BRANDS IN, FROM AND TO EMERGING MARKETS: THE ROLE OF INDUSTRIAL RELATIONSHIPS

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Abstract

Adopting an explicit stance of a brand from a corporate viewpoint and taking an industrial marketing management perspective, this article identifies the causes and effects of internationalisation for brands from advanced and emerging markets. It aims to offer significant insights in advancing industrial marketing scholarship and practice. From an extensive review of extant literature, this article put forth two conceptual models (i) for brands from advanced into emerging markets, and (ii) for brands from emerging into advanced markets. These models

underpin an industrial setting and are informed by Wernerfelt (1995) resource - based view of the firm as they impact on the future of corporate brand management in an international industrial marketing context.

Introduction

The notion of corporate brand was formally introduced into the academic literature by Balmer (1995), subsequently integrated with the concept of brand community in an international context (Low, 2007), before Gupta et al. (2013) examined the performance of corporate brands in emerging markets from an industrial marketing perspective. Corporate brands from advanced markets typically target emerging markets in their internationalisation developmental path and those that originate from emerging markets aim to capture a share of the market in an advanced marketplace (Luo and Tung, 2007). However factors that drive a corporate brand from two different types of markets into a foreign market are quite different (Balmer, 2012; Gupta et al. 2010). Specifically, brands from advanced or developed markets entering an emerging market often lead to higher potential for growth, profitability and superior performance. Success in an emerging market also provides an ideal launching pad in gaining greater market access to the region's economic community such as the Association of Southeast Asian nations (Asean) via inter-country trade and economic incentives. However, the main motivator for brands from emerging markets in pursuing internationalisation cannot be the opportunity based on anticipated growth of the target market alone as advanced markets are no longer attractive growth markets (Gupta et al. 2010). Despite the lack of attractiveness, many corporate brands from emerging markets seem to be making attempts to position their products in developed markets.

The need to build up global market capabilities, cope with escalating technology and R&D costs, facilitate easier access to global technology and speed up innovation and product introduction underpins internationalisation of corporate brands, particularly for corporations competing in the information and telecommunications global market space. A case in point is Huawei Technologies Corporation. Lying at the cross road in a transitional telecommunication sector that is no longer isolated from global reforms and advancement in the late 1990's, the company has successfully transformed itself from an unknown local, indigenous Chinese telecommunications company to a global telecommunication giant (Low, 2007). Through exposure to global markets and as a result of B2B dealings with global telecommunication companies, Huawei has raised their corporate brand profile, and now appears constantly on the radar of the global telecommunication branding community. Anecdotal evidence on successfulindustrial practices suggest that in order to maximize and leverage the benefits of internationalisation for a corporate brand, brand managers must recognise the antecedents and consequences of entering a foreign market. The extant literature on internationalisation in industrial markets generally adopts an economist viewpoint to explain its contribution in the development of absolute or comparative advantage theories, innovation diffusion, and the Uppsala model (Asheim and Isaksen, 1997; Zhand and Jensen, 2007). International business and marketing researchers have also tried to explore the behavioural theory of a firm in an international setting through contingency theory, product life cycle theory, transaction cost analysis, cost benefit analysis, and economies of scale. From an industrial marketing perspective, Slatter et al. (2010) and Yang and Wang (2011) tried to understand and explained exchanges between firms from advanced and emerging markets. While the focus of previous studies on internationalisation of firms from and to emerging markets in general is from a firm point of view, they do not take into consideration the perspective of a a corporate brand. Furthermore, a systematic attempt via a theoretical framework depicting the differences between the internationalisation approaches adopted by brands from advanced and emerging markets is missing. , The role of brands, in particular corporate brands from advanced and emerging markets represents an under-research field of inquiry. This is surprising since the presence of a strong corporate brand is an important conduit to developing and improving market performance through internationalisation. To address the gap in the literature and to advance the development of scholarly research on this topic, this article will identify the causes and effects of internationalisation for corporate brands from advanced and emerging markets. It conceptualises two different models of internationalisation, provides arguments how and why theproposed models will serve as a useful tool for brand managers planning to internationalise their brand from or to an emerging market in comparison to advanced markets.

Corporate Brands

Dating back twenty years, thenotion of corporate brands was formally introduced into the academic literature with a prediction by Balmer (1995) that it would emerge as an important management and organisational concern Many of the British scholars provided initial insights on the territory (Ind 1998; Balmer 2001; Burt and Sparks 2002; Knox and Bickerton 2003). These were later joined by scholars from the Continent and North American and other scholars (Kapferer 2002). A corporate brand is a distinct identity type characterising one or more entities, has a quasi-legal character underpinned by an informal, albeit powerful corporate contract between an organisation and its stakeholders (Balmer, 2007). This corporate brand contract/covenant as per Balmer (2007) relates to customers' and/ or stakeholders association with the corporate brand. Where legal ownership of a corporate brand resides with an institution, emotional ownership (its real value) belongs to customers and other stakeholders (Balmer 2003 pp 6-7).

The significance and role of a brand in an industrial setting has since been examined extensively in academic research literature (Mudambi, 2002; Gupta et al. 2010; Gupta et al. 2010a). This is because many business-to-business (B2B) organisations use and rely largely on an explicit corporate brand - based strategy to build trust and develop commitment that are important in the development and maintenance of an enduring business relationship (Balmer and Greyser, 2002; Melewar and Saunders, 1999; Gupta et al. 2010a). While there is evidence of research on corporate brand and branding strategy in an industrial marketing context (Mudambi, 2002; Gupta et al. 2008), the literature, however,remains silent on the internationalisation of corporate brands.

Internationalisation of a Corporate Brand

Academic literature on international business, international trade and international marketing reports various routes available to a brand for internationalisation (Cervino and Cubillo, 2004). Marketing literature explains that failure of a brand in a market implies high level of risk to the brand's image (Swaminathan, 2001). Unsurprisingly, in the initial internationalisation stages, managers prefer to choose a business model that requires lesser involvement andweaker brand engagement, such that in the event of negative situations, they can be better managed through marketing initiatives (Luo and Tung, 2007). Hence, managers of a brand generally initiate products or services offering in a foreign market by identifying an export partner (Luo and Tung, 2007). Through an export arrangement, brand awareness is created, providingbrand managers much needed opportunity to understand the market without substantive cost to the company (Gupta et al. 2008). Once managers recognise the market potential corresponding with increase awareness of the product and the brand, the subsequent identification and appointment of a local distributor for the brand would allow the firms to push their brand into remote areas through a network of distributors (Gupta et al. 2010). International brands may even occasionally set up a network of franchisees using a master franchisee and sub-franchisees model before setting up their own subsidiary in order to manage and control their market share (Welch et al. 2008) through corporate brand management initiatives.

Considering the risk of failure in a new market, brand managers prefer setting up an exporting channel or a distribution network over initiating either a franchisee operation or a subsidiary office in the initial internationalisation phases (Welch et al. 2008). Selling through local distribution companies creates familiarity, minimises overall risk to the brand, provide deep access into geographically diverse markets, and enable economies of scale (Douglas et al. 2001; Dawar and Chattopadhyay, 2002). The internationalisation agenda of a brand manager from an advanced market into an emerging market like India or China can be driven by business opportunities offered by these rapidly growing markets (Meyer and Estrin, 2001; Douglas et al. 2001). However, brands managers from emerging markets pursuing internationalisation aregenerally driven by a desire for superior performance and brand reputation (Luo and Tung, 2007`). While the drivers of internationalisation in both these cases are different, a strong brand name facilitate recognisability in these markets as brand communities are formed and developed (Low, 2007). Reflecting on marketing scholars current knowledge on the antecedents and consequences of internationalisation a corporate brand, not much is known on brand communities through internationalisation in a B2B context.

Industrial Brand Communities

Beyond brand as a location-based asset into and from emerging markets, the authors have tried to capture the role of supplier network that extends beyond the traditional stimulus response model to include business relationship from a network perspective. Indeed, a manuscript on internationalization of B2B corporate brand would be incomplete without a discussion on the role of brand community in influencing the success of corporate brand. This is because in an increasingly connected world spurred on by the use of internet for social interactions with a business purpose, brand community is an important intangible asset concept that transcends boundaries, enabling corporation to develop its brand. As a collective of stakeholders based on a structured set of social relations among admirers of one brand, brand community act as a global conduit of information, education and socialization that binds community and brand together.

For example, in IBM PartnerWorld Community which is open to all PartnerWorld, members include IBM sales and marketing leads, IBM Business Partners, and subject matter experts that connect and collaborate (IBM Partner World, 2014). The SAP Australian site on "communities" notes: "Communities are core to the SAP Australian User Group. Available (and free) to members, [our communities] bring like- minded people together to discuss, share knowledge and learn from each other, and covers SAP process areas, industries or geographic locations (SAP Australia, 2014)." Shared interest through social interactions, connections and collaboration that are underpinned by the corporate brand, seemingly pervades the networked communities of stakeholders.

Recognizing that brand communities can become important marketing instruments and understanding who joins a community, and for what reasons also have potentially powerful managerial implications (Ouwersloot & Odekerken-Schröder, 2008). For B2B firms, brand communities are low-cost, high efficacy marketing programs which can achieve a number of different marketing objectives simultaneously (Low, 2007). The activities of brand community as a whole or its members in turn affect various aspect of marketing-mix, and create value for both marketers and customers (Schau et. al 2009). For example, Andersen (2005) found that these communities help enhance the brand image of Coloplast, an industrial manufacturers of disposable plastic and polymer products for the health care sector by connecting not only customer to the firm but also customer to customer. Among nurses, patients and their relatives, brand communities serves as an effective marketing tool in building relationship between the firm and its stakeholders.

Today, marketing literature by Webster (2000) discusses strong brands and efficient business relationships as assets useful to a firm in an industrial setting. A recent study by Rammurti (2012) explained brands as location based assets that are replicated by companies in each new market. Simultaneously, Gao et al. (2012) reflects upon industrial relationships as Guanxi in the Chinese context to explain the influence of relationship marketing on success of brands from advanced markets to emerging markets. Ramamurti (2012) highlighted that firms from emerging markets venture abroad in order to obtain technologies, acquire brands primarily for developing their potential or capacity within their home market, and for exploiting differences rather than similarities in other countries. Current literature, however, fails to reflect on the role played by a network of suppliers in facilitating the smooth penetration of brands in unknown, remote geographically dispersed areas, build strong brand awareness, and create brand reputation through superior brand positioning in competitive, emerging markets. It also does not explain how B2B relationships in brand communities enable brand managers from emerging markets to create international branding to an advanced or an emerging market.

Brands to Emerging Markets

The internationalisation of a brand from a foreign country into an emerging market has been discussed previously in the academic literature (Elg et al. 2008; Wong and Wickham 2015; Meyer and Estrin 2001). The study by Wong and Wickham (2015) identified core marketing attributes in their review of brands entering an emerging market. These attributes included brand awareness, brand association, perceived quality, brand loyalty and other proprietary aspects of a brand. As antecedents to the achievement of desired brand outcomes when seeking entry into an emerging market, the authors propose a model for building extended brand equity in an emerging market. From their study, Wong and Wickham (2015) identified financial capital, internal relationships, internal operating systems and programmes, international brand reputation, human capital and domestic stakeholder as key resources which facilitate successful establishment of an international brand through enhanced brand equity in an emerging market.

Meyer and Estrin (2001) reviewed market entry strategy of Brownfield in emerging markets using resource based and transaction-cost based theories. From an analytical framework derived from the literature, the authors highlighted that while the local resources provided by a local partner are necessary, they are not sufficient to ensure success in an emerging market. Study conducted by Meyer and Estrin (2001) highlights brand as a resource useful to companies aiming to position themselves in an emerging market through the acquisition of local firms. Another study conducted by Nguyen et al. (2011) investigated the antecedents of customers' loyalty towards an international brand using data from 304 female respondents from Thailand and 299 from Vietnam, both emerging markets. The authors hypothesized a direct relationship between distribution intensity and brand loyalty via perceived quality and awareness. They found that distribution intensity of an international brand in an emerging market should be linked with brand awareness as it drives both perceived quality and brand loyalty. Using an inductive approach and qualitative research method, Elg et al. (2008) explored the entry of a retail brand from an advanced market into an emerging market based on its relationships with different types of actors in the target market Their findings offer insights into the dynamic utilization of the retailer's networking and business relational capabilities as well as support from local political actors, interest groups and media in findingsuccess in an emerging market. Indeed, it is not because of poor products or a lack of resources that companies have failed in emerging markets, but rather because of inappropriate or ineffective efforts to build market legitimacy. Dacin et al (2007) explains market legitimacy as the need to establish or maintain the business rights or qualifications to operate in a specific market, and is particularly relevant when government authority over business is great and government endorsement is essential for existence in a particular market, as is the case in centrally controlled economies evident in emerging markets.

Dawar and Chattopadhyay (2002) reviewed cases of international brands that were unsuccessful for a long time in emerging markets. They investigated the impact of three characteristics of emerging markets i.e. low income, income variability or disparity and cheap labour, on the segmentation, product, pricing, distribution and communications of a brand. Their research notified managers that failure to recognise market potential that lies below price point can put the business of a brand in an emerging market at risk. The authors also argued that a marketing strategy that places a premium on establishing brand presence on the shelf space through an efficient distribution system is important in ensuring marketing success in an emerging market . Furthermore, while authors who have studied the performance of a brand from an advanced market in an emerging market (table 1) reflect on the role of industrial relationships in the form of a local partnera channel based operation or a distribution system, they fail to explain how mutually beneficial relationships and their respective sought after resources contribute to superior corporate brand performance in an emerging market, from the view point of brand reputation, brand value and brand equity. Accordingly, we argue the development of B2B association of a brand in an emerging market ought to be based on corporate brand reputation, strength of its brand community, business plan for future years, organisational capability to provide support and clearly stated brand policies, in order tofacilitate smooth and stronger penetration of a corporate brand into remote areas with improved marketing and business performance. We capture these resource-based arguments in a conceptual model (Figure 1) that underpins therole of a corporate brand from advanced market in an emerging market and the significance of penetrating remote areas through B2B relationships.

== Insert Figure 1 about here==

Brands from Emerging Markets

Erdogmus et al (2010) studied internationalisation strategy to understand the effect of target market characteristics, product, firm and strategic resources on their decisions to standardise positioning, value and other brand peripherals across different markets on brand performance that originate from emerging markets. Taking a resourced based perspective, the authors developed a model from extant literature before gathering data from 94 managers with international operations responsibilities in Turkey. Results from the study showed that firm characteristics and strategic resources were key features for successful brand performance in terms of brand equity but standardisation versus adaptation did not have much impact..

Earlier, Bongalia et al. (2007) investigated the internationalisation of new multinational companies emerging from developing countries. They include Haier from China, Mabe from Mexico and Arcelik from Turkey. The researchers found a distinctive approach these companies adopted in addressing global competitiveness, namely they internationalised to grow larger and they leveraged on their latecomer status to accelerate their internationalisation. The global value chains of these brands were driven by the producer, characterised by matured technology with rapid delocalisation aimed at building capabilities. A study by Guzman and Paswan (2009) also focused on internationalisation of two cultural brands from Mexico in an attempt to analyse if reputation and image of a brand remains consistent in a foreign market, using a brand personality scale. Their findings revealed an association between brand personality and cultural image. Another study by Luo and Tung (2007) on the international expansion of enterprises from emerging markets explained howfirms use brand value to acquire strategic resources that in turn help them to reduce institutional and market related constraints in the home market. Both Luo and Tung (2007) makes the point that the risks taken by firms from emerging market in aggressively acquiring or buying unique but critical assets from mature MNEs more than compensate for their late coming into the market as well as their competitive weakness.

Recent management literature reflects on vision of the top manager, resources available to managers in the home and foreign market, policy and capability to manage brands as identifiers important to consider before planning internationalising (Meyer and Thaijongrak, 2013). Marketing literature highlights local reputation, differentiation strategy and product quality as antecedents that push a brand to explore new markets (Gupta et al. 2008). Researchers like Lui et al (2013) have focused on brands from emerging markets, embedding indicators of internationalisation into the resource based perspective, to better understand if managers of brands from emerging markets can successfully internationalise. Lui et al. (2013) and Meyer and Thaijongrak (2013) emphasized that success or failure in an international market from the capabilities and assets perspective, either through acquisition or through international relationships, is particularly important. Other academic researchers previous work on this topic and their various view points (table 1) while recognising the importance of resource bases, capabilities and assets perspectives however do not adequately explain or inform managers of brands from emerging markets about the kind of international relationship or resources they will require to build their marketing management capabilities in advanced markets. While the literature on internationalisation discusses resources or assets firms require to perform successfully in a foreign market, there are few discussions on the benefits of conscientiously and deliberately using a corporate brand as a resource to project an identity or reputation. Accordingly, to push the current boundaries of knowledge on the contributions of business relationships in driving performance of a corporate brand from an emerging market into an advanced market through enhancing its international reputation or brand image, we put forth a conceptual model

(Figure 2).

== Insert Figure 2 about here==

In proposing the two models, we integrate the work of Balmer and Gray (2003) on corporate brand, Gupta et al. (2010) on industrial networks of international brands in emerging markets and Low (2007) on the role of brand community in an international market. These integrated studies that are informed by the economic theory of the resource-based view of the firm explains why (for the most part) the use of a corporate brands can have a long-lasting impact and generate superior value for both the brand and business relationships in a foreign market. Arguably, the same is also true of the internationalisation of corporate brands in industrial marketing management contexts. This economic theory is grounded in the notion that organisations are heterogenous in terms of their resources and internal capabilities and these, in turn, can provide a basis for superior performances in meeting the six criteria: (1) value, (2) rarity, (3) durability, (4) inappropriatability, (5) imperfect imitability and (6) imperfect substitutability. Just as this theory underpins a good deal of thinking in business strategy (Peteraf 1993) in corporate brand management (Balmer and Gray 2003), the same, arguably, can be said in terms of corporate brands in international industrial marketing contexts.

Discussion

Mukherjee and Balmer (2007) argued that the theoretical underpinnings of corporate brand management could be stronger. With only few scholars scrutinizing internationalisation in an industrial marketing contexts thus far (Gupta et al. 2008; Gupta et al. 2010; Low, 2007), the role of brands, in particular corporate brands in these contexts represents an under-researcher field of inquiry. Hence, this paper is timely, since it comes on the twenty anniversary of the formal introduction of the notion of corporate brand into the academic literature by Balmer (1995) and aims to be of significance because it explicitly advance scholarship and practice of corporate brands in industrial marketing contexts.

Internationalisation offers growth opportunities such that entry into a foreign market with an established corporate brand facilitates capacity building, in turn attracting much needed and appropriate resources required to successfully penetrate the unknown market (Gupta et al. 2010). However, differences and contrast in the targeted markets creates internationalisation complexities that managers need to resolve (Low 2007). Despite these complexities, restricting a brand to its country of origin during an era of globalisation does not reflect well on the brand image (Socker et al. 1994). Indeed, where the buyer's responses are conditioned by perhaps known corporate brand, given preference and technologies, research work on brand community provides some useful business relational guidance from a market-as-network perspective (Low, 2007) . While market forces such as brand familiarity, competitive pricing drive buyers' actions, a feature of brand community is the relationship members of the community has with each other and with the seller (Low, 2007). Specifically, the relationships that exist in the community and/or network of buyers and suppliers may be described as set of interconnected, interdependent exchange relationships, where prior experience of interactions is important considerations to drive successful brand internationalization. Two models conceptualised as Figure (1) and Figure (2) will help managers to find answers to the theoretical and practical questions raised.

The papers presented in this issue provide some relevant, complimentaryviews. The paper by Jagdish N Sheth and Mona Sinha (2015) reinforces the impact of stakeholders on corporate reputations in emerging markets where the socio-economic conditions and lack of infrastructure places greater responsibilities on companies for market and/or regional developments. Based on an analysis of seven case studies, they put forth suggestions on how to successfully integrate sustainability as part of their operations with purpose driven B2B brands that move from shareholder to stakeholder focus. The need for collaborations, network building, patience and practice will be critical skill sets in achieving sustainable B2B branding in emerging markets.

The next paper by V Kumar, Greg S Cohen and Bharath Rajan reflects on the establishment of brand equity amongst business-to-business (B2B) referral sources in an emerging market. The authors focused on the significance of B2B relationships to develop a better understand the process of building brand equity among referral sources in specialty medical practices, using qualitative data to get insights from doctors and managers working in this domain

Recent research in this area is also informed by Michael Czinkota, Hans Kaufmann and Zakrzewski M. article that extends the economic theory of the resource-based view on the value of corporate brand to include relationships, networks and stakeholders' interactions. They argue that the concept of identity is crucial in addressing social relationship related topics inside the corporate system and between the corporate system and its external environmental system, in order to leverage value congruence for economic purposes. Crucially, a paradigm shift toward "Curative International Marketing" is needed to embrace a collaborative society and stakeholder orientation. \

The next paper by Helen Reijonen, Saku Hirvonen, Gábor Nagy, Tommi Laukkanen and Mika Gabrielsson looks at how entrepreneurial and brand orientations of SMEs in a business-to-business (B2B) setting of an emerging market contributes to their growth. Comparative analysis results suggest that while brand orientation does not contribute to business growth in B2B firms in emerging Hungarian markets, it has a positive effect on growth in B2B firms operating in developed markets (Finland). Accordingly, B2B SMEs in emerging markets should focus on entrepreneurial activities rather than brand building.

Bang Nguyen, Xiaoyu Yu, TC Melewar, and Junsong Chen next analysed 357 online technology ventures that were created during the past 6 years to suggest that brand innovation is affected by both knowledge acquisition from social media and market orientation. They argued and recommend that through the use of social media, firms may enhance their capability to disrupt markets and sweep away existing practices to make way for the new.

Another paper, entitled Building Industrial Brand Equity by Leveraging Firm's Capabilities and Co-creating Value with Customers by Zhang Jing, Yanxin Jiang, Shabbir, Rizwan, Miao, Zhu reports on the findings of an empirical study conducted among 212 Chinese firms regarding the roles of firm's capabilities in value co-creation, customer value and brand equity development in B2B environment. The result indicates that marketing capability and networking capability build up brand equity both directly and indirectly via value co-creation and customer value, while innovation capability positively impacts brand equity indirectly by facilitating value co-creation and improving customer value.

The paper by Claudia Simoes, Jaywant Singh and Marcelo G Parin in this special issue recommend that corporate website is an effective platform for communicating the corporate brand features, particularly brand personality and brand value to B2B customers. Using data collected on company websites in India and Brazil, the authors suggest that strong expression of corporate brand on company websites can lead to better financial performance.

While the studies published in this special issue examine a variety of different topics related to corporate brand management in, from and to emerging markets and extend the periphery of our understanding about it, there are various issues that still need to be addressed such as differences in B2B models to be adopted by brand managers in different markets and their appropriateness. Since, the studies in this special issue are focused around resource based view, one major issue that remains unresolved in this domain of research is the role of culture and differences in corporate culture of firms operating in B2B settings in different markets. Future researchers should also focus on the contribution of technology in reducing the distance or difference between advanced and emerging markets, and role of B2B market segments in enabling brand managers to attain specific and sustainable related objectives.

Conclusion

This special issue and the studies within it provide directions to brand managers aiming to internationalise either from or to an emerging market. It recommends the use of a corporate brand and brand communities as resources firms could develop and leverage upon to improve market and business performance in foreign markets. The proposed models are based on the fundamental assumption that for successful internationalization the development of mutually beneficial and committed B2B relationships that contributes to their respective business and market objectives. These business relationships are especially influential on the performance of brand managers from advanced markets into emerging markets. In the case of brand managers from emerging markets these relationships in advanced markets will drive their brand image in international and local market.

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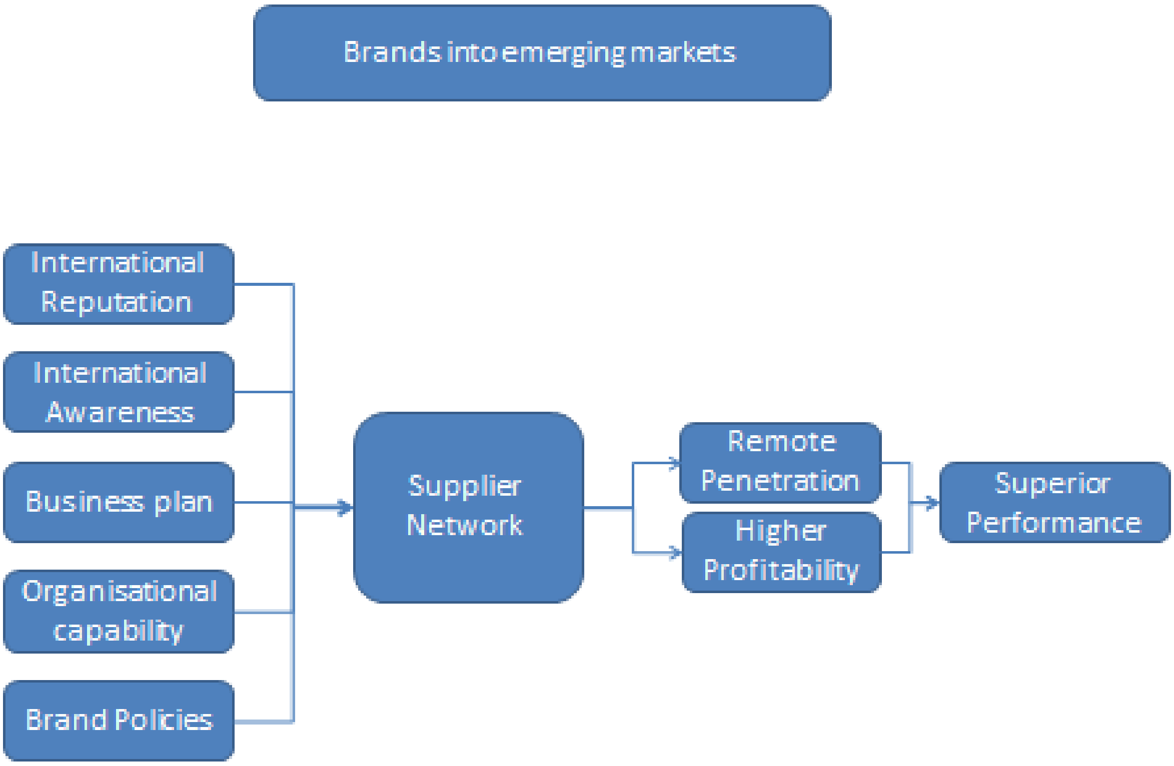
Brands into emerging markets
International Reputation
International Awareness
Business plan
Organisational capability
Brand Policies
Supplier Network
Remote Penetration
Higher Profitability
Superior Performance

Figure 1

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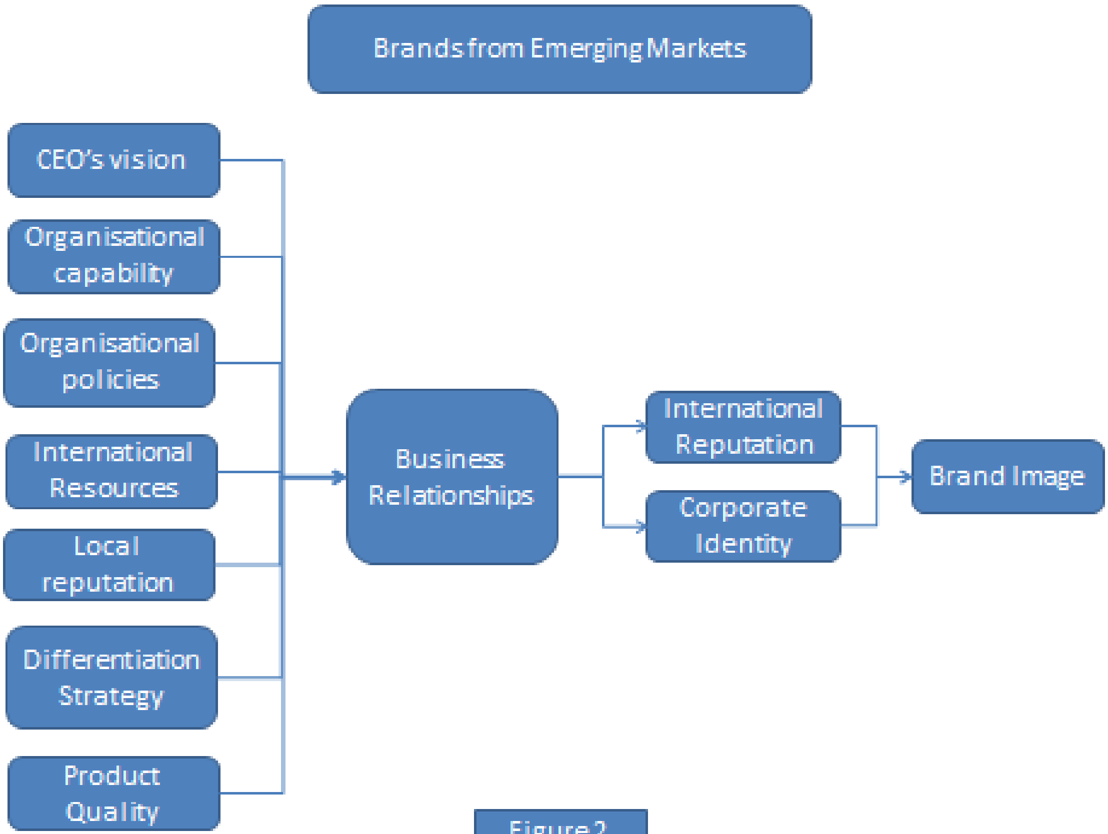
Brands from Emerging Markets
CEO's vision
Organisational capability
Organisational policies
International Resources
Local reputation
Differentiation Strategy
Product Quality
Business Relationships
International Reputation
Corporate Identity
Brand Image

Figure 2

Table 1: Brands, in from and to emerging markets

Literature	Focus	Key Finding	Corporate Brand	Internationalisation of a Corporate Brand	Industrial brand community
Trueman et al. (2004)	Pays attention to how corporate communications can influence stakeholder perceptions to enhance or detract from the city as a brand	The conflicting messages between local government policy and different stakeholder groups influence city brand	√	√	X
Balmer and Liao (2007)	Investigate student corporate brand identification towards three closely-linked corporate brands: a UK university, a leading UK business school and an overseas collaborative partner institute in Asia.	The strength of student identification with a corporate brand is predicated on awareness, knowledge and experience of a brand. Senior managers should strive for brand actualisation	√	√	X
Muzellec and Lambkin (2006)	To understand the drivers of the corporate rebranding phenomenon and to analyse the impact of such strategies on corporate brand equity.	A decision to rebrand is most often provoked by structural changes, particularly mergers and acquisitions, which have a fundamental effect on the corporation's identity and core strategy.	√	X	X
O'Collaghan (2013)	Examines the dimensionality of the internal brand commitment construct within the business-to-business context of a collaborative independent retail network	While calculative commitment builds organisational commitment, internal brand commitment requires an affective dimension, which leads to what can be interpreted as brand citizenship behaviour and/or conceptualised as the formation of a brand community	√	X	√
Matanda and Ndubisi (2013)	Looks at the congruence between internal branding, internal customer orientation, and employee attitudes (person–organisation fit) and behavioural intention	An internal customer orientation and internal branding were positively related to employees' perceived person–organisation fit and intention to stay	√	X	√
Maktoba et al. (2009)	Look at management of corporate reputation, in relation to two groups of concepts: communication, identity, and trust; and communication, identity, and image.	Credibility and trust are significant elements that must be managed and communicated to maintain the firm's corporate image and reputation.	√	X	X
Sanchez (2004)	Determining if international brand architecture is a key component of a firm's overall marketing strategy	The importance of leveraging strong brands into other markets, assimilate acquired brands, and rationalise the firm's branding strategy	√	X	X
Gupta et al. (2008)	Investigates human representatives of the brand (brand relationship representatives), as an important enabler	The importance of brand representatives when linked to reseller in developing satisfaction becomes a motivating factor	√	√	X

Mudambi (2002)	Determines the perceived importance of B2B branding to buyers	In an industrial setting of a brand, three clusters of buyers exist i.e. 2) branding receptive, 2) highly tangible and 3) low interest	√	X	√
Glynn et al (2007)	Identifies the sources of manufacturer brand benefits for resellers	Benefits received from manufacturer brands impact satisfaction, dependence, cooperation, commitment and trust of resellers	√	X	√
Zhang et al. (2014)	Establish the differences between between Eastern and Western culture about nature of customer equity drivers i.e. value, brand and relationship equity	Relationship equity, value equity and brand equity are more important for Western cultures in comparison to Eastern Cultures	X	X	√
Gupta and Malhotra (2013)	Looks at marketing innovation from a resource based view of international and local firms in emerging markets	Resource based view facilitates existence of both international and local firms	√	√	X
Gupta et al. (2010)	Adopting a relationship marketing approach for brand management in emerging markets	Metaphoric properties of brand representatives enable resellers to understand and absorb brand related information	√	√	X
Low (2007)	Determining the transitional challenges faced by firms from emerging markets in advanced markets	Due to internationalisation, companies need to compete on the world stage, learning to compete globally and locally.	X	√	√