BE	-0,096* (0,051)
BC*BE	-0,002 (0,054)
BS*BE	0,097* (0,052)
Adj. R <sup>2</sup>	0,653
N° Observations	143
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 13: Brand Empathy as moderating variable in the model of Van Gelder (2005) for the Belgian population

The interactions between Brand Empathy and all three original determinants of success of Global Brands were all insignificant at the 95% significance level. This indicates that Brand Empathy does not work as a moderating variable in the model of Van Gelder (2005) for the sample of the Belgian population. This final attempt to make the model work for the sample of the Belgian population indicates that the success of Global Brands for the Belgian population may not be determined by the factors that are explained by Van Gelder (2005). This success will probably be determined by

other factors that were not explained by Van Gelder (2005) and thus were not analyzed in this research. The next step will be to analyze whether Brand Empathy works as an interaction variable within the original model of Van Gelder (2005) for the global population.

### 8.2.3 Findings on hypothesis testing for the Belgian population

When the original model of Van Gelder (2005) was tested on the sample of the Belgian population that was created through the dataset of the research, it was found that the model does not work for this group of respondents. The fact that this model did not work for the Belgian population might indicate that a possibility exists that the high amount of Belgian respondents did give some bias to the entire dataset, which made the model of Van Gelder (2005) not work in the previous part of this paper. For the sample of the Belgian population it was also found that no multicollinearity existed between the variables of the model of Van Gelder (2005). This means that also the Belgian respondent did not consider the questions on different constructs to be the same. When Brand Empathy was added to the model as a fourth determinant of success of Global Brands, it was not able to make the model of Van Gelder (2005) significant. Brand Empathy however did have a significant positive relationship with the success of Global Brands for this sample of the Belgian population. As a final test, Brand Empathy was not able to make the model work when it was added to the model as a moderating variable. In general it can be stated that the model of Van Gelder (2005) does not explain the determinants of success of Global Brands for this sample of the Belgian population. This indicates that it might be possible the model of Van Gelder (2005) does not work in certain countries, regions or cultures but might work over the global population. It might be possible that certain determinants are not important in certain regions whereas they are in others which makes them important in determining the success of Global Brands.

### 8.3 Testing the original model on the global population

Since the data was gathered in order to test both Local and Global Brands, the majority of the respondents were Belgian (the nationality of the local market) in order to obtain a decent amount of responses on the Local Brands. It could be possible that the majority of Belgian respondents might have given some bias to the responses that does not make it representative to the global population anymore. Since it is for the global population that the determinants of success of Global Brands are to be analyzed, it is essential to get a sufficient sample of the global population. For this reason, all Belgian respondents are filtered out of the dataset in order to figure out whether or not the model of Van Gelder (2005) works for the global population. The results whenever the sample of the global population is used are marked by 'GP'. This mark will be used on all analysis done on this sample for the entire paper. The results in Table 14 show the model of Van Gelder (2005) when tested for the sample of the global population. The hypothesis that was tested was the following.

H1GP: There is a positive relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of Global Brands for the global population.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1GP
Constant	0,206 (0,312)
Brand Leadership	0,248*** (0,073)
Brand Creativity	0,188*** (0,072)
Brand Strategy	0,475*** (0,088)
Adj. R <sup>2</sup>	0,508
N° Observations	192
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 14: The model of Van Gelder (2005) tested on Global Brands for the global population

The results in Table 14 show that all variables that determine the success of Global Brands according to Van Gelder (2005) are statistically significant at the 99% significance level. All three independent variables also have a positive relationship with the success of Global Brands. This means that the higher Brand Leadership, Brand Creativity and Brand Strategy are, the higher the success of Global Brands will be. These positive relationships are exactly what the hypothesis stated. This shows that although the model of Van Gelder (2005) could not be confirmed before, the model is confirmed when using the global population. This shows that the high amount of Belgian respondents did give some kind of bias to the responses in the dataset. The fact that the model could not be confirmed before but can be confirmed when analyzing a sample of the global population indicates that the model might only work for the global population and can possibly not work in certain specific regions, countries or culture. Finally, the results also show that a combination of Brand Leadership, Brand Creativity and Brand Strategy explains 50,8% of the success of Global Brands.

### 8.3.1 Testing Brand Empathy in the model for the global population

In the first part of the research, the original model of Van Gelder (2005) was confirmed when using a sample of the global population. However, the purpose of this research was to find whether Brand Empathy could improve this already existing model. This part will give insights in whether this could become an improvement to the model by becoming a fourth determinant of the success of Global Brands. In order to figure out whether Brand Empathy works as a fourth determinant of success of Global Brands, Brand Empathy is added to the original model. This produced the results from Table 15. The hypothesis that was tested was the following.

H2GP: There is a positive relationship between the Empathy of the Brand and the success of Global Brands for the global population.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1
Constant	0,015 (0,33)
Brand Leadership	0,184** (0,082)
Brand Creativity	0,166** (0,073)
Brand Strategy	0,458*** (0,088)
Brand Empathy	0,144* (0,085)
Adj. R <sup>2</sup>	0,513
N° Observations	192
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 15: Brand Empathy as fourth determinant of success in the model of Van Gelder (2005) for the global population

The analysis concluded that adding Brand Empathy to the model for the global population did not improve the model. This is due to Brand Empathy not having a statistically significant effect on the success of Global Brands at the 95% significance level. Since Brand Empathy is not a significant variable within this model, the model will be tested on multicollinearity between the variables to figure out if the respondents consider Brand Empathy to be similar to another determinant of

success of Global Brands that causes Brand Empathy to be insignificant at the 95% significance level. The results of this multicollinearity test are displayed in Table 16.

Dep. Var.: Brand Success		Dep. Var.: Brand Leadership		Dep. Var.: Brand Creativity		Dep. Var.: Brand Strategy		Dep. Var.: Brand Empathy	
Regressor	VIF	Regressor	VIF	Regressor	VIF	Regressor	VIF	Regressor	VIF
Brand Leadership	2,009	Brand Creativity	2,076	Brand Leadership	2,062	Brand Leadership	1,942	Brand Leadership	1,677
Brand Creativity	2,022	Brand Strategy	2,595	Brand Strategy	2,199	Brand Creativity	1,657	Brand Creativity	2,027
Brand Strategy	2,41	Brand Empathy	1,557	Brand Empathy	1,869	Brand Empathy	1,908	Brand Strategy	2,747
Brand Empathy	1,886	Brand Success	2,043	Brand Success	2,042	Brand Success	1,834	Brand Success	2,066

Table 16: Multicollinearity test of the model including Brand Empathy for the global population

Since all VIF values are lower than 5, multicollinearity between the variables in this model can be ruled out. This means that Brand Empathy is not considered to be similar to the other independent variables in the model. It shows that Brand Empathy does not fit in this model and did not work as an improvement to the original model of Van Gelder (2005) for the global population.

### 8.3.2 Empathy as a moderating variable for the global population

The original model of Van Gelder (2005) was already accepted when it was tested on the sample of the global population. When Brand Empathy was added to the model as a fourth determinant of success, it could not be confirmed that Brand Empathy worked in this model. It might though still be possible that Brand Empathy could improve the original model when added as a moderating variable instead of as a fourth determinant of success of Global Brands. The results of adding Brand Empathy as a moderating variable in the model of Van Gelder (2005) are displayed in Table 17.

The hypothesis that was tested is the following.

H3GP: The higher the Empathy of the Brand, the stronger the strength of the effect of Brand Leadership, Brand Creativity and Brand Strategy on the success of Global Brands for the global population.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 3GP
Constant	-0,037 (0,342)
Brand Leadership	0,203** (0,083)
Brand Creativity	0,17** (0,073)
Brand Strategy	0,44*** (0,088)
Brand Empathy	0,15* (0,086)
BL*BE	0,017 (0,069)
BC*BE	0,124* (0,065)
BS*BE	-0,101 (0,086)
Adj. R <sup>2</sup>	0,518
N° Observations	192
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 17: Brand Empathy as moderating variable in the model of Van Gelder (2005) for the global population

The abovementioned results show that Brand Empathy does not work as a moderating variable between any of the independent variables and the success of Global Brands for the global population. This means that Brand Empathy does not improve the original model of Van Gelder (2005) when added to the model as a moderating variable.

### 8.3.3 Findings on hypothesis testing for the global population

When the original model of Van Gelder (2005) was tested for the global population, it was confirmed that the model significantly explained the success of Global Brands. This indicates that the high amount of Belgian respondents did give some bias to the dataset when the model was first tested on the entire dataset of Global Brands. Brand Empathy was later added to this model in order to figure out if it improved the original model of Van Gelder (2005). However, it was found that Brand Empathy was not able to improve the original model of Van Gelder (2005) as a fourth determinant of success of Global Brands. Later it was also found that Brand Empathy was not able to improve the original model of Van Gelder (2005) as a moderating variable in this model. In general, when a sample of the global population was taken, the original model of Van Gelder (2005) was confirmed. However, Brand Empathy was not able to improve the model in any way. Since it is strange to assume that Brand Empathy is not important in determining the success of Global Brands, a more detailed analysis about Brand Empathy will be performed later in this research.

### 8.4 Findings on the original model

The tests on the original model of Van Gelder (2005) are summarized in the following hypothesis.

H1: There is a positive relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of Global Brands.

It was found that this hypothesis did not hold for both the entire dataset nor for the Belgian respondents. However, this hypothesis could be confirmed when creating a sample of the global population within the dataset. This means that these three constructs determine the success of Global Brands for the global population. It could however be that some of these constructs do not have any effect on the success of Global Brands in certain regions, countries or cultures. However, over the overall global population, these three constructs do determine the success of Global Brands. It can thus be stated that there is a positive relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of Global Brands for the global population.

### 8.5 Findings on Brand Empathy as an improvement to the original model

The following hypothesis analyzed whether Brand Empathy was an improvement to the original model of Van Gelder (2005).

H2: There is a positive relationship between the Empathy of the Brand and the success of Global Brands.

Adding Brand Empathy as an independent variable to the original model of Van Gelder (2005) for the entire dataset of Global Brands was not able to make the model work. Brand Empathy was able to make the model work for the entire dataset by replacing Brand Leadership in the model. When



the original model was previously tested, it was found that this model did not work for the sample of the Belgian population. Brand Empathy was added as a fourth independent variable in an attempt to make the model work. It was also used to replace other already existing variables in the original model in an attempt to find the determinants of success for the Belgian population. However, Brand Empathy was not able to make the original model work for the sample of the Belgian population. Brand Empathy though did have a statistically significant relationship with the success of Global Brands within this model. This shows that although the determinants of success of Global Brands work for the global population, they do not necessarily work for specific regions, countries or cultures. It also indicates that Brand Empathy might possibly be an important determinant of success of Global Brands for the Belgian population whereas it is not a significantly important determinant of success for the global population. Initially, the original model of Van Gelder (2005) was only found to be significant in explaining the success of Global Brands for the sample of the global population. This indicated that the model worked for the global population. An improvement to the model was attempted to be found by adding Brand Empathy as a fourth determinant of success of Global Brands. However, within this sample Brand Empathy did not have a significant relationship with the success of Global Brands and thus was not able to improve the model. Brand Empathy can thus not be considered as a fourth determinant of success of Global Brands. Although Brand Empathy was found not to be a fourth determinant of success of Global Brands, it might still be possible that it works as a moderating variable between the relationships between the three determinants and the success of Global Brands.

## 8.6 Findings on Empathy as a moderating variable in the original model

The final step of investigating the relationship of Brand Empathy with the success of Global Brands was to investigate Brand Empathy as a moderator between the original determinants according to Van Gelder (2005) and the success of Global Brands. The hypothesis that was tested in order to figure this out was the following.

H3: The higher the Empathy of the Brand, the stronger the strength of the effect of Brand Leadership, Brand Creativity and Brand Strategy on the success of Global Brands.

The test was done by adding Brand Empathy as a moderating variable in the original model of Van Gelder (2005) for Global Brands. The results of this research showed that Brand Empathy did not work as a moderating variable for the entire dataset, nor the Belgian respondents nor the global population. This means that the third hypothesis can be rejected, meaning that Brand Empathy does not work as a moderating variable in the original model. In other words, the effect of Brand Leadership, Brand Creativity and Brand Strategy on the success of Global Brands does not depend on Brand Empathy. Brand Empathy thus does not work as a moderating variable in the original model of Van Gelder (2005).

## 8.7 The determinants of success of Local Brands

Previous parts have focused on the determinants of success of Global Brands. This part will investigate if these determinants work for Local Brands the same way as they do for Global Brands. Therefore this part will focus on using the same models and methods that were used for analyzing the success of Global Brands, for Local Brands. This is tested by only selecting the results on the Local Brands and filtering out the results on the Global Brands. The models that are tested for Local Brands are marked with 'LB'. For example, if Model 1 would be tested for Local Brands, it will be called Model 1LB. The procedure for the tests on the determinants of success of Local Brands will be the same as that of the Global Brands. This means that at first the model of Van Gelder (2005) will be tested. Secondly, Brand Empathy will be added to the model as a fourth determinant of success. Finally, Brand Empathy will be added to the model as a moderating variable.

### 8.7.1 Testing the original model for Local Brands

At first, the model of Van Gelder (2005) was tested for the Local Brands that were analyzed in this study. Since the same procedure will be used as with the Global Brands, the impact of all existing determinants of success according to Van Gelder (2005) will first be analyzed separately in order to gain a better understanding of their independent impact on the success of Local Brands. The first relationship that will be analyzed is that of Brand Leadership and the success of Local Brands. This relationship will be analyzed through the following hypothesis. The results of testing this hypothesis are displayed in Table 18.

H1aLB: There is a positive relationship between Brand Leadership and the success of Local Brands.

The first part of the hypothesis focuses on the relationship between Brand Leadership and the success of Local Brands. When regressing Brand Leadership over the success of the Local Brands, the following results were produced.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1ALB
Constant	1,354*** (0,472)
Brand Leadership	0,641*** (0,118)
Adj. R <sup>2</sup>	0,33
N° Observations	59
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 18: The relationship between Brand Leadership and the success of Local Brands (Model 1ALB)

When only looking at the relationship between Brand Leadership and the success of Local Brands, a rise in Brand Leadership of 1 unit increases the success of Local Brands by 0,641 units. This is rather similar to the increase in success of 0,607 that a 1 unit increase in Brand Leadership caused for Global Brands. Brand Leadership is able to explain 33% of the success of Local Brands. Brand Leadership has a statistically significant relationship with the success of Local Brands at the 99% significance level. This means that the relationship between Brand Leadership and the success of Local Brands is significant when these are the only variables in the analysis. The regression thus shows that Brand Leadership has a significant positive relationship with the success of Local Brands. Hypothesis 1a is thus confirmed at the 95% significance level for Local Brands just as with Global Brands.

The next step will be to test whether Brand Creativity has a positive relationship with the success of Local Brands. The results of testing hypothesis 1b can be found in Table 19, which is displayed below. The hypothesis that will be tested, is the following.

H1bLB: There is a positive relationship between Brand Creativity and the success of Local Brands.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1BLB
Constant	2,184*** (0,35)
Brand Creativity	0,52*** (0,102)
Adj. R <sup>2</sup>	0,301
N° Observations	59
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 19: The relationship between Brand Creativity and the success of Local Brands (Model 1BLB)

Table 19 shows that Brand Creativity explains 30,1% of the success of Local Brands if only Brand Creativity is included in the model. An increase in Brand Creativity of 1 unit, increases the success of Local Brands by 0,52 units. These numbers are very similar to the numbers of Model 1B, in which the relationship between Brand Creativity and the success of Global Brands is analyzed. The effect of Brand Creativity on the success of Local Brands is statistically significant at the 99% significance level. This means that Brand Creativity has a significant positive relationship with the success of Local Brands. Hypothesis 1b is thus accepted for the Local Brands at the 95% significance level.

The last step before analyzing the model of Van Gelder (2005) as a whole will be to analyze the relationship between Brand Strategy and the success of Local Brands. The hypothesis and the results of testing the hypothesis are displayed below.

H1cLB: There is a positive relationship between Brand Strategy and the success of Local Brands.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 1CLB
Constant	0,915** (0,363)
Brand Strategy	0,751*** (0,089)
Adj. R <sup>2</sup>	0,546
N° Observations	59
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 20: The relationship between Brand Strategy and the success of Local Brands (Model 1CLB)

These results show that Brand Strategy explains 54,6% of the success of Local Brands if it's the only independent variable in the model. When Brand Strategy is the only variable in the model, an increase in Brand Strategy of 1 unit results in a rise in the success of Local Brands of 0,784 units. This effect is statistically significant at the 99% significance level. This means that Brand Strategy has a positive significant relationship with the success of Local Brands. Hypothesis 1c is thus accepted at the 95% significance level.

These three hypotheses have shown that Brand Leadership, Brand Creativity and Brand Strategy all have a significantly positive relationship with the success of Local Brands when they are tested in isolation. The next step is to analyze the original model of Van Gelder (2005) as a whole for Local Brands. This next step has the same overarching hypothesis as when the test was done for the Global Brands. This hypothesis was formulated as the following. The results from testing this hypothesis are displayed in Table 21.

H1LB: There is a positive relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of Local Brands.

<b>Dep. Var.: Brand Success</b>				
Regressor	Model 1LB	Model 1ALB	Model 1BLB	Model 1CLB
Constant	0,531 (0,416)	1,354*** (0,472)	2,184*** (0,35)	0,915** (0,363)
Brand Leadership	0,237* (0,132)	0,641*** (0,118)		
Brand Creativity	-0,039 (0,126)		0,52*** (0,102)	
Brand Strategy	0,646*** (0,132)			0,751*** (0,089)
Adj. R <sup>2</sup>	0,557	0,33	0,301	0,546
N° Observations	59	59	59	59
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.				

Table 21: The model of the determinants of success of Local Brands according to Van Gelder (2005) (Model 1LB) and the 3 divisions of the model

When the complete model of Van Gelder (2005) was analyzed for Local Brands, it was found that both Brand Leadership and Brand Creativity were statistically insignificant at the 95% significance level. This means that this model is not applicable for Local Brands. Because all three variables did have a significant relationship with the success of Local Brands when they were analyzed in solitude, a test on the multicollinearity between these variables in the model is performed. This test produced the results which are displayed in Table 22.

<b>Dep. Var.: Brand Success</b>		<b>Dep. Var.: Brand Leadership</b>		<b>Dep. Var.: Brand Creativity</b>		<b>Dep. Var.: Brand Strategy</b>	
Regressor	VIF	Regressor	VIF	Regressor	VIF	Regressor	VIF
Brand Leadership	1,894	Brand Creativity	2,068	Brand Leadership	1,712	Brand Leadership	1,987
Brand Creativity	2,42	Brand Strategy	3,185	Brand Strategy	2,525	Brand Creativity	1,904
Brand Strategy	2,239	Brand Success	2,247	Brand Success	2,375	Brand Success	1,656

Table 22: Multicollinearity test on the determinants of success of Local Brands according to the model of Van Gelder (2005)

The VIF results on the model of Van Gelder (2005) tested for the Local Brands indicated that no multicollinearity exists between the different variables in the model. This means that the respondents did not see the questions on two or more constructs to be similar to each other. This makes sense because the questions on the Local Brands were the same as those for the Global Brands. It is because the respondents did not see the questions on any of these constructs as being similar to each other for the Global Brands that it was expected that this would have been the same when the same questions and constructs were asked for the Local Brands. The next step in testing whether the determinants of success of Local Brands are the same as those of Global Brands will be by adding Brand Empathy in the model as a fourth determinant of success just as done before for the Global Brands.

### 8.7.2 Testing Empathy in the original model for Local Brands

The previous part indicated that the original model of Van Gelder (2005) did not work in determining the success of Local Brands. This research investigates whether Brand Empathy is an improvement to the model of Van Gelder (2005). The role of Brand Empathy that will be tested is to potentially become fourth determinant of success of Local Brands. Since the model did not work for the Local Brands, this is done in an attempt to make the model work for the Local Brands. The results from this process is shown in Table 23. The hypothesis that was tested is the following.

H2LB: There is a positive relationship between the Empathy of the Brand and the success of Local Brands.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 2LB
Constant	0,181 (0,455)
Brand Leadership	0,152 (0,139)
Brand Creativity	-0,059 (0,125)
Brand Strategy	0,582*** (0,135)
Brand Empathy	0,236* (0,135)
Adj. R <sup>2</sup>	0,573
N° Observations	59
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 23: Brand Empathy as a fourth determinant of success of Local Brands

The results that are displayed above show that Brand Empathy is not a statistically significant determinant of success of Local Brands at the 95% significance level. By adding Brand Empathy as a fourth independent variable, the relationship between Brand Leadership and Brand Creativity and the success of Local Brands also remained insignificant. This shows that Brand Empathy is not able to make the model of Van Gelder (2005) work for the Local Brands when added as a fourth determinant of success. The next step will be to analyze whether Brand Empathy can make the model work when it is added as a moderating variable in the original model.



### 8.7.3 Testing Empathy as a moderating variable in the original model for Local Brands

The previous attempts to find the determinants of success of Local Brands through the model of Van Gelder (2005) and through an extension to this model have both failed to explain the success of Local Brands. The final attempt to figure out of this model could work is through the adding of Brand Empathy as a moderating variable. The results from adding Brand Empathy in the model as a moderating variable are displayed in Table 24. The hypothesis that was tested is the following.

H3LB: The higher the Empathy of the Brand, the stronger the strength of the effect of Brand Leadership, Brand Creativity and Brand Strategy on the success of Global Brands.

<b>Dep. Var.: Brand Success</b>	
Regressor	Model 3LB
Constant	-0,088 (0,635)
Brand Leadership	0,128 (0,152)
Brand Creativity	-0,086 (0,126)
Brand Strategy	0,571*** (0,131)
Brand Empathy	0,352* (0,193)
BL*BE	0,085 (0,138)
BC*BE	0,148 (0,122)
BS*BE	-0,247** (0,104)
Adj. R <sup>2</sup>	0,6
N° Observations	59
Standard errors are reported in parentheses. *, **, *** indicates significance at the 90%, 95%, and 99% level, respectively.	

Table 24: Brand Empathy as a moderating variable in the model of Van Gelder (2005) for Local Brands

The results displayed in Table 24 indicated that Brand Empathy had a significant interaction effect with Brand Strategy. However, since only Brand Strategy and the interaction term between Brand Strategy and Brand Empathy are statistically significant at the 95% significance level and all other variables are insignificant, this model cannot be accepted to determine the success of Local Brands.

#### 8.7.4 Findings on the determinants of success of Local Brands

This chapter indicated that the original model of Van Gelder (2005) does not determine the success of Local Brands. All extensions of Brand Empathy that were tested were also not able to make the model work for Local Brands. Since the model of Van Gelder (2005) clearly indicates that it is about the determinants of success of Global Brands, it does make sense that it could not determine the success of Local Brands. Yet it was an important aspect to analyze because if this model were to work for the Local Brands, the model could have been extended from determining the success of Global Brands to determining the success of Brands in general. However, this was not possible since the model was not found to be able to determine the success of Local Brands.

#### 8.8 Empathy as a necessity for success of Global Brands

It was previously found that the model of Van Gelder (2005) works on the sample of the global population. This research determined that Brand Empathy was not able to improve this model in any way. However, it is difficult to believe that Brand Empathy is not an important attribute for Global Brands to take into consideration. Brand Empathy is not a determinant of success for Global Brands. But it is possibly a necessity for Global Brands to have a certain degree of Empathy in order to be successful. In other words, if a Global Brand has low Brand Empathy, the Global Brand cannot be successful. While if a Global Brand has high Brand Empathy, the success of the Global Brand is not necessarily high, since this success is determined by other factors.

The previously mentioned scenario appears to be similar to the scenario of a must-have as explained by the model of Kano (1984) so that the customer expects the Global Brand to have a certain level of Brand Empathy and if it does not achieve this level, the customer has totally no interest in the Brand. While on the other hand, the other determinants have a more linear relationship in which the stronger it is, the more successful the Global Brand will be. A phenomenon such as the Global Brand to be a necessity could be investigated by analyzing the values on Brand Empathy when the success of the Global Brand is low and when the success of the Global Brand is high. If the majority of the responses rated Brand Empathy high on high levels of Brand Success and barely any respondents gave Brand Empathy a low rating at high levels of Brand Success while Brand Empathy varies at low levels of Brand Success, it indicates that such a phenomenon exists. This phenomenon will be analyzed by first filtering the data so that only the data that have a low value of Brand Success are selected. Afterwards, the dataset will be filtered so that only the data that have a high value of Brand Success will be selected. The dataset will also be filtered so that only the responses on Global Brands are shown. The scores on Brand Empathy and the success of Global Brands are both scaled from 1 to 7. When a score of 2 or lower is given, the Global Brand is considered to have a low level of Brand Empathy. A score of 5 or more indicates

that the Global Brand has a high level of Brand Empathy. The same scores determine whether a Global Brand is successful or not. If Brand Empathy is a necessity for success, a high variability in Brand Empathy should exist when the success of the Global Brand is low while a low Brand Empathy should not significantly occur when the success of the Global Brand is high. The results of this analysis are displayed in Tables 25 and 26. The results show that when the success of the Global Brand is low, Brand Empathy is mostly moderate and is in some cases still strong or weak. This indicates that an unsuccessful Global Brand is not necessarily determined by a low Brand Empathy. A Global Brand with a high Brand Empathy might just as well end up as an unsuccessful Global Brand. There are thus other factors that make a Global Brand unsuccessful. When looking at the results of the successful Global Brands, a low Brand Empathy of the Global Brand never occurs. The successful Global Brands all have mediocre to strong Brand Empathy. This indicates that Brand Empathy is a necessity for success of Global Brands rather than a determinant of success of Global Brands.

<b>Brand Success ≤ 2</b>			
Brand Empathy	Score on Brand Empathy	# respondents	% respondents
Low	≤2	1	5,26%
Mediocre	>2 & <5	16	84,21%
High	≥5	2	10,53%
Total	7	19	100%

Table 25: Brand Empathy of unsuccessful Global Brands

<b>Brand Success ≥ 5</b>			
Brand Empathy	Score on Brand Empathy	# respondents	% respondents
Low	≤2	0	0%
Mediocre	>2 & <5	41	31,30%
High	≥5	90	68,70%
Total	7	131	100%

Table 26: Brand Empathy of successful Global Brands

This part showed that the variability in Brand Empathy is rather high at low levels of Brand Success, whereas this variability is a low lower at high levels of Brand Success. This variability is plotted on the scatterplot that is depicted in Figure 2. This scatterplot shows that unsuccessful Global Brands do not necessarily have low Brand Empathy but that Global Brands with low Brand Empathy are not able to be successful. The observations in Figure 2 also shows this trend with the high spread of observations at low levels of Brand Success, while this spread is a lot smaller at high level of Brand Success in which all values of Brand Empathy are moderate to high.

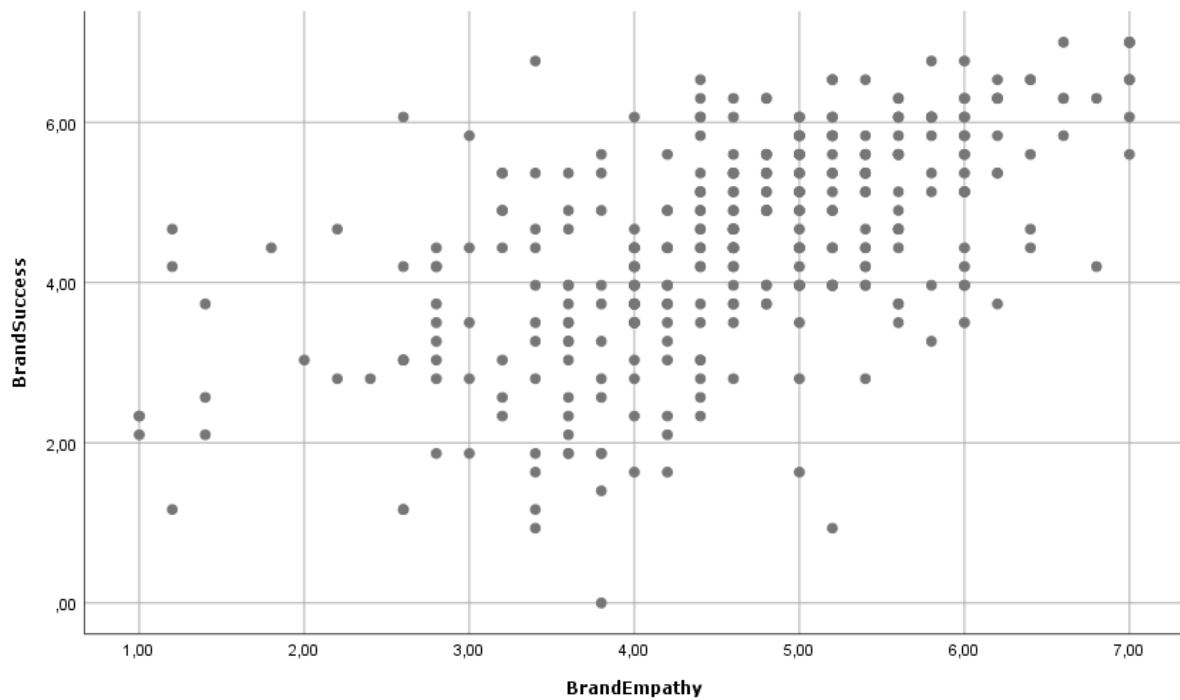


Figure 2: Scatterplot of the scores on Brand Empathy compared to the scores on Brand Success

Since it seems peculiar to assume that Brand Empathy is irrelevant in the explanation of the success of Global Brands, this part investigated why Brand Empathy is not a determinant to the success of Global Brands. It was found that Brand Empathy is rather a necessity for a Global Brand to be successful rather than a determinant of success of Global Brands. This means that Brand Empathy is not a reason as to why a Global Brand is successful but that instead Global Brands cannot be successful if they do not have a sufficient level of Brand Empathy.



## 9. Conclusion

To conclude this paper, the findings on all research questions will be discussed. Afterwards, an overall answer will be given on the overall problem that was solved in this paper. Each question will be analyzed separately and will be accompanied by a general answer.

Research question 1: Are there differences in how people perceive Global Brands and Local Brands?

Answer: This research suggests that there are differences in the way people perceive Global and Local Brands. This is indicated by the differences in the determinants of success of Global Brands and Local Brands. It was shown that Brand Leadership, Brand Creativity and Brand Strategy determine the success of Global Brands for the sample of the global population. While on the other hand, the only variable that was found to determine the success of Local Brands was Brand Strategy. This indicates that people have different perceptions of Global Brands and Local Brands.

Research question 2: What is the importance of Brand Leadership, Brand Creativity and Brand Strategy in the explanation of the success of Global Brands?

Answer: The combination of Brand Leadership, Brand Creativity and Brand Strategy was confirmed to determine the success of Global Brands for the global population. These three variables explain 50,8% of the success of Global Brands. This research also showed that although this is the case for the global population, there might be some differences to this process in certain cultures, countries and regions. This research showed that when the Belgian respondents were included in the analysis, the impact of Brand Creativity was not significant and a model which only included Brand Leadership and Brand Strategy works best. It is thus possible that certain constructs are not very important for certain cultures, countries or regions but when targeting the global population, all three variables are important for determining the success of Global Brands.

Research question 3: Does Brand Empathy improve the way the model explains the success of Global Brands?

With all analyses on the determinants of success of Global Brands, Brand Empathy was not found to improve the existing model of Van Gelder (2005) when added as an extra independent variable. Some analyses did find that Brand Empathy is able to replace some other variables in the model of Van Gelder (2005) and even improve the model in some cases. For example, when using the entire dataset, the model that included Brand Empathy and excluded Brand Leadership was able to determine the success of Global Brands better than the original model of Van Gelder (2005). This improvement of using Brand Empathy in the model only worked when the entire dataset was used and did not improve the model when using the sample of the global population.

Research question 4: Does Brand Empathy work as a moderating variable in the relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of the Brand?

Answer: When Brand Empathy was included in the model, Brand Creativity remained insignificant at the 95% significance level. Also Brand Leadership became insignificant at the 95% significance level. The interaction between Brand Empathy and each independent variable was insignificant at the 95% significance level. This means that Brand Empathy does not work as a moderating variable in the relationship between Brand Leadership, Brand Creativity, Brand Strategy and the success of the Brand.

Research question 5: Are Brand Leadership, Brand Creativity and Brand Strategy determinants of the success of Local Brands in the same way as for Global Brands?

Answer: By conducting the same analysis for Local Brands as done for Global Brands, it was found that both Brand Leadership and Brand Creativity were insignificant at the 95% significance level. Since only Brand Creativity was statistically insignificant at the 95% significance level in the regression of Global Brands, it was shown that the model does not work the same for Local Brands as it does for Global Brands. Brand Leadership, Brand Creativity and Brand Strategy thus are not determinants of the success of Local Brands in the same way as they are for Global Brands.

Research question 6: Does culture affect the relationship of a high level of Brand Leadership, Brand Creativity, Brand Strategy and the success of Global Brands?

Answer: Due to the high amount of Belgian respondents, the dataset was split up between Belgian and non-Belgian respondents. Analyzing both groups could show whether the high amount of Belgian respondents gave a certain bias to the group of respondents. When the regression was run on both Belgian and Non-Belgian respondents, it was found that the model worked solely for the Non-Belgian group of respondents. This means that the high amount of Belgian respondents might have given a biased response. When analyzing the global population, the model of Van Gelder (2005) was shown to be correct. However, this model was not confirmed when the same model was tested on the Belgian population. This indicates that the relationship between Brand Leadership, Brand Creativity and Brand Strategy and the success of Global Brands does differ in countries. This can be stated since it worked for the global population but not for the local Belgian population.

Overall problem: Empathy as an imperative to the success of Global Brands

Answer: Since the model of Van Gelder (2005) was significant for the global population, this will be part of the dataset that will be used to make the final conclusion on whether or not Brand Empathy works as a moderator in the relationship between Brand Leadership, Brand Creativity and Brand Strategy and the success of Global Brands. This analysis showed that even within this group of respondents, Brand Empathy does not work as a significant moderator within this model.

Technically it can be stated that Brand Empathy is not an imperative to the success of Global Brands. However, it is only shown that Brand Empathy does not work as a moderator within the model of Van Gelder (2005). Brand Empathy will probably still be an important factor for Global Brands to consider. A possible explanation as to why Brand Empathy is important but does not work within this model is because Brand Empathy is considered a necessity. This means that if a Global Brand does not have a certain level of Brand Empathy, the Global Brand will not get the leverage it needs in order to be successful. This means that only Global Brands with a moderate to high level of Brand Empathy will be able to be successful. Thus Brand Empathy is not a determinant of the success of Global Brands, it is rather a necessity for Global Brands to be successful, this in comparison with the other independent variables which enforce Global Brands to be more successful. Therefore, Brands who want to go global should make sure their Brand has at least a moderate level of Brand Empathy before making the big step of globalizing their Brand, otherwise failure will be their part.





## 10. Managerial implications

This paper at first indicates that the original model of Van Gelder (2005) provides good estimate to determine the success of Global Brands for the global population. This means that when globalizing a Brand, the level of Brand Leadership, Brand Creativity and Brand Strategy must be high enough in order for this globalization process to be successful. Since this research indicated that these determinants work for the global population but could not be confirmed for the local population, it might be possible that some of these determinants do not work in certain specific regions. So this model is not confirmed if a Brand wants to expand to a new region since it might not give a good estimate. However, when globalizing a Brand, each of these three factors is essential for the Brand to be successful on a global scale. The extension to this existing model, Brand Empathy, was not found to be a significant improvement to the model of Van Gelder (2005). It however was found that Brand Empathy is essential for Global Brands to be successful. It is thus not seen as a determinant of success, but rather something that Global Brands require a certain level of in order to be successful. If a Global Brand lacks in Brand Empathy, it will not be able to succeed in its globalization process. It is thus important to focus on attaining at least a moderate level of Brand Empathy before investing in the other factors that will help the Global Brand in becoming successful.



## 11. Limitations

The first limitation to this research was that a big part of the research investigated the differences between Global and Local Brands. This caused the majority of the respondents to be Belgian. This was required to examine the differences between the global population and a more local population. For this reason, the amount of respondents that represented the global population was smaller than it would have been if the amount of Belgian respondents would have been less. Secondly, time and resource constraints only allowed the usage of snowball sampling to draw a sample of the global population. The limitation of snowball sampling is that, as a type of non-probability sampling, it is impossible to know how well the population is represented. In case of lower time and resource constraints, it would be advised to use a probability sampling method to attempt for a better sample of the global population. The results on the Belgian population were gathered through the same method of non-probability sampling. This might cause these results to lack in representativeness of the Belgian population.



## 12. Future research

The possibilities for future research that will be suggested will be split up into two parts. At first, possible extended research on a local population of a certain culture, country or region will be proposed. Secondly, a possible extension of how Empathy works in the interplay of the determinants of success will be given.

When doing future research on a local population of a certain culture, country or region on the determinants of success of Global Brands, it is advised to use a probability sampling method. This enables the creation of a more representative sample of the local population that can enable a strong estimate of how the success of Global Brands is determined in a certain culture, country or region.

This research found that Empathy did not work as a fourth determinant of success of Global Brands. This research however indicated a trend that Brand Empathy is a necessity of Global Brands rather than a determinant of success of Global Brands. As previously indicated, a phenomenon such as a necessity is close to a must-have as explained by Kano (1984). For this reason, a specific survey which focuses on testing where an object is located on the model of Kano (1984) might be helpful in explaining how Empathy works as a necessity of success of Global Brands.



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## 14. Annex

### 14.1 Questionnaire

# Global Branding

---

Start of Block: Default Question Block

Dear sir/madam,

My name is Shane Verbist, student of Hasselt University. For my master thesis I investigate the determinants of the success of global brands. I would like to ask 10 minutes of your time to fill in the following questionnaire on this topic. This questionnaire is anonymous and we will not be saving your name, e-mail address or any form of personal identification. If you have any questions or remarks, you can contact me at [shane.verbist@student.uhasselt.be](mailto:shane.verbist@student.uhasselt.be)

Note that the results of this questionnaire are only used for academic purposes and will not be collected, given to or analyzed by any of the organizations in this questionnaire.

Thank you in advance for your time for filling in this questionnaire.

---

Page Break



Q1 Select 3 brands that you have ever used:

- 
-   
Carrefour
-   
CHEVROLET
-   
MASITA
- 
-   
Mercedes-Benz
- 
- 

---

Page Break

*Display This Question:*

*If Select 3 brands that you have ever used: = Apple*

I will now ask you some questions on one of the brands that you selected, namely: Apple



*Display This Question:*

*If Select 3 brands that you have ever used: = Apple*

Q2 To what extend does Apple care about how you feel? (leftmost star = not at all, rightmost star = totally)



*Display This Question:*

*If Select 3 brands that you have ever used: = Apple*

Q3 To what extend does Apple adapt their products and services to your interests? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Apple

Q4 To what extend does Apple provide proper help when a problem occurs? (leftmost star = terrible help, rightmost star = perfect help)



Display This Question:

If Select 3 brands that you have ever used: = Apple

Q5 To what extend does Apple focus on making you feel better? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Apple

Q6 To what extend does Apple communicate the way you do? (language, wording, usage of pictures,...) (leftmost star = not at all, rightmost star = totally)













Page Break

Display This Question:

If Select 3 brands that you have ever used: = Apple

Q7 Rate Apple on the following statements: (1 = totally disagree, 7 = totally agree) (The score can be given by dragging the bar)

	1	2	3	4	5	6	7
Apple does a lot of effort to try to retain me as a customer							
I clearly know what values Apple stands for							
Apple has a very high value for money							
Apple constantly launches new and innovative products and/or services							
Apple is a trendsetter							
Apple constantly offers products and/or services that are unique in their market							
Apple has a superior quality over its competitors							
Apple is the most preferred brand in its industry							
Apple is an extremely trustworthy brand							
Apple is always able to deliver what it promises in its advertisement							

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Apple

Q8 Apple provides a lot of benefits for me

0  1  2  3  4  5  6  7  8  9  10

---

Display This Question:

If Select 3 brands that you have ever used: = Apple

Q9 Rate Apple compared to its competitors

0  1  2  3  4  5  6  7  8  9  10

---

Display This Question:

If Select 3 brands that you have ever used: = Apple

Q10 On a scale from 0-10, how likely are you to recommend Apple to a friend or colleague?

0  1  2  3  4  5  6  7  8  9  10

---

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Carrefour

I will now ask you some questions on one of the brands that you selected, namely: Carrefour



Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q11 To what extend does Carrefour care about how you feel? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q12 To what extend does Carrefour adapt their products and services to your interests? (leftmost star = not at all, rightmost star = totally)





Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q13 To what extend does Carrefour provide proper help when a problem occurs? (leftmost star = terrible help, rightmost star = perfect help)



Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q14 To what extend does Carrefour focus on making you feel better? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q15 To what extend does Carrefour communicate the way you do? (language, wording, usage of pictures,...) (leftmost star = not at all, rightmost star = totally)













Page Break

Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q16 Rate Carrefour on the following statements: (1 = totally disagree, 7 = totally agree) (The score can be given by dragging the bar)

	1	2	3	4	5	6	7
Carrefour does a lot of effort to try to retain me as a customer							
I clearly know what values Carrefour stands for							
Carrefour has a very high value for money							
Carrefour constantly launches new and innovative products and/or services							
Carrefour is a trendsetter							
Carrefour constantly offers products and/or services that are unique in their market							
Carrefour has a superior quality over its competitors							
Carrefour is the most preferred brand in its industry							
Carrefour is an extremely trustworthy brand							
Carrefour is always able to deliver what it promises in its advertisement							

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q17 Carrefour provides a lot of benefits for me

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q18 Rate Carrefour compared to its competitors

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Carrefour

Q19 On a scale from 0-10, how likely are you to recommend Carrefour to a friend or colleague?

- 0    1    2    3    4    5    6    7    8    9    10
- 

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

I will now ask you some questions on one of the brands that you selected, namely: Chevrolet



Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q20 To what extend does Chevrolet care about how you feel? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q21 To what extend does Chevrolet adapt their products and services to your interests? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q22 To what extend does Chevrolet provide proper help when a problem occurs? (leftmost star = terrible help, rightmost star = perfect help)



Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q23 To what extend does Chevrolet focus on making you feel better? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q24 To what extend does Chevrolet communicate the way you do? (language, wording, usage of pictures,...) (leftmost star = not at all, rightmost star = totally)













Page Break

Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q25 Rate Chevrolet on the following statements: (1 = totally disagree, 7 = totally agree) (The score can be given by dragging the bar)

	1	2	3	4	5	6	7
Chevrolet does a lot of effort to try to retain me as a customer							
I clearly know what values Chevrolet stands for							
Chevrolet has a very high value for money							
Chevrolet constantly launches new and innovative products and/or services							
Chevrolet is a trendsetter							
Chevrolet constantly offers products and/or services that are unique in their market							
Chevrolet has a superior quality over its competitors							
Chevrolet is the most preferred brand in its industry							
Chevrolet is an extremely trustworthy brand							
Chevrolet is always able to deliver what it promises in its advertisement							

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q26 Chevrolet provides a lot of benefits for me

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q27 Rate Chevrolet compared to its competitors

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Chevrolet

Q28 On a scale from 0-10, how likely are you to recommend Chevrolet to a friend or colleague?

- 0    1    2    3    4    5    6    7    8    9    10
- 

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Masita

I will now ask you some questions on one of the brands that you selected, namely: Masita

**MASITA**

Display This Question:

If Select 3 brands that you have ever used: = Masita

Q29 To what extend does Masita care about how you feel? (leftmost star = not at all, rightmost star = totally)

**MASITA** ★ ★ ★ ★ ★ ★ ★ ★

Display This Question:

If Select 3 brands that you have ever used: = Masita

Q30 To what extend does Masita adapt their products and services to your interests? (leftmost star = not at all, rightmost star = totally)

**MASITA** ★ ★ ★ ★ ★ ★ ★ ★



Display This Question:

If Select 3 brands that you have ever used: = Masita

Q31 To what extend does Masita provide proper help when a problem occurs? (leftmost star = terrible help, rightmost star = perfect help)



Display This Question:

If Select 3 brands that you have ever used: = Masita

Q32 To what extend does Masita focus on making you feel better? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Masita

Q33 To what extend does Masita communicate the way you do? (language, wording, usage of pictures,...) (leftmost star = not at all, rightmost star = totally)



Page Break

Display This Question:

If Select 3 brands that you have ever used: = Masita

Q34 Rate Masita on the following statements: (1 = totally disagree, 7 = totally agree) (The score can be given by dragging the bar)

	1	2	3	4	5	6	7
Masita does a lot of effort to try to retain me as a customer							
I clearly know what values Masita stands for							
Masita has a very high value for money							
Masita constantly launches new and innovative products and/or services							
Masita is a trendsetter							
Masita constantly offers products and/or services that are unique in their market							
Masita has a superior quality over its competitors							
Masita is the most preferred brand in its industry							
Masita is an extremely trustworthy brand							
Masita is always able to deliver what it promises in its advertisement							

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Masita

Q35 Masita provides a lot of benefits for me

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Masita

Q36 Rate Masita compared to its competitors

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Masita

Q37 On a scale from 0-10, how likely are you to recommend Masita to a friend or colleague?

- 0    1    2    3    4    5    6    7    8    9    10
- 

Page Break

Display This Question:

If Select 3 brands that you have ever used: = McDonald's

I will now ask you some questions on one of the brands that you selected, namely: McDonald's



Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q38 To what extend does McDonald's care about how you feel? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q39 To what extend does McDonald's adapt their products and services to your interests? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q40 To what extend does McDonald's provide proper help when a problem occurs? (leftmost star = terrible help, rightmost star = perfect help)



Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q41 To what extend does McDonald's focus on making you feel better? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q42 To what extend does McDonald's communicate the way you do? (language, wording, usage of pictures,...) (leftmost star = not at all, rightmost star = totally)



Page Break

Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q43 Rate McDonald's on the following statements: (1 = totally disagree, 7 = totally agree) (The score can be given by dragging the bar)

	1	2	3	4	5	6	7
McDonald's does a lot of effort to try to retain me as a customer							
I clearly know what values McDonald's stands for							
McDonald's has a very high value for money							
McDonald's constantly launches new and innovative products and/or services							
McDonald's is a trendsetter							
McDonald's constantly offers products and/or services that are unique in their market							
McDonald's has a superior quality over its competitors							
McDonald's is the most preferred brand in its industry							
McDonald's is an extremely trustworthy brand							
McDonald's is always able to deliver what it promises in its advertisement							

Page Break

Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q44 McDonald's provides a lot of benefits for me

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q45 Rate McDonald's compared to its competitors

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = McDonald's

Q46 On a scale from 0-10, how likely are you to recommend McDonald's to a friend or colleague?

- 0    1    2    3    4    5    6    7    8    9    10
- 

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

I will now ask you some questions on one of the brands that you selected, namely: Mercedes-Benz



Mercedes-Benz

Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q47 To what extend does Mercedes-Benz care about how you feel? (leftmost star = not at all, rightmost star = totally)



Mercedes-Benz



Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q48 To what extend does Mercedes-Benz adapt their products and services to your interests? (leftmost star = not at all, rightmost star = totally)



Mercedes-Benz





Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q49 To what extend does Mercedes-Benz provide proper help when a problem occurs? (leftmost star = terrible help, rightmost star = perfect help)



Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q50 To what extend does Mercedes-Benz focus on making you feel better? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q51 To what extend does Mercedes-Benz communicate the way you do? (language, wording, usage of pictures,...) (leftmost star = not at all, rightmost star = totally)





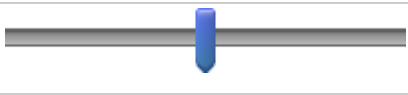



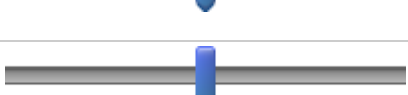
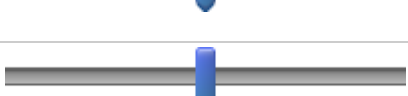


Page Break

Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q52 Rate Mercedes-Benz on the following statements: (1 = totally disagree, 7 = totally agree)  
(The score can be given by dragging the bar)

	1	2	3	4	5	6	7
Mercedes-Benz does a lot of effort to try to retain me as a customer							
I clearly know what values Mercedes-Benz stands for							
Mercedes-Benz has a very high value for money							
Mercedes-Benz constantly launches new and innovative products and/or services							
Mercedes-Benz is a trendsetter							
Mercedes-Benz constantly offers products and/or services that are unique in their market							
Mercedes-Benz has a superior quality over its competitors							
Mercedes-Benz is the most preferred brand in its industry							
Mercedes-Benz is an extremely trustworthy brand							
Mercedes-Benz is always able to deliver what it promises in its advertisement							

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q53 Mercedes-Benz provides a lot of benefits for me

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q54 Rate Mercedes-Benz compared to its competitors

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Mercedes-Benz

Q55 On a scale from 0-10, how likely are you to recommend Mercedes-Benz to a friend or colleague?

- 0    1    2    3    4    5    6    7    8    9    10
- 

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Nike

I will now ask you some questions on one of the brands that you selected, namely: Nike



Display This Question:

If Select 3 brands that you have ever used: = Nike

Q56 To what extend does Nike care about how you feel? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Nike

Q57 To what extend does Nike adapt their products and services to your interests? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Nike

Q58 To what extend does Nike provide proper help when a problem occurs? (leftmost star = terrible help, rightmost star = perfect help)



Display This Question:

If Select 3 brands that you have ever used: = Nike

Q59 To what extend does Nike focus on making you feel better? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Nike

Q60 To what extend does Nike communicate the way you do? (language, wording, usage of pictures,...) (leftmost star = not at all, rightmost star = totally)













Page Break

Display This Question:

If Select 3 brands that you have ever used: = Nike

Q61 Rate Nike on the following statements: (1 = totally disagree, 7 = totally agree) (The score can be given by dragging the bar)

	1	2	3	4	5	6	7
Nike does a lot of effort to try to retain me as a customer							
I clearly know what values Nike stands for							
Nike has a very high value for money							
Nike constantly launches new and innovative products and/or services							
Nike is a trendsetter							
Nike constantly offers products and/or services that are unique in their market							
Nike has a superior quality over its competitors							
Nike is the most preferred brand in its industry							
Nike is an extremely trustworthy brand							
Nike is always able to deliver what it promises in its advertisement							

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Nike

Q62 Nike provides a lot of benefits for me

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Nike

Q63 Rate Nike compared to its competitors

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Nike

Q64 On a scale from 0-10, how likely are you to recommend Nike to a friend or colleague?

- 0    1    2    3    4    5    6    7    8    9    10
- 

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Wiko

I will now ask you some questions on one of the brands that you selected, namely: Wiko



Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q65 To what extend does Wiko care about how you feel? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q66 To what extend does Wiko adapt their products and services to your interests? (leftmost star = not at all, rightmost star = totally)





Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q67 To what extend does Wiko provide proper help when a problem occurs? (leftmost star = terrible help, rightmost star = perfect help)



Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q68 To what extend does Wiko focus on making you feel better? (leftmost star = not at all, rightmost star = totally)



Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q69 To what extend does Wiko communicate the way you do? (language, wording, usage of pictures,...) (leftmost star = not at all, rightmost star = totally)




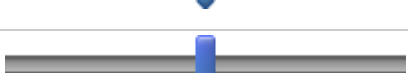








Page Break

Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q70 Rate Wiko on the following statements: (1 = totally disagree, 7 = totally agree) (The score can be given by dragging the bar)

	1	2	3	4	5	6	7
Wiko does a lot of effort to try to retain me as a customer							
I clearly know what values Wiko stands for							
Wiko has a very high value for money							
Wiko constantly launches new and innovative products and/or services							
Wiko is a trendsetter							
Wiko constantly offers products and/or services that are unique in their market							
Wiko has a superior quality over its competitors							
Wiko is the most preferred brand in its industry							
Wiko is an extremely trustworthy brand							
Wiko is always able to deliver what it promises in its advertisement							

Page Break

Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q71 Wiko provides a lot of benefits for me

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q72 Rate Wiko compared to its competitors

- 0    1    2    3    4    5    6    7    8    9    10
- 

Display This Question:

If Select 3 brands that you have ever used: = Wiko

Q73 On a scale from 0-10, how likely are you to recommend Wiko to a friend or colleague?

- 0    1    2    3    4    5    6    7    8    9    10
- 

Page Break

---

Q74 What is your gender?

Male (1)

Female (2)

---

Q75 What is your age?

\_\_\_\_\_

---

Q76 What is your highest level of education?

Master's degree (2)

Bachelor's degree (3)

High school degree (4)

No degree (5)

Other: (6) \_\_\_\_\_

---

Q77 What is your country of origin?

\_\_\_\_\_

End of Block: Default Question Block

---

14.2 SPSS Output

**What is your gender?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	113	28,8	29,0	29,0
	Female	277	70,7	71,0	100,0
	Total	390	99,5	100,0	
Missing	System	2	,5		
Total		392	100,0		

What is your country of origin?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8	2,0	2,0	2,0
Albania	3	,8	,8	2,8
Australia	9	2,3	2,3	5,1
Austria	6	1,5	1,5	6,6
Azerbaijan	3	,8	,8	7,4
Belgium	177	45,2	45,2	52,6
Canada	3	,8	,8	53,3
France	3	,8	,8	54,1
Germany	12	3,1	3,1	57,1
Greece	6	1,5	1,5	58,7
Hong Kong	3	,8	,8	59,4
Hungary	3	,8	,8	60,2
India	3	,8	,8	61,0
Indonesia	3	,8	,8	61,7
Ireland	3	,8	,8	62,5
Italy	15	3,8	3,8	66,3
Jordan	6	1,5	1,5	67,9
Kazakhstan	3	,8	,8	68,6
Lithuania	6	1,5	1,5	70,2
Malaysia	5	1,3	1,3	71,4
Moldova	3	,8	,8	72,2
Morocco	6	1,5	1,5	73,7
Netherlands	20	5,1	5,1	78,8
Poland	6	1,5	1,5	80,4
Russia	3	,8	,8	81,1
Scotland	3	,8	,8	81,9
Singapore	3	,8	,8	82,7
Sint Maarten	3	,8	,8	83,4
Sri Lanka	3	,8	,8	84,2
Taiwan	6	1,5	1,5	85,7
Thailand	3	,8	,8	86,5
Turkey	6	1,5	1,5	88,0
United Kingdom	36	9,2	9,2	97,2
United States	11	2,8	2,8	100,0
Total	392	100,0	100,0	

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,553 <sup>a</sup>	,306	,304	1,12826

a. Predictors: (Constant), BrandLeadership

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,742	,234		7,433	,000
	BrandLeadership	,607	,050	,553	12,124	,000

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,570 <sup>a</sup>	,324	,322	1,11338

a. Predictors: (Constant), BrandCreativity

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,770	,223		7,935	,000
	BrandCreativity	,554	,044	,570	12,645	,000

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,724 <sup>a</sup>	,524	,523	,93409

a. Predictors: (Constant), BrandStrategy

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,681	,205		3,326	,001
	BrandStrategy	,784	,041	,724	19,165	,000

a. Dependent Variable: BrandSuccess

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,742 <sup>a</sup>	,551	,547	,91072

a. Predictors: (Constant), BrandStrategy, BrandLeadership, BrandCreativity

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,268	,221		1,216	,225
	BrandLeadership	,186	,051	,170	3,628	,000
	BrandCreativity	,097	,050	,099	1,916	,056
	BrandStrategy	,598	,061	,553	9,838	,000

a. Dependent Variable: BrandSuccess

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,590	1,696
	BrandCreativity	,459	2,179
	BrandStrategy	,403	2,483

a. Dependent Variable: BrandSuccess



**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandCreativity	,470	2,127
	BrandStrategy	,326	3,063
	BrandSuccess	,456	2,193

a. Dependent Variable: BrandLeadership

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,582	1,717
	BrandStrategy	,399	2,506
	BrandSuccess	,440	2,274

a. Dependent Variable: BrandCreativity

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,600	1,667
	BrandCreativity	,592	1,690
	BrandSuccess	,572	1,747

a. Dependent Variable: BrandStrategy

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,755 <sup>a</sup>	,570	,565	,89254

a. Predictors: (Constant), BrandEmpathy, BrandCreativity, BrandLeadership, BrandStrategy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	,025	,226		,112	,911
	BrandLeadership	,096	,055	,087	1,724	,086
	BrandCreativity	,089	,050	,092	1,807	,072
	BrandStrategy	,534	,062	,494	8,634	,000
	BrandEmpathy	,218	,057	,191	3,824	,000

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,758 <sup>a</sup>	,574	,565	,89223

a. Predictors: (Constant), Unstandardized Residual, BrandStrategy, BrandEmpathy, BrandLeadership, BrandCreativity, Unstandardized Residual, Unstandardized Residual

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	,089	,228		,389	,698
	BrandLeadership	,102	,056	,093	1,828	,069
	BrandCreativity	,088	,050	,091	1,777	,076
	BrandStrategy	,530	,062	,490	8,543	,000
	BrandEmpathy	,204	,058	,179	3,542	,000
	Unstandardized Residual	-,037	,043	-,047	-,873	,383
	Unstandardized Residual	,062	,041	,082	1,492	,137
	Unstandardized Residual	,006	,046	,008	,131	,896

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,794 <sup>a</sup>	,630	,622	,80501

a. Predictors: (Constant), BrandStrategy, BrandLeadership, BrandCreativity

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,255	,301		,847	,399
	BrandLeadership	,117	,069	,112	1,696	,092
	BrandCreativity	,007	,068	,008	,105	,917
	BrandStrategy	,740	,080	,715	9,289	,000

a. Dependent Variable: BrandSuccess

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,606	1,649
	BrandCreativity	,500	1,999
	BrandStrategy	,449	2,230

a. Dependent Variable: BrandSuccess

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandCreativity	,523	1,911
	BrandStrategy	,289	3,459
	BrandSuccess	,378	2,649

a. Dependent Variable: BrandLeadership

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,622	1,609
	BrandStrategy	,336	2,975
	BrandSuccess	,370	2,703

a. Dependent Variable: BrandCreativity

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,621	1,611
	BrandCreativity	,608	1,646
	BrandSuccess	,599	1,668

a. Dependent Variable: BrandStrategy

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,811 <sup>a</sup>	,658	,648	,77693

a. Predictors: (Constant), BrandEmpathy, BrandCreativity, BrandLeadership, BrandStrategy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,070	,296		,237	,813
	BrandLeadership	,018	,073	,017	,243	,808
	BrandCreativity	,030	,066	,032	,458	,648
	BrandStrategy	,612	,086	,591	7,120	,000
	BrandEmpathy	,256	,076	,246	3,351	,001

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,819 <sup>a</sup>	,670	,653	,77144

a. Predictors: (Constant), Unstandardized Residual, BrandLeadership, BrandCreativity, BrandEmpathy, Unstandardized Residual, Unstandardized Residual, BrandStrategy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,030	,312		,097	,923
	BrandLeadership	-,002	,073	-,002	-,031	,975
	BrandCreativity	,032	,066	,034	,482	,630
	BrandStrategy	,620	,086	,600	7,232	,000
	BrandEmpathy	,272	,080	,261	3,418	,001
	Unstandardized Residual	-,096	,051	-,128	-1,877	,063
	Unstandardized Residual	-,002	,054	-,002	-,033	,974
	Unstandardized Residual	,097	,052	,141	1,844	,067

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,718 <sup>a</sup>	,516	,508	,97238

a. Predictors: (Constant), BrandStrategy, BrandLeadership, BrandCreativity

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,206	,312		,661	,509
	BrandLeadership	,248	,073	,217	3,401	,001
	BrandCreativity	,188	,072	,185	2,602	,010
	BrandStrategy	,475	,088	,422	5,398	,000

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,723 <sup>a</sup>	,523	,513	,96752

a. Predictors: (Constant), BrandEmpathy, BrandCreativity, BrandLeadership, BrandStrategy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,015	,330		,046	,963
	BrandLeadership	,184	,082	,161	2,244	,026
	BrandCreativity	,166	,073	,163	2,269	,024
	BrandStrategy	,458	,088	,407	5,195	,000
	BrandEmpathy	,144	,085	,118	1,701	,091

a. Dependent Variable: BrandSuccess

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,498	2,009
	BrandCreativity	,495	2,022
	BrandStrategy	,415	2,410
	BrandEmpathy	,530	1,886

a. Dependent Variable: BrandSuccess

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandCreativity	,482	2,076
	BrandStrategy	,385	2,595
	BrandEmpathy	,642	1,557
	BrandSuccess	,489	2,043

a. Dependent Variable: BrandLeadership

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,485	2,062
	BrandStrategy	,455	2,199
	BrandEmpathy	,535	1,869
	BrandSuccess	,490	2,042

a. Dependent Variable: BrandCreativity

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,515	1,942
	BrandCreativity	,604	1,657
	BrandEmpathy	,524	1,908
	BrandSuccess	,545	1,834

a. Dependent Variable: BrandStrategy

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,596	1,677
	BrandCreativity	,493	2,027
	BrandStrategy	,364	2,747
	BrandSuccess	,484	2,066

a. Dependent Variable: BrandEmpathy

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,732 <sup>a</sup>	,536	,518	,96290

a. Predictors: (Constant), Unstandardized Residual, BrandCreativity, BrandLeadership, BrandEmpathy, BrandStrategy, Unstandardized Residual, Unstandardized Residual

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-,037	,342		-,109	,913
	BrandLeadership	,203	,083	,178	2,440	,016
	BrandCreativity	,170	,073	,167	2,318	,022
	BrandStrategy	,440	,088	,391	4,979	,000
	BrandEmpathy	,150	,086	,123	1,746	,082
	Unstandardized Residual	,017	,069	,021	,242	,809
	Unstandardized Residual	,124	,065	,165	1,908	,058
	Unstandardized Residual	-,101	,086	-,113	-1,175	,241

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,584 <sup>a</sup>	,341	,330	1,11710

a. Predictors: (Constant), BrandLeadership

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1,354	,472		2,865	,006
	BrandLeadership	,641	,118	,584	5,435	,000

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,559 <sup>a</sup>	,313	,301	1,14120

a. Predictors: (Constant), BrandCreativity



**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	2,184	,350		6,244	,000
	BrandCreativity	,520	,102	,559	5,092	,000

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,744 <sup>a</sup>	,554	,546	,91970

a. Predictors: (Constant), BrandStrategy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	,915	,363		2,519	,015
	BrandStrategy	,751	,089	,744	8,407	,000

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,761 <sup>a</sup>	,580	,557	,90853

a. Predictors: (Constant), BrandStrategy, BrandLeadership, BrandCreativity

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	,531	,416		1,277	,207
	BrandLeadership	,237	,132	,217	1,800	,077
	BrandCreativity	-,039	,126	-,042	-,310	,757
	BrandStrategy	,646	,132	,641	4,898	,000

a. Dependent Variable: BrandSuccess

**Coefficients<sup>a</sup>**

Collinearity Statistics

Model		Tolerance	VIF
1	BrandLeadership	,528	1,894
	BrandCreativity	,413	2,420
	BrandStrategy	,447	2,239

a. Dependent Variable: BrandSuccess

**Coefficients<sup>a</sup>**

Collinearity Statistics

Model		Tolerance	VIF
1	BrandCreativity	,483	2,068
	BrandStrategy	,314	3,185
	BrandSuccess	,445	2,247

a. Dependent Variable: BrandLeadership

**Coefficients<sup>a</sup>**

Collinearity Statistics

Model		Tolerance	VIF
1	BrandLeadership	,584	1,712
	BrandStrategy	,396	2,525
	BrandSuccess	,421	2,375

a. Dependent Variable: BrandCreativity

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	BrandLeadership	,503	1,987
	BrandCreativity	,525	1,904
	BrandSuccess	,604	1,656

a. Dependent Variable: BrandStrategy

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,776 <sup>a</sup>	,602	,573	,89195

a. Predictors: (Constant), BrandEmpathy, BrandCreativity, BrandLeadership, BrandStrategy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,181	,455		,398	,692
	BrandLeadership	,152	,139	,138	1,094	,279
	BrandCreativity	-,059	,125	-,063	-,471	,640
	BrandStrategy	,582	,135	,577	4,318	,000
	BrandEmpathy	,236	,135	,209	1,750	,086

a. Dependent Variable: BrandSuccess

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,805 <sup>a</sup>	,648	,600	,86280

a. Predictors: (Constant), Unstandardized Residual, BrandCreativity, BrandEmpathy, BrandLeadership, BrandStrategy, Unstandardized Residual, Unstandardized Residual

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-,088	,635		-,139	,890
	BrandLeadership	,128	,152	,117	,843	,403
	BrandCreativity	-,086	,126	-,093	-,686	,496
	BrandStrategy	,571	,131	,566	4,349	,000
	BrandEmpathy	,352	,193	,312	1,824	,074
	Unstandardized Residual	,085	,138	,119	,619	,539
	Unstandardized Residual	,148	,122	,278	1,213	,231
	Unstandardized Residual	-,247	,104	-,343	-2,380	,021

a. Dependent Variable: BrandSuccess

		BrandEmpathy			Cumulative Percent
	Frequency	Percent	Valid Percent		
Valid	1,20	1	5,3	5,3	5,3
	2,60	2	10,5	10,5	15,8
	2,80	1	5,3	5,3	21,1
	3,00	1	5,3	5,3	26,3
	3,40	4	21,1	21,1	47,4
	3,60	2	10,5	10,5	57,9
	3,80	4	21,1	21,1	78,9
	4,00	1	5,3	5,3	84,2
	4,20	1	5,3	5,3	89,5
	5,00	1	5,3	5,3	94,7
	5,20	1	5,3	5,3	100,0
	Total	19	100,0	100,0	

		BrandEmpathy			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2,60	1	,8	,8	,8
	3,00	1	,8	,8	1,5
	3,20	2	1,5	1,5	3,1
	3,40	2	1,5	1,5	4,6
	3,60	1	,8	,8	5,3
	3,80	2	1,5	1,5	6,9
	4,00	1	,8	,8	7,6
	4,20	1	,8	,8	8,4
	4,40	9	6,9	6,9	15,3
	4,60	9	6,9	6,9	22,1
	4,80	12	9,2	9,2	31,3
	5,00	14	10,7	10,7	42,0
	5,20	11	8,4	8,4	50,4
	5,40	11	8,4	8,4	58,8
	5,60	11	8,4	8,4	67,2
	5,80	8	6,1	6,1	73,3
	6,00	13	9,9	9,9	83,2
	6,20	7	5,3	5,3	88,5
	6,40	3	2,3	2,3	90,8
	6,60	4	3,1	3,1	93,9
6,80	1	,8	,8	94,7	
7,00	7	5,3	5,3	100,0	
Total		131	100,0	100,0	