Effects of Global Market Conditions on Brand Image Customization and Brand Performance

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What market conditions do managers consider when deciding whether to standardize or customize their global brand image? To what extent do those market conditions moderate the effects of brand image customization/standardization strategies on brand performance? To answer these questions, the author reports the results from a research study based on both secondary environmental data and survey responses from international marketing managers. The results show that (1) although managers consider some cultural and socioeconomic conditions of foreign countries in forming their international brand image strategies, and (2) those conditions moderate the market share effects of their brand image strategies, (3) managers can enhance brand performance by broadening the information they use in making global brand image strategy decisions. The implications of the results for marketing and advertising managers are discussed.

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For many years, marketing and advertising managers and researchers have wrestled with the issue of customizing versus standardizing as strategies for international markets. Managers can achieve economies of scale, message consistency, and the ability to attract common cross-national market segments through the use of global, standardized marketing programs (e.g., Levitt 1983). However, because of significant differences in consumers, cultural and socioeconomic conditions, and market structures, customization to local/national markets may be worth the additional expense (e.g., Douglas and Wind 1987). Although most firms' strategies are somewhere between the extremes of total customization and total standardization (Quelch and Hoff 1986), managers have little empirical evidence indicating when they should customize their marketing programs and how their strategy selection will affect brand performance (e.g., Jain 1989; Szymanski, Bharadwaj, and Varadarajan 1993).

Researchers have begun to investigate customization and standardization strategies, but three areas have not been adequately addressed. First, most empirical research has examined just two aspects of the marketing mix—advertising messages and product features (see Aulakh and Kotabe 1993 for a recent review). Research on brand equity and brand image management (e.g., Aaker and Keller 1990; Keller 1993; Park, Jaworski, and MacInnis 1986; Park, Milberg, and Lawson 1991; Roth 1992, 1995) suggests that marketers should develop brand image strategies before focusing on tactical marketing mix issues. Within the field of advertising, practitioners and researchers advocate that the brand's image be the basis for developing sound product positioning and advertising strategies (e.g., Ogilvy 1963; Reynolds and Gutman 1984). Studies on global brand image and brand equity strategies are needed (Szymanski, Bharadwaj and Varadarajan 1993).

Second, although empirical studies have investigated cross-national or cross-country differences (e.g., Boote 1983; Huszagh, Fox, and Day 1986; Martenson 1989; Szymanski, Bharadwaj, and Varadarajan 1993), many marketers realize that countries are in fact heterogeneous, comprising culturally and socioeconomically diverse regions (Douglas and Wind 1987; Hill and Still 1984; Jain 1989; Kale and Sudharshan 1987; McKenna 1992; Mehrotra 1990). Targeting similar segments across markets may be preferable to developing country-by-country programs, but international customization research has yet to examine such an intermarket approach.

Third, little research has been done on the effects of customization and standardization on relative product performance measures such as market share (Jain 1989; Keegan, Still, and Hill 1987). Two recent exceptions are noteworthy. Samiee and Roth (1992) found that across a variety of global industries, performance did not differ between firms using global standardization and firms using customization as marketing strategies. What determines the effectiveness of marketing program customization and standardization strategies? Szymanski, Bharadwaj, and Varadarajan (1993) began to explore this question, finding that resource allocation strategies (e.g., the amount of resources dedicated to communications programs) can enhance global market share and profitability across national boundaries. Their findings provide insights about resource allocation patterns for marketing products in multiple international markets, but managers still must determine the extent to which the *content* of their marketing programs should be customized or standardized to enhance performance. To what extent should brand image be customized or standardized to build and maintain brand equity? Can conditions be identified that alert managers to the need for customizing or standardizing their brand image to maximize their global business performance?

A study was conducted to address the three areas in which research is lacking. Specifically, three research questions were pursued. First, what market conditions affect the extent to which international marketing managers customize or standardize their brand image across markets? Conceptual frameworks have been prescribed to help managers determine the degree to which they should customize their marketing programs (Jain 1989), and this study empirically explores which market conditions are most related to managers' brand image strategy selection. Second, what market conditions moderate the effects of brand image customization/standardization strategies on performance? The study identified the market conditions managers should consider when making brand image customization/standardization decisions. The third research question tied the first two together—are managers using the right market information in their brand image strategy decisions? If so, the conditions that relate to strategy selection will also relate to brand performance. If not, managers should identify market conditions that moderate brand performance and use them as a basis for strategy selection.

These questions were examined empirically by combining survey data from international marketing managers with secondary data on global market conditions. Ten countries representing Asia, Western and Eastern Europe, and South America were used to provide a global sample. Sixty regions within those countries were identified, and a database of the national and intermarket cultural and socioeconomic characteristics of each market was developed. Consumer goods firms marketing their products in the 10 countries were identified and their managers surveyed about brand image strategies, performance, and other relevant matters for each market. The extent to which managers customize their brand image across markets is influenced by environmental, consumer behavior-related market conditions such as national culture and national and intermarket socioeconomics. As in other recent studies of consumer goods strategy and performance (Simon and Sullivan 1993; Smith and Park 1992), the success of brand image customization strategies was gauged in terms of market share.

The next two sections provide background on global brand image management and customization/standardization strategies. Then the research design and data collection procedures are described. Results are reported and their managerial and theoretical implications are discussed. Finally, areas for future research are suggested.

Global Brand Image Management

Despite the strategic importance of brand image, surprisingly little is known about the effects of brand image strategies across international markets. In practice, firms within the same industry often differ in the extent to which they customize or standardize their brand images. In the athletic shoe market, for example, the two leading global competitors have very different strategies (Fireman 1991; Klopp and Sterlicchi 1990; Sloan 1993; Willigan 1992). Nike maintains a standardized fitness and performance image in all of the markets it serves. This functional image of fitness and performance is the basic platform underlying Nike's product development, styling, advertising, promotions, merchandising, pricing, and so forth. Throughout the world, the same Nike brand image is evident. At the local market level, managers have discretion as to how they create and implement that image. Basketball, running, and cross-training represent Nike's largest market segments in the United States, but other sports are emphasized in Europe, such as soccer and cricket in the United Kingdom and windsurfing in France. In addition to using different national product mixes, Nike uses locally known sports and athletes to endorse its products, develops unique communication messages, uses different distribution outlets, and adopts separate pricing strategies across markets. The common denominator is that in all markets, each marketing program is designed to create and reinforce the same fitness and performance image. Nike's strategy is called *pattern* standardization (Peebles, Ryans, and Vernon 1977; Walters 1986) — that is, Nike headquarters develops a global policy or theme (in this case a high-performance fitness image) to be used across all markets, but gives local managers flexibility in creating and implementing the programs necessary to implement the theme.

Nike's major competitor, Reebok, customizes its image on the basis of national and regional differences it perceives in consumer tastes and preferences. Its managers believe that there are important market differences across continents (e.g., the U.S., Europe, and Asia), as well as nationalistic fragmentations (e.g., within Europe), that necessitate customized programs. Although Reebok currently uses the "Planet Reebok" advertising theme globally, the images conveyed differ across markets. In the United States, for example, Reebok tries to balance lifestyle and athletic images. It stresses functional performance (like Nike), but places less emphasis on the athlete and more on the active person whose lifestyle includes, but is not dominated by, sports. Reebok uses both athlete and rock musician endorsers to advertise its brand in the United States, and frequently deepens its product line by adding colors and styles that have fashion appeal. In Western Europe, however, the brand image focuses more narrowly on athletics and performance, requiring fewer style varieties and relying primarily on athletic advertising themes. Unlike Nike, Reebok does not follow a strategy of brand image pattern standardization. Rather, it allows local flexibility in both brand image customization and subsequent marketing program adaptation for image creation and implementation.

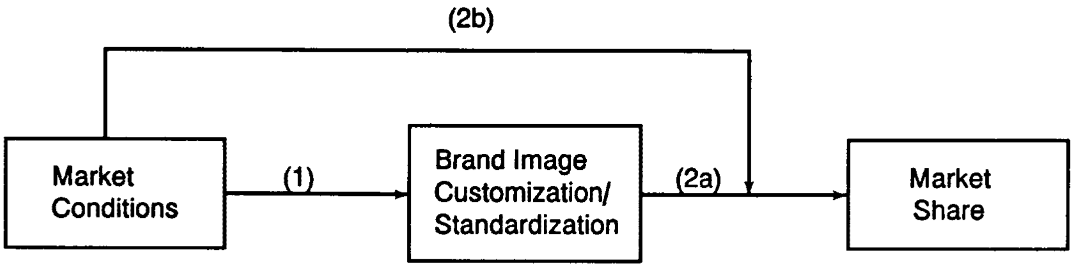
To date, little is known about conditions affecting the degree to which companies such as Nike and Reebok choose to customize their brand image strategies, or whether those strategies help explain their success against competitors. In a widely cited review and position paper, Jain (1989) identified five factors that may affect the success of marketing program customization: (1) target market, (2) market position, (3) nature of the product, (4) marketing environment, and (5) organization factors. Research has begun to show that those factors do indeed relate to the firm's emphasis on customization. For example, Samiee and Roth (1992) found that firms are more likely to standardize their programs when the rate of technological change is high, and when they compete in industries where product changes are frequent. More empirical research is needed to explore the extent to which market conditions related to consumer behavior affect brand image strategy selection. Furthermore, research must begin to examine the effects of such factors on not only strategy *selection*, but also strategy *effectiveness*.

Park, Jaworski, and MacInnis (1986) have proposed a useful model of brand image strategies suggesting that managers should base their images on a particular consumer need (i.e., develop an image that relates to a functional, social, or sensory need). In an international context, research has shown that brand images incorporating fewer needs (a depth approach) tend to outperform those incorporating multiple needs (a breadth approach), and that the relationship between number of needs and business performance can be moderated by markets' economic development, cultural context, and extent of competition (Roth 1992). Nike's standardized brand image is clearly very functional, as it emphasizes performance and fitness. Reebok's U.S. image combines functional (performance) and social (lifestyle) needs, whereas its European image strategy is strictly functional. An important yet unaddressed issue for international marketers is determining when it is appropriate (if at all) to customize needs-based brand images across markets, and the extent to which such customization affects brand performance.

Market Conditions, Brand Image Strategy, and Brand Performance

Figure 1 is a diagram of the relationships among market conditions, strategy formulation, and brand performance. Examining these relationships requires two steps. First, the effects of hypothesized market conditions on managers' choice of brand image strategies is indicated by line (1). Second, effects on market share may be direct or indirect. In other words, brand image strategy may affect performance directly (line 2a), or its effect on performance may be moderated by the prevailing market conditions (line 2b).

Figure 1
Relationships Among Market Conditions, Brand Image Strategy, and Brand Performance



Market Conditions Affecting the Decision to Customize or Standardize Brand Image

To manage brand images successfully internationally, managers must be cognizant of and responsive to important differences across international markets. Various market conditions have been prescribed as important for determining when to customize or standardize marketing programs (see Jain's 1989 review). In relating those conditions to consumer needs and brand image management, managers have been advised to examine each foreign market's culture and socioeconomic environment to evaluate marketing opportunities.

Cultural Market Conditions. Environmental aspects (e.g., economic, social, cultural) of foreign markets have long been recommended as signals firms should use in deciding upon customized or standardized marketing programs (Buzzell 1968; Jain 1989; Onkvisit and Shaw 1987). Cultural differences across markets are an indicator that consumers in different nations have different needs, and hence may require tailored brand images. A commonly used typology of cultural characteristics developed and tested by Hofstede (1984) has been applied in international marketing settings (for a recent example relating Hofstede's typology to cross-national consumer behavior, see Lynn, Zinkhan, and Harris 1993). Three of Hofstede's cultural dimensions, power distance, uncertainty avoidance, and individualism, relate to the needs-based brand image framework. *Power distance* is a culture's degree of social inequality, and can be directly related to the use of social or symbolic brand image. For example, images that project social class status and affiliation (e.g., Levi's Dockers) will have more appeal the greater the culture's power distance. *Uncertainty avoidance* is the cultural pattern of seeking stability and predictability as opposed to change and new experiences, and can be related to the appeal of functional (stable) and sensory (experiential) images. For instance, innovative processing and great taste is the image Molson has created for its Molson Ice beer, an image that may be unsuitable where high uncertainty cultures where risk-averse consumers have little interest in new brewing techniques and flavors. Finally, *individualism* is people's tendency to value personal and individual time, freedom, and experiences, and can be related to the appeal of sensory and social images. Although Nike's "just do it" image of individual freedom and boundless potential may work well in individualistic cultures, such an image may be less attractive to consumers in cultures where conformity is the norm. Hofstede's research revealed one other cultural dimension, masculinity, but no relationships between the needs-based brand image model and social gender differences are apparent.

In summary, when managers consider markets that differ in one or more of the cultural dimensions related to consumer needs, brand image customization may be appropriate. When cultural conditions are similar across markets, standardization is likely to be preferable.

Socioeconomic Market Conditions. National socioeconomic conditions that affect consumer spending and buying power are also important indicators of the feasibility of standardizing marketing programs. Consumption patterns, such as the use of functional self-sufficiency products by Zinderois Nigerians (who have very limited economic resources) and the use of symbolic and experiential products by affluent North Americans (Wallendorf and Arnould 1988), attest to the linkage between economics, consumer needs, and brand images. Information on the socioeconomic conditions of foreign nations is widely available and ranges from individual countries' government census reports to comprehensive computerized databases. One common indicator, GDP per capita, gives managers an overall assessment of a nation's income and thus its ability to spend money on goods and services. When countries differ greatly in GDP per capita or other socioeconomic indicators, managers should consider customizing their brand image unless they are targeting similar intermarket segments or have a product that is positioned as a functional, low cost brand (Roth 1995). When socioeconomic conditions are similar across countries and/or intermarket segments, standardization of brand image should be appropriate.

Consumer heterogeneity within any one country is likely to be high. Firms may benefit from seeking similar segments across markets and standardizing their marketing programs rather than customizing programs to appeal to different segments in different markets. Such an approach of identifying and targeting distinct segments is being used by many firms in the U.S. that once had a single national strategy but are now establishing regional marketing programs (McKenna 1992; Mehrotra 1990). Similarities and differences in regional (city, town, province) market environmental characteristics may be useful for determining when customization and standardization are most appropriate. Regional or intermarket socioeconomic conditions relevant to consumer behavior include the extent to which consumers are mobile, have personal access to mass media, and live in urban areas, as those conditions shape their needs and the products they perceive as satisfying them (Belk 1988; Jain 1989; Keegan, Still, and Hill 1987; Keyfitz 1982; O'Guinn, Lee and Faber 1986). Emphasis on media and mobility can lead to "demonstration effects" whereby exposure to Western materialism drives the consumption of hedonic goods when economic conditions are not well developed (Belk 1988; Keegan, Still, and Hill 1987; Keyfitz 1982; Nurske 1953). Regional socioeconomics should be useful in intermarket assessment because socioeconomic similarity across cities or regions should provide opportunities for brand image standardization.

The following two research propositions summarize the anticipated effects of prevailing market conditions on manager's global brand image strategies (see line 1 in Figure 1):

P1: Managers are more likely to customize global brand image when cultural variations (power distance, uncertainty avoidance, individualism) across markets are high than when cultural variations across markets are low.
Conversely, managers are more likely to standardize global brand image when cultural variations across markets are low than when cultural variations across markets are high.

P2: Managers are more likely to customize global brand image when socioeconomic variations (national and/or intermarket) across markets are high than when socioeconomic variations across markets are low.
Conversely, managers are more likely to standardize global brand image when socioeconomic variations across markets are low than when socioeconomic variations across markets are high.

Market Conditions Moderating the Effects of Brand Image Customization on Brand Performance

In addition to considering market conditions, managers who are responsible for brand image strategy decisions need to gauge consumer response to marketing strategies. An increasingly common approach is to assess a brand's performance in relation to that of other brands by measuring its market share (e.g., the Simon and Sullivan 1993 and Smith and Park 1992 studies assessing the effectiveness of brand extension strategies). Of interest here is the relationship between brand image customization/standardization strategy and market share, and whether it is contingent on any of the market conditions.

The contingency perspective is important, as there is no reason to expect customization to be an inherently more successful strategy than standardization or vice versa. In fact, Samiee and Roth (1992) investigated the direct effect of degree of marketing standardization on product performance and found no significant relationship. The important question is what market conditions *moderate* the effects of marketing (specifically image) strategies on performance.

Because culture and socioeconomics affect consumer needs and responses to marketing stimuli, those market conditions affect the acceptance of standardized marketing programs (Aydin and Terpstra 1981; Jain 1989; Parameswaran and Yaprak 1987; Schiffman, Dillon, and Ngumah 1981; Wells 1994). As Friedmann (1986) suggests, standardization should be predicated on the meaning consumers will associate with the product in a given market. Because brand image is the framework that establishes for consumers the needs the product will fulfill and thus the meaning they should associate with the brand, the success of image strategies is contingent on their fit with local market conditions. When a new market is being evaluated for an established brand, the cultural and/or socioeconomic conditions in that market are likely to affect the success of the brand's current image strategy. If the conditions in the new market are similar to those in markets currently served, a standardized image is likely to yield commensurate brand performance. However, if conditions in the new market differ significantly from those in currently served markets, the same (standardized) image may not attract and appeal to customers. The brand's performance is likely to be enhanced by modification of its image to match the local culture or socioeconomic environment. The moderating effects of market conditions on the success of global brand image strategies are summarized in the following two propositions (see line 2b in Figure 1):

P3: When cultural variations (power distance, uncertainty avoidance, individualism) across markets are high, market share is greater when brand image is customized than when brand image is standardized. Conversely, when cultural variations across markets are low, market share is greater when brand image is standardized than when brand image is customized.

P4: When socioeconomic variations (national and/or intermarket) across markets are high, market share is greater when brand image is customized than when brand image is standardized. Conversely, when socioeconomic variations across markets are low, market share is greater when brand image is standardized than when brand image is customized.

Finally, it is critical to understand which of the market conditions moderate the effects of brand image strategy on brand performance, *and* to determine whether those conditions are the ones on which managers are basing their image strategies. When the market conditions affecting performance are *not* the same as those on which managers base their strategies, brand image customization is likely to be *less effective* than it would be if all relevant market conditions were considered. Hence, a final proposition relates to the discrepancy between market conditions moderating performance and those on which managers base their image strategies.

P5. Market share is larger (smaller) when the market conditions moderating the effects of brand image strategy on brand performance are (not) the same as those on which managers base their brand image strategies.

Method

Countries and regions that differ in cultural and socioeconomic characteristics were identified. Socioeconomic data were collected for each country (cultural and socioeconomic measures) and regional (socioeconomic measures) market. A questionnaire then was administered to marketing managers of consumer goods to determine the brand image and target marketing strategies used in those markets, the extent of competitive and marketing implementation problems, and brand performance. Collectively, the secondary and primary data provided the means to examine the market conditions influencing managers' brand image strategies, and the market conditions' moderating effects on strategy success.

Data Collection

Collection of the secondary and survey data consisted of five steps.

Step 1: Environmental database. A database of socioeconomic characteristics was compiled for 60 regions (cities and towns) within 10 countries (Argentina, Belgium, China, France, Germany, Japan, Italy, Netherlands, Peru, and Yugoslavia). The 10 countries were chosen because of their social, economic, and cultural diversity (Hofstede 1984; World Bank 1990). National cultural characteristics were drawn from the indexes that Hofstede (1984) developed from an exhaustive attitudinal survey administered to more than 100,000 people in 66 countries. The respondents were well matched in occupation, sex, age, and other variables; the only systematic difference was in nationality. Hence, the indexes are appropriate for examining differences across countries. The three cultural characteristics incorporated into the environmental database were (1) power distance, (2) uncertainty avoidance, and (3) individualism. National socioeconomics was assessed by using the common GDP per capita measure (World Bank 1990). Regional socioeconomic data (to assess differences across geographic intermarket segments) were drawn from a variety of publicly available statistical data sources. Because multiple variables were used to develop a socioeconomic profile for each region, a procedure to assure construct validity was necessary. As in other analyses of multi-item, multimarket socioeconomic data (e.g., Johansson and Moinpour 1977; Sethi 1971), factor analysis was used to develop a scale for assessing each regional market. The data and procedures used are described in the Appendix.

Step 2: Questionnaire development. A survey instrument was developed that included questions about the brand image strategy used, target market strategy, marketing implementation problems, and product performance for a brand in a particular regional market. The questions were generated based on depth interviews with managers responsible for development of international consumer goods marketing programs. The questionnaire was pretested with managers who had similar responsibilities, and modifications made to the wording and scales. A final version was prepared for administration to marketing and product managers responsible for marketing their products in one or more of the 10 countries in the database.

Step 3: Sample. U.S. firms manufacturing branded consumer goods in the athletic shoe, beer, and blue jean categories were identified. The product categories (athletic shoes, beer, blue jeans) were chosen because of the diverse brand image strategies used to market them internationally (refer to the discussion of Nike and Reebok). In addition, many multinational companies compete in all three of these categories thus affording an opportunity to explore strategic performance across all of the regions in the database.

Step 4: Manager Identification. Marketing managers at each company were contacted by telephone and asked to identify the countries in which they marketed their products. For firms marketing multiple brands internationally, the brand with the most extensive geographic market presence was selected. The person contacted often provided the name(s) of another manager responsible for international marketing for a particular geographic region (e.g., Western Europe, Latin America) or country. If a firm marketed a brand in one or more markets within the 10 countries, the managers were asked to participate in a market research study examining the success of brand image strategies in international markets.

Step 5 - Questionnaire administration. A questionnaire customized for each country, a cover letter, and $1.00 as a token of gratitude were mailed to each manager. The questionnaire contained items for each region within the country(ies) served by the firm. Reminder letters and questionnaires were mailed if a response was not received after two to three weeks.

Forty-one managers in 13 firms reported on 233 cases of a particular brand's image strategy, competitive and implementation conditions, and performance in a particular regional market. Respondents were managers in five athletic shoe, five blue jean, and three beer manufacturing companies. In some cases multiple managers within a firm completed and returned questionnaires, but only one brand per firm was investigated. Many of the managers participating in the study were responsible for managing or overseeing a particular brand in multiple foreign markets. For some firms, one manager provided all of the data; for other firms, multiple respondents provided data for particular countries or regions (e.g., one manager reported data for Germany, another for Japan). On average, each manager participating in the study reported six cases. Responses were evenly distributed across countries and regions for each product category (i.e., brands in each category were marketed across most of the 60 regions). In some cases, data were provided for the brand in all of the regions within a country, whereas in others data were reported only for a "lead" market (e.g., Paris). Thirty-three percent of all firms to which questionnaires were sent participated in the study. To assess the degree of nonresponse bias, a sample of 10 managers in firms that did not return questionnaires were contacted by telephone and asked to provide information on certain items (brand image strategy, target markets, and marketing implementation problems). Nonrespondents did not differ from respondents. The most common reasons for not returning the questionnaire were lack of time, lack of regional-level data, and proprietary data concerns.

Measures

Intermarket Socioeconomics. Regional or intermarket socioeconomics was measured from the secondary data described in the Appendix. Factor scores were computed to determine the socioeconomic level for each of the 60 regions. The Anderson and

Rubin method was followed to compute the factor scores, as it has been found to produce accurate estimates for use as independent variables in regression analyses (Lastovicka and Thamodaran 1991).

Brand Image Customization/Standardization. The questionnaire asked managers to characterize their brand's image in each particular regional market by allocating 100 points across three types of need-based images: functional, social, and sensory, with more points being allocated to the more emphasized images (see the Appendix for the question and the means and standard deviations). Managers could allocate 100% of the points to one need (depth approach), or allocate the points across two or three needs (breadth approach). Although the normative model suggests firms should select only one type of need when developing brand images (Park, Jaworski, and MacInnis 1986), research has shown that (1) firms tend not to emphasize only one need and (2) images emphasizing fewer needs tend to perform as well, if not better, than those based on multiple needs (Roth 1992). These findings indicate that managers feel it is either necessary and/or advantageous to diversify brand image across two or more needs. The survey responses were consistent with the previous findings in that no managers used a brand image based entirely on one need (i.e., the most points allocated to any one need was 75 of 100).

For the study, the extent to which managers customize their brand image across the international markets they serve had to be determined. Variation (or deviation) scores were developed to assess the degree of difference in a brand's image across markets. Because differences between and across markets are of interest, *not* the absolute scores, a measure was developed for the similarity between a brand's image in one market and the average or typical image used across all of the markets served by the brand.

Three steps were necessary to develop an image customization measure for each of the brands. First, for each brand, the mean emphasis placed on functional, social, and sensory needs across all markets served was calculated. Equation 1 shows the calculation used for each type of need.

$$(1) \quad \overline{I}_{ik} = \frac{\sum_{j,k=1}^{n_i} I_{ijk}}{n_i}$$

where: I_{ijk} = image score for the ith brand across j markets for k needs (functional, social, sensory)

n_i = number of cases for the ith brand

$\overline{I}_{ik}$ = mean image score for the ith brand for k needs

Second, for each market in which a brand was sold, the emphasis placed on each need was subtracted from its respective across-market mean (calculated in equation 1) and the difference was squared (e.g., the deviation between the mean functional cross-market emphasis and the functional emphasis in each market). This step provided squared functional, social, and sensory image deviations from the means for all markets in which the brand was sold. Equation 2 shows how the squared deviation (d_{ijk}) for each brand in each market for each type of need was calculated.

$$(2) \quad d_{ijk} = (I_{ijk} - \overline{I}_{ik})^2$$

Third, the image deviations were summed across the three types of needs to develop an overall brand image customization score, C_{ij} (that accounts for functional, social, and sensory brand image deviation), for each brand in each market, as shown in equation 3.

$$(3) \quad C_{ij} = \sum_k d_{ijk}$$

The brand image customization score, C_{ij}, represents the extent of brand image pattern customization/standardization for a brand marketed in a particular region, based on the average or typical brand image strategy used across all of the international markets in which the brand was available.

As a validity check of the brand image customization scores, the extent of customization was related to the extent to which managers were targeting different types of consumers across markets. Targeting the same types of customers across markets affords greater opportunities for a successful brand image standardization strategy (see Hill and Still 1984; Levitt 1983). The questionnaire asked managers to describe, in open-ended format, the types of customers they were targeting. Typical responses were demographic descriptions. Responses for each brand were coded as representing either the same types of consumers (assigned a value of 1) or different types of consumers (assigned a value of 0) across all of the markets served. As expected, when brands were targeted to different types of consumers across markets, managers customized their brand image much more than when brands were targeted to the same types of consumers (means = 311.17 and 11.69, respectively; t = 5.42, p < .001, one-tailed test). Hence, the customization score appears to be a valid assessment of cross-market image variation.

Cultural and Socioeconomic Variability. A similar procedure was used to calculate variation in cultural power distance, cultural uncertainty avoidance, cultural individualism, national socioeconomics, and regional socioeconomics. For each of those variables, the mean value for each brand across all markets served was computed (refer to equation 1). A variation measure was then calculated by squaring the difference between the actual value in a given market and the brand's mean score across markets (refer to equation 2). These squared deviations represent the degree of variation between any one market served by a brand and the average across all of the markets served by the brand.

Brand Performance. Managers indicated the brand's market share during the most recent annual period in each regional market. Through the use of actual performance measures, brand image strategy could be related to market performance, an important yet neglected approach in international marketing research (Jain 1989; Keegan, Still, and Hill 1987). Market share was chosen because of its wide use as an indicator of performance among consumer product marketers (e.g., Smith and Park 1992), its association with a business's relative size in its served market (e.g., Buzzell and Gale 1987), and its consistent use in other international marketing studies examining effects on performance (e.g. Roth 1992, 1995; Ryans 1988; Szymanski, Bharadwaj, and Varadarajan 1993). Although market share is different from typical measures of communication effectiveness (e.g., brand awareness, brand attitude), the image strategies reported underlie the firm's entire marketing program—not just its advertising (Park, Jaworski, and MacInnis 1986), and therefore necessitate a measure that accounts for the entire marketing program's performance.

Covariate. A final set of measures were included in the study to account for barriers managers might face in implementing marketing strategies internationally. Successful brand image management requires the use of marketing tools (i.e., the marketing mix) to convey effectively the brand's meaning and its ability to satisfy customer needs (Park, Jaworski, and MacInnis 1986). If managers face difficulties in developing and implementing their advertising, promotion, product, pricing, or distribution strategies, they will have difficulty maintaining those strategies across markets, and be less able to pursue global pattern standardization (Kreutzer 1988; Shimaguchi and Rosenberg 1979; Tajima 1973; Thorelli and Sentel 1982). Extent of marketing implementation problems was therefore included in the study as a covariate that might affect brand performance. Managers used four 7-point Likert scales to indicate the extent to which they were having problems with each marketing mix variable in each regional market (see the Appendix). All items were positively and highly correlated (all intercorrelations were significant at $p <$ .01, one-tailed test) and were combined into a summed scale. Cronbach's alpha for the four-item scale was .719. Hence, a single item titled "marketing implementation problems" was created as a covariate for subsequent analyses.

Table 1 reports Pearson correlations and descriptive statistics for the variables used to examine the research propositions. Interestingly, brand image customization was not highly correlated with market share, indicating the same lack of relationship as was found between the degree of standardization and performance in other studies (Roth and Morrison 1990; Samiee and Roth 1992). Firms differed in the extent to which they customized their brand image. The procedure used to develop the customization scores provides a range from zero (total standardization) to 20,000 (total customization). As shown in Table 2, roughly half of the managers sampled had adopted a strategy of brand image pattern standardization and the others differed in the extent to which they customized their brand image. (For example, a firm with a totally functional image in all but one of its markets [approximately 100% functional] could use a totally social image in the remaining market [100% social]. The customization score for the unique market would be calculated as $[100-0]^2 + [0-100]^2 = 20{,}000$.) Not surprisingly, no firms customized a brand image to the extreme end of the customization scale, as doing so would be cost prohibitive and would preclude managers from leveraging current brand equity or organizational competencies.

Because of scale differences across the measures, and to reduce any possible multicollinearity, all of the market condition variables were centered (i.e., put in deviation score form with means of zero). This process is recommended for regression analyses with interaction terms as it helps ensure unbiased parameter estimates (e.g., Aiken and West 1991; Cronbach 1987; Dillon and Goldstein 1984; Marquardt 1980).

Table 1
Correlations and Descriptive Statistics

	Market Share	Brand Image Customization	Cultural Power Distance Variation	Cultural Uncertainty Avoidance Variation	Cultural Individualism Variation	National Socio-economic Variation	Intermarket Socio-economic Variation
Brand Image Customization	.276						
Cultural Power Distance Variation	.091	-.123					
Cultural Uncertainty Avoidance Variation	-.131	-.224	.291				
Cultural Individualism Variation	.136	.067	.375	.221			
National Socioeconomic Variation	.172	-.072	.089	-.209	.478		
Intermarket Socioeconomic Variation	.050	-.058	.016	-.074	.372	.594	
Mean	11.04	210.72	116.62	109.49	248.81	20129629	.67
SD	6.32	447.38	118.52	160.54	333.75	25952378.4	1.14
Range-high	34	1948	436	545.29	1090	74339649	6.84
Range-low	2	0	0	0	0	0	0

n = 233

Results

Market Conditions Affecting Strategy Selection

To examine the first two propositions, the market condition variables were regressed on brand image customization. The objective of this analysis was to determine which market conditions were related to the extent to which managers customized their brand image. Because the data included responses for three product categories, the possible impact of category differences was examined first. Analysis of variance showed that the three categories were managed differently in terms of the extent of image customization ($F_{2,210}$ = 20.647, $p < .001$). Post hoc Newman-Keuls tests ($p < .05$) showed the order of brand image customization across the three categories to be athletic shoes > blue jeans > beer. Because the three categories differ in pattern standardization, dummy variables for category effects were included in the subsequent analyses. Dummy variables also were used to account for within-category brand effects.

Table 3 gives the results of the multiple regression analysis on extent of brand image customization. Three environmental market conditions are related statistically to brand image customization at $p < .05$. Specifically, the greater the variation in cultural un-

Table 2
Extent of Brand Image Customization/Standardization Across Markets

	Range of Brand Image Customization (a)	Frequency	Percent
Standardization	0	97	45.5
	1-25	35	16.4
	26-35	11	5.2
	36-50	12	5.6
	51-100	11	5.2
	101-250	4	1.9
	251-500	1	0.5
	501-700	6	2.8
	701-825	17	8
	826-1000	6	2.8
	1001-1500	7	3.3
Customization	1501-2000	6	2.8

(a) Brand image customization was computed by using the sum of three squared deviation scores whose ranges were all 0 to 100. Hence, the lowest possible brand customization score is 0, representing total brand image standardization, and the highest possible score is 20,000, representing total customization.

certainty avoidance (ß = .086, $p < .05$), individualism (ß = .142, $p < .01$), and national socioeconomics (ß = .276, $p < .01$), the more likely managers were to customize their brand image. Cultural power distance and intermarket socioeconomics are not related statistically to extent of customization, indicating that those market conditions are not related to brand image strategy decisions. Hence, although many market conditions have been prescribed as useful in brand image strategy decisions (e.g., Onkvisit and Shaw 1987), consumer goods managers appear to use a subset of those conditions, primarily cultural and socioeconomic differences across national markets in setting brand image strategy. P1 and P2 are therefore partially supported.

Moderating Effects of Market Conditions on the Success of Brand Image Strategies

P3 and P4 posit moderating effects of market conditions on the relationship between brand image customization/standardization strategies and market share. Because the success of brand image strategy is proposed to be *contingent* on the market conditions in which the strategy is implemented, main or direct effects of brand image strategy on market share are not anticipated to be significant. Rather, the effects on performance from the interaction between the market conditions and strategy are of interest. Such a contingency framework is necessary when combinations of exogenous variables are expected to affect an endogenous variable (e.g., Aiken and West 1991; Baron and Kenny 1986).

Table 4 reports the results from a multiple regression on market share in which the independent variables (market conditions, image customization, and marketing implementation problems, with product category and brand covariates) were included in the model first, followed by the brand image customization by market condition interactions. With this technique, significant interaction coefficients indicate that the interaction terms explain significantly more variance in market share (i.e., they significantly increase R^2) than the main effects alone. As the results show, the model explains a significant amount of variance in market share (adjusted R^2 = .411; F = 7.397, $p < .001$). Four of the five interactions were positive and statis-

Table 3
Multiple Regression on Brand Image Customization

		Standardized Coefficient	t-Value
Predictors			
Cultural Power Distance Variation		-.073	-1.209
Cultural Uncertainty Avoidance Variation		.086	2.07*
Cultural Individualism Variation		.142	3.421**
National Socioeconomic Variation		.276	5.460**
Intermarket Socioeconomic Variation		.066	1.636
Covariates			
Product Category Dummy 1		-.341	-7.401**
Product Category Dummy 2		.069	1.337
Brand Dummy 1		.153	2.685**
Brand Dummy 2		.112	1.708
Brand Dummy 3		-.070	-1.606
Brand Dummy 4		.003	0.066
Brand Dummy 5		-.045	-0.924
Brand Dummy 6		.076	1.290
Brand Dummy 7		.043	0.953
Brand Dummy 8		.059	1.033
Brand Dummy 9		-.064	-1.125
Brand Dummy 10		.084	1.538
Adjusted R-square	.395		
F-value	10.984**		
n = 233			

** $p < .01$
* $p < .05$

tically significant at $p < .01$. These results suggest that when managers customize their brand image in response to variation in cultural power distance (ß = .414), individualism (ß = .386), and variation in national (ß = .569) and intermarket socioeconomics (ß = .286), their brand's performance will be enhanced. Customizing in response to cultural uncertainty avoidance, however, does not appear to affect market share. Thus, P4 (socioeconomic conditions) is supported and P3 (cultural conditions) is partially supported.

To illustrate the significant image customization by market condition interactions, those relationships

Table 4
Multiple Regression on Market Share

	Standardized Coefficient	t-Value
Interactions		
Customization X Power Distance Variation	.414	5.921**
Customization X Uncertainty Variation	.164	1.492
Customization X Individualism Variation	.386	4.459**
Customization X National Socioeconomic Var.	.569	7.014**
Customization X Intermarket Socioeconomic Var.	.286	3.216**
Main Effects		
Brand Image Customization	.167	1.533
Cultural Power Distance Variability	-.106	-1.088
Cultural Uncertainty Avoidance Variability	.104	0.987
Cultural Individualism Variability	.204	2.280*
National Socioeconomics Variability	.258	3.091**
Intermarket Socioeconomics Variability	.019	0.356
Covariates		
Marketing Implementation Problems	-.283	-3.035**
Product Category Dummy 1	.198	2.062*
Product Category Dummy 2	-.082	-1.007
Brand Dummy 1	-.071	-0.793
Brand Dummy 2	.068	0.875
Brand Dummy 3	.063	1.160
Brand Dummy 4	.293	3.463**
Brand Dummy 5	-.207	-2.284*
Brand Dummy 6	.511	6.913**
Brand Dummy 7	.062	1.092
Brand Dummy 8	.044	0.795
Brand Dummy 9	.059	0.882
Brand Dummy 10	-.103	-0.926

Adjusted R-square	.411
F-value	7.397**

n = 233

** p < .01
* p < .05

Table 5
Decomposition of Significant Interactions on Market Share: Standardized Regression Coefficients and t-values

	High		Medium		Low	
	ß	t-Value	ß	t-Value	ß	t-Value
Effect on Brand Image Customization at different levels of...						
Cultural Power Distance Variation (a)	.283	3.283**	.167	1.533	-.186	-1.873*
Cultural Individualism Variation	.256	3.002**	.167	1.533	-.333	-3.628**
National Socioeconomic Variation	.401	5.557**	.167	1.533	-.174	-1.799*
Intermarket Socioeconomic Variation	.244	2.834**	.167	1.533	.035	0.593

** $p < .01$
*$p < .05$
(a) Each line shows brand image customization coefficients for three regression equations. For example, the first line shows the coefficient when power distance variation is one standard deviation above its mean (high; β=.283), the coefficient when power distance variation is at its mean (medium; β=.167), and the coefficient when power distance variation is one standard deviation below its mean (low; β=-.186). All other main and interaction effects are included in each equation.

were decomposed by the procedure outlined by Aiken and West (1991). High, medium, and low levels corresponding to (1) one standard deviation above the mean, (2) the mean, and (3) one standard deviation below the mean, respectively, were computed for each of the market conditions (Cohen and Cohen 1975). The high, medium, or low level represents the "conditional level" of the market condition variable (Darlington 1990). For each of the four market conditions, regression analyses were conducted in which the conditional level of the market condition was varied. The resulting brand image customization coefficients were then examined and *t*-tests were used to assess whether their slopes differed from zero, indicating whether the regression of market share on brand image was positive or negative at different levels of the market condition.

Table 5 gives the results of the interaction decompositions. At high conditional levels of the market condition variables (market condition one standard deviation above its mean), brand image customization tends to be related positively ($p < .05$) to market share. These findings support the notion that when market condition variation is high, customizing brand image improves market share. At medium levels, brand image customization coefficients are all lower than those found at high levels and customization is not significantly related to market share. At low conditional levels (market condition is one standard deviation below its mean), brand image customization coefficients are all lower than those found at the medium level and are close to or less than zero. Furthermore, in three of the four equations, the brand image customization coefficient is negative and statistically significant ($p < .05$), indicating that when market condition variation is low, greater customization significantly reduces market share. These results suggest that under low market variation conditions (other than intermarket socioeconomics), standardizing is more appropriate than customizing the pattern of brand images across markets. Collectively, the results confirm that the success of pattern brand image customization is contingent on national and intermarket cultural and socioeconomic cross-market variation.

Incremental Value of Market Conditions

P5 suggests that brands will have a smaller market share if managers who develop strategy fail to consider market conditions that affect performance. The results in Table 4 indicate that four market conditions—cultural power distance, individualism, and national and intermarket socioeconomics—moderate the effects of brand image customization on market share. The results in Table 3, however, show that managers' use of a customization strategy is related to only two of those conditions (individualism and national socioeconomics). Does incorporating information on the additional market conditions—cultural power distance and intermarket socioeconomics—incrementally enhance the success of pattern brand image customization strategies? A partial F-test (Kleinbaum and Kupper 1978) was used to determine whether market share is improved when, with all other significant interactions taken into account, the moderating effects of power distance or intermarket socioeconomics are added to the model. The regression model in Table 4 was first constructed so that the customization by power distance interaction was entered last. The partial F-test showed that the interaction was significant (partial $F_{1,233} = 7.03$, $p < .01$), indicating that including the moderating effect of power distance improves R^2 (explains variance in market share). The model was then constructed so that the customization by intermarket socioeconomics interaction term was entered last, and the partial F-test showed that the moderating effect of intermarket socioeconomics was also significant in explaining market share variance (partial $F_{1,233} = 3.91$, $p < .05$). Hence, P5 is supported—managers should consider cultural power distance and intermarket socioeconomic variations when developing brand image strategies.

Discussion and Implications

Marketing managers in consumer goods companies often customize brand image across international markets. The study findings show that the extent to which managers customize versus standardize brand image is related to variations in *national* environmental market conditions. When markets differ in cultural uncertainty avoidance, individualism, and national socioeconomics, managers tend to respond by using an image customization strategy. When markets do not differ cross-nationally in those conditions, managers are much more likely to use an image standardization strategy. Although these findings are consistent with prescribed management strategy (e.g., Jain 1989; Onkvisit and Shaw 1987), brand image strategy does not appear to have been a response to other frequently mentioned market conditions. First, not all cultural conditions were equally valued by managers. Power distance, for example, was not related to managers' brand image strategy selection, but uncertainty avoidance and individualism were. Second, although the notion of targeting and developing strategies for intermarket segments has received both domestic and international attention (e.g., Douglas and Wind 1987; Kale and Sudharshan 1987; McKenna 1992; Mehrotra 1990), intermarket socioeconomic differences do not appear related to selection of brand image strategy. Hence, in developing and implementing their brand image strategies, managers seem to be using fewer market indicators than previous research has recommended.

Such reliance on limited information may adversely affect brand performance. As the study findings show, consideration of cultural individualism and national socioeconomics does in fact enable managers to enhance the effectiveness of their brand image strategies. They can improve their strategy further, however, by *also* incorporating information on cultural power distance and *intermarket* socioeconomics in decision making. Broadening the scope of information used to assess market variation would afford better insight into key cross-market differences, thereby ensuring the selection of the most appropriate brand image strategy. In short, managers can enhance brand performance by broadening the information they use in making global brand image strategy decisions.

Brand image strategies, then, should be tailored to foreign markets' cultural and socioeconomic conditions. When a firm's current markets are similar in terms of national *and* intermarket environmental conditions, a currently successful brand image theme may be standardized for use in the other global markets. Managers can then consider what changes, if any, should to be made in the marketing mix to successfully implement the standardized brand image. Conversely, when international markets differ in national and intermarket environmental conditions, the pattern standardization strategy is not recommended. Rather, firms should strongly consider a customization strategy. To customize brand image, managers will need to customize the marketing mix — in particular the advertising campaigns that illustrate the brand's features, benefits, uses, and other characteristics, which in turn convey the desired image to target customers. Managers must remain aware, however, that once a brand's image has been customized (e.g., by shifting relative emphasis from social to more functional needs), environmental changes over time may necessitate further brand image adjustments. The conditions that moderate the success of brand image customization/standardization strategies are dynamic, not static, and therefore must be monitored on a regular basis.

Limitations and Future Research

The study findings provide a starting point for identifying the market conditions managers consider in forming their global brand image strategies, and the relationships between various market conditions and the success of those strategies. Because additional work is certainly needed, suggestions are offered for conceptual and methodological improvements and enhancements.

The findings can be generalized to some extent to consumer goods that can be positioned on a variety of consumer needs. The study examined strategies and performance measures for three product categories (athletic shoes, blue jeans and beer). Efforts were made to control for category effects, but additional work is needed to explore the generalizability of the results. Market condition effects on strategy selection and strategy success should be investigated across a wider variety of consumer goods and services categories that differ in the brand image approaches used (e.g., shampoo, toothpaste, fast food franchises). Furthermore, although much of the research on brand image has pertained to consumer goods (e.g., Aaker and Keller 1990; Park, Milberg, and Lawson 1991), business revenue comes mostly from industrial goods and increasingly from services. How managers decide on image strategies for industrial goods and for services and the conditions affecting the success of those strategies are issues that should be addressed.

Further analysis is needed on potential moderators of brand image success. Jain (1989) proposed other environmental (e.g., marketing infrastructure) and organizational (e.g, orientation, authority) factors that may moderate marketing program effectiveness. How firms allocate resources, especially across marketing tools and tactics that communicate brand image information, may affect brand performance (Szymanski, Bharadwaj, and Varadarajan 1993). Recent conceptual advances and measures from research on strategic and industry drivers (Szymanski, Bharadwaj, and Varadarajan 1993), marketing control systems (Jaworski 1988; Jaworski and MacInnis 1989), and market orientation (Kohli and Jaworski 1990; Narver and Slater 1990) may provide insights about possible antecedents of brand image strategy decisions and their moderating effects on product performance.

With any empirical study, measurement improvements are possible and important for future research. The survey-based data used in the study should be compared with other possible measures. The brand image data represented managers' assessments of the image intended to be perceived by consumers. The meaning consumers attach to a brand may differ from what managers intend. Any variance between what managers intend and what customers perceive is due to the development and execution of the marketing mix, advertising in particular. To address this validity issue, consumer perceptions of brand images and psychological meanings should be measured (Friedmann and Zimmer 1988). One data collection procedure would be to have consumers evaluate advertising content as a means of assessing perceived brand image. Content analysis of advertising has been used frequently in international marketing research (e.g., Mueller 1987; Tse, Belk, and Zhou 1989). Other approaches that take into account not just advertising but the entire marketing program should also be considered (see Dobni and Zinkhan 1990). They might include open-ended survey questions asking respondents to free-associate their thoughts and feelings about the brand (e.g., Broniarczyk and Alba 1994) and personal interviews that elicit detailed image associations (e.g., Blackston 1992; Keller 1993; Levy 1985). Such approaches would provide richer brand meanings/images than can be obtained from managers.

In addition, the measure of marketing implementation problems consisted of items capturing the overall difficulties managers faced in implementing the four Ps. Other types of problems related to strategy development may also be important. For example, information about the ability to identify customer segments, the availability of competitive intelligence, and the presence of opportunities for differentiation may afford clearer insight about the types of barriers managers face in developing their global brand image strategies. Finally, given the critical role of advertising in communicating brand images to consumers, specific problems in implementing communication campaigns might also be related to image strategy selection and subsequent brand performance, and hence warrant research.

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Appendix

Regional Socioeconomic Data Analysis

To capture the socioeconomic level of each region, a database of 17 variables was compiled for each region (or intermarket segment). Traditional country-level "summary" measures, such as disposable income or GDP per capita, are available for cities and towns only in the few countries with highly advanced census systems. Nonetheless, the number and types of variables used here appear to capture the same socioeconomic depth and breadth as similar classification efforts based on equal or greater numbers of cases (e.g., Jaffe 1974).

Factor analysis was used to identify common factors accounted for by the socioeconomic variables and to eliminate variables that did not account for variance across regions. Factor scores for each region were generated for subsequent analyses of the effect of intermarket socioeconomics on brand image strategy. The conventional criteria of eigenvalues greater than one and adherence to a scree test were used to identify factors. All variables remaining in the final factor solution met the criteria of loading on a factor at .3 or higher and having communalities of .4 or higher (Acito and Anderson 1986). Variables with low factor loadings, low commonalties, and/or high cross-loadings were eliminated from the analysis. A two-factor solution was found, with the first factor accounting for 42% of the database variance. The ratio of number of regions analyzed to number of factors extracted was greater than 20 (60 regions ÷ 2 factors = 30), thus indicating adequate sample size and a stable factor solution (Arrindell and van der Ende 1985).

Table A1 reports the variables and loadings for the first factor, which captures the market's mobility, communication exposure, employment in industrial and service sectors (as opposed to agriculture), limited market growth, and small household size. The second factor accounted for only 12.4% of the data variance and consisted of just two variables (population and population density). Because the second factor appeared to capture little incremental information and conceptually represented a crude measure of market size, it was not retained for further analysis. Table A2 lists the 10 countries and 60 regional markets.

Table A1
Factor Analysis of Regional Socioeconomic Data

Variable	Loading
Automobiles/person	.723
Televisions/100 person	.618
Annual Population Growth (%)	-.652
Employed in Agriculture (%)	-.675
Members per Household	-.847
Birthdate (%)	-.856

continued . . .

Table A2
Countries and Regions

Country	Regions	Country	Regions
Germany	Hamburg	Japan	Tokyo
	Hannover		Niigata
	Bremen		Kyoto
	Dusseldorf		Osaka
	Stuttgart		Fukuoka
	Munich		Kumamoto
	Nuremberg		Okinawa
	Frankfurt		
	West Berlin	China	Beijing
			Tianjin
France	Paris		Shanghai
	Rouen		Harbin
	Dijon		Wuhan
	Alsace		
	Limoges	Yugoslavia	Belgrade
	Corsica		Sarajevo
			Titograd
Italy	Torino		Zagreb
	Aosta		Split
	Venice/Verona		Skopje
	Bologna		Ljubljana
	Ancona		
	Rome	Peru	Lima/Callao
	Naples/Salerno		Trujillo (La Libertad)
	Sicily		Cuzco
	Sardinia		Iquitos (Loreto)
Netherlands	Groningen	Argentina	Buenos Aires
	Friesland		Cordoba
	Gelderland		Mendoza
	Amsterdam		Rosario (Santa Fe)
	Rotterdam		
Belgium	Brussels		
	Antwerp		
	Liege		
	Limburg		

continued . . .

Survey Measures

The questionnaire instructed informants to answer questions about their marketing activities in particular regions of a given country (e.g., Hamburg, Germany). The following specific questions relate to the brand image strategy used in each market and the extent of marketing implementation problems.

Brand Image Strategy
How would you characterize your brand's image in this market? Please allocate 100 points to each of the following types of images. Allocate the most points to the most emphasized image (up to 100 points), and the fewest points to the least emphasized image (as little as zero points).

		Mean	(SD)
Functional image (problem solving, problem prevention)	______	48.52	(24.24)
Social image (conveys status, social approval, accreditation)	______	18.16	(13.98)
Sensory image (provides variety, stimulation, sensory gratification)	______	33.32	(16.67)
	100%		

Marketing Implementation Problems
To what extent are you experiencing marketing problems in each of the following areas?
(7-point Likert-type scale, where 1 = no problems, 7 = many problems.)

	Mean	(SD)
a) Distribution	4.07	(.99)
b) Pricing	3.39	(.92)
c) Advertising and promotion	3.70	(1.11)
d) Product characteristics	3.23	(.79)

Cronbach's alpha = .719