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SUCCESS OF BRAND EXTENSION IN GLOCALIZATION: A MEDIATION AND MODERATION ANALYSIS

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Abstract

This paper investigates whether brand extension strategy can be used in glocalized markets and what are the antecedents (Mediating and Moderating variables) of successful brand extension. Glocalization has become a serious concern for managers that as have to manage the global brands with local trends and local brands in global trends. Four independent variables were used while the dependent variable was "Successful brand extension evaluation". A self developed questionnaire was filled by 462 respondents by unrestricted non-random sampling. Hierarchical regression, Single Mediation and Moderation tests were applied on the data. Brand loyalty leads to become Brand evangelist. Brand Evangelist as mediating variable mediates the relationship between Brand Loyalty and Successful Brand Extension Evaluation. Also, Parent Brand Experience in the past significantly moderates the relationship between Marketing Support and Successful Brand Extension Evaluation was accepted with Enhancing Moderation.

Keywords: Brand Extension, Brand Evangelist, Brand Loyalty, Moderation and Mediation.

JEL Classification: M310, M370

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Introduction

Brand survival has been difficult in most parts of the world. Majority of Small medium businesses closed down and large multinational survived with issue that how to expand and diversify the business portfolio further. Today with the rise of multinational companies, retail and sourcing chains such as Pepsi Co, Coca Cola, Apple Inc, Samsung, Toyota, Wal-Mart etc in the context of neo-liberal capitalism promoted by the WTO and other institutions as part of the (post-) Washington Consensus. Most of these companies are very careful to spend a single penny on new venture or product launch. Companies wanted to make sure that every dollar spend must not go down the drain as the stakeholders objectives need to be served.

A disappointment and high risk of new introduced brand to the customers can be reduced by using an existing and familiar product name in a market for which customers have already information (Aaker & Keller, 1990). Using an existing brand name will increase the consumer's attention towards new product. But it can also cause some damages to the image of the company if new launch fails in market.

A tactic to decrease these potential threats that has become popular more and more has been to follow a brand extension strategy. Many research studies have been conducted to find and identify the conditions and factors that lead to successful brand extension but some aspect still remain unexplored.

Many of the past studies have been of simplification and repetition type, mostly of Aaker and keller's (1990) paper. Aaker & Keller (1990) in their paper "Consumer Evaluations of Brand Extensions" accompanied an experimental research to get information on how consumers form different approaches to understand brand extension tactics by analyzing 4 hypotheses established on 6 deep rooted popular brands, 20 hypothetical brand extensions (e.g. Heineken beer to Heineken wine and Heineken popcorn). Though, the rationality of the new brand extension study in the FMCG setting conducted in North America has not been verified in the South Asian conditions and specifically in Pakistan's context. In light of the rise of MNCs how local brands can expand their business through brand extension has not been carried out. The focus of this study was to identify the

variables that consumer uses for evaluating success of brand extension.

Research Objective

The objectives of the research have been listed below:

1. Develop an empirical model of understanding Consumer Evaluation of Brand Extension showing relationships of the variables and identify variables that mediate the relationship between Dependent Variable and independent variables. Mediators address "how" or "why" *X(IV)* causes *Y(DV)*.
2. Identify variables that moderate the process while evaluating Brand extension. Which independent variables as moderator have enhancing, Buffering and antagonistic interaction in the process of evaluation. A moderator is a variable added in the model that specifies conditions "when" or "for whom" a given predictor (x) is related to a/an criterion/outcome variable.

Literature Review

Over the last few decades failure rates of new product have increased tremendously in Pakistan and even globally; therefore, firms have reverted back to brand extension strategy to launch new brands, because of inbuilt advantages including its high acceptability, low promotion cost and comparatively less chances of failures. Despite these advantages still companies have faced trouble launching new brands through Brand extension. Therefore, various marketing researchers have been focusing on finding the factors that consumers use for "evaluating the brand extension", or the factors that invariably contributes towards the failure or success of brand extension strategy. Firms try to create full potential efforts to associate their product with brand names that are definite and strong (Davies & Ward, 2005).

Brand Extension

Brand extension has been explained as a strategy in which new products has been launched under the existing brand name due

to which multinational firms expects that their consumers will respond to the product either positively or negatively because they have been already familiar of the existing brand name or the parent brand. There have been a number of disadvantages of brand extension pointed out in the past studies. In case the brand extension fails, it affects the brand equity significantly, and there are also great chances that it also destroys the original brand image as well as its meaning in the minds of their consumers.

When entering into the international market, MNCs have to go through all the political barriers, the government rules and regulations, cultural norms and all kinds of risks that occur when launching a new product line (Mao et al., 2012).

Xie (2012) pointed out the significance of three different factors of understanding this particular issue, a MNC should keep in mind while extending a brand into other country that is consumer-specific awareness, industry-specific knowledge, and firm-specific aspects in a host market. MNC's use brand extension strategies to expand their product categories globally.

Brand Loyalty

Brand loyalty has been described as a characteristics of consumers commitment to re-buy or post purchase behavior to again and again buy the same product or a preferred product/service consistently in the future, despite of other competing brands marketing efforts and offers to create switching behavior (Moss, 2005).

Few studies (Doss, 2013; Becerra & Badrinarayanan, 2013) revealed that brand loyal customers also go one step ahead of being just loyalist to becoming evangelist.

Brand Evangelism

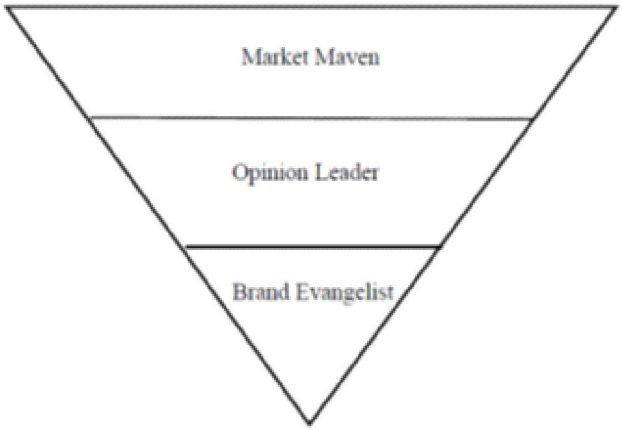
Brand Evangelist defined by Doss (2013) that brand evangelist is a consumer who feels freely to speak positive information, share ideas and feelings regarding brand. Consumers are said to be a brand evangelist if they regularly displays a strong craving or wish to

influence others for consumption of the same brand. Additionally, brand evangelists voluntarily convert other consumers to the use of a particular brand. Similarly Becerra and Badrinarayanan (2013) stated that brand evangelist is a consumer who exhibits intense enthusiasm to endorse and support the brand and convince other people to purchase it.

Literature suggested that there appear to be three similar but yet noticeably different terms of significant importance to discuss. First is the most commonly used term "Opinion Leader". Opinion leader is one who has absolute understanding and knowledge of specific category within market of various products and services. Market Maven is the second term which says that market mavens have all the understanding and knowledge entirely of any kind of product available for shopping. Lastly is the Brand evangelist who differs from the Opinion and Market mavens in terms of depth of knowledge as one can see below in the figure (Doss, 2013) but Brand evangelist have less knowledge of the range although in depth champion within one brand.

De Matos and Rossi (2008) said that satisfied customers do spread positive word of mouth. However Doss & Carstens (2014) had rejected this by revealing that brand evangelism and consumer satisfaction does not have a significant relationship. Nevertheless customer satisfaction holds significance importance in marketing field as it leads to repeat purchase behavior. Before launching a new product into an existing market by already established brand name multinational firms look for the consumers strong brand loyalty towards that particular brand in order to expand the market. Companies do this just because to know about the loyalty towards already established brand name which also makes a great contribution in brand extension success. So, first three hypotheses (H_1, H_2 & H_3) were created to check the effect of brand loyalty, brand evangelism on brand extension success.

Figure 1
Knowledge based Levels



A different approach to find more about the Brand evangelism was taken in a study by Becerra and Badrinarayanan (2013). Brand evangelists actually urge other consumers to try the new brand instead of competing brands. In order to build strong relationship finding and understanding Brand evangelist has to be top priority of managers as brand evangelist can perform the role of guerrilla marketers for the brand (Doss & Carstens, 2014).

Parent Brand Experience

Parent-brand experience construct has been consumer side characteristic that tells about the past usage experience of parent company's brand and how consumer related previous experience towards the extension and how will it affect the evaluation of extension success (Volckner & Sattler, 2006).

Marketing Support

Marketing support as an independent predictor variable is a factor related to extension characteristics. It is all about the investment and the effort that company does in brand promotion (Volckner &

Sattler, 2006). Given the proliferation of brands in the market, it is only natural that companies that invest in the promotion of brand extensions are more likely to succeed**.** Past studies have only been limited to good or bad past experience of parent brand. But**,** no substantial work has been found in literature which suggests how parent brand experience can dilute the effect of marketing efforts of new launch? In light of the above research question, H_4 and H_5 were created to fill the gap in literature.

Theoretical Framework

Figure 2

Mediation model of Brand loyalty and Brand Extension evaluation

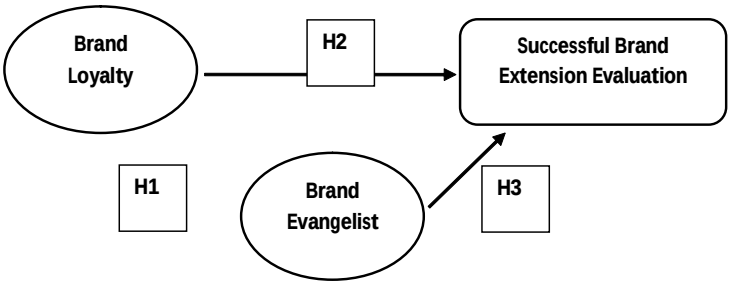
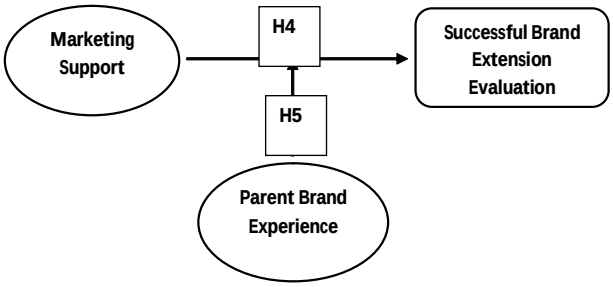


Figure 3

"Moderation Model of Marketing Support and Brand Extension evaluation"



Research Hypotheses

Hypotheses for Brand Loyalty and Evangelist.

H1: Brand Loyalty characteristic of consumer significantly lead to become Brand Evangelist.

H2: Brand Loyalty is positively related to Successful Brand Extension Evaluation.

H3: Brand Evangelist significantly mediates the relationship between Brand Loyalty and Successful Brand Extension Evaluation.

Hypotheses for Marketing Support and Parent Brand Experience.

H4: Marketing support provided to extended brand is positively related to Successful Brand Extension Evaluation.

H5: Parent Brand Experience in past moderates the relationship between Marketing Support and Successful Brand Extension Evaluation.

Methodology

Sample and Sampling Technique

The target sample respondents were the regular grocery shoppers and consumers. Research instrument was self administrated among the sample respondents and sample was drawn by unrestricted non-random sampling as the population of consumers was infinite. Questionnaire was distributed outside famous big retail grocery stores in Karachi Pakistan like Agha's, Naheed, Chaseup and Imtiaz store located in Clifton Schon Circle, Shaheed-e-Millat Road and KPT Interchange respectively. All the mentioned stores have placed the mentioned stimuli Sufi Frozen food.

Sample Size

For multivariate sampling, a minimum 30 samples per variables would be an appropriate representation of the sample. This study had 5 variables; therefore sample size of 150 would have been an appropriate

sample size but author decided to go for more. So, for close (Sufi Banaspati oil to Sufi Frozen Food) extension 462 sample respondents filled questionnaire.

Result Analysis

H1: Brand Loyalty characteristic of consumer significantly lead to become Brand Evangelist.

Table 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862[a]	.744	.743	.29472

a. Predictors: (Constant), Brand loyalty

In the table given above R represented correlation between observed and predicted values of dependent variable. In this model R was found to be .862 which was closer to 1, hence showed positive strong relationship between Brand loyalty and Brand Evangelist.

R-Square reveals the proportion of variance in the dependent variable (**Brand evangelist**) which was explained by the independent variable (**Brand loyalty**). Hence 74.4 percent of variation was explained by brand loyalty.

Table 2

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	116.420	1	116.420	1340.292	.000[a]
	Residual	40.130	461	.087		
	Total	156.550	462			

a. Predictors: (Constant), Brand loyalty
b. Dependent Variable: Brand Evangelist

Table 3

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.182	.104		1.754	.080
	Brand loyalty	.957	.026	.862	36.610	.000

a. Dependent Variable: Brand Evangelist

In the ANOVA table it was clear that the model was significant as the P-value being less than .05, Hypothesis that Brand Loyalty characteristic of consumer significantly lead to become Brand Evangelist has been accepted as the P-value being less than .05 in above table. Unstandardized coefficient was also positive with .957 value that can be used in the equation. This showed the positive effect of brand loyalty on the brand evangelist.

H2: Brand Loyalty is positively related to Successful Brand Extension Evaluation.

To check whether Brand loyalty as a predictor variable has positive relationship with criterion variable (Successful Brand Extension Evaluation) linear regression was run on the model with 95 % confidence and the result tables are presented below:

Table 4
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347[a]	.120	.118	.51624

a. Predictors: (Constant), Brand loyalty

In the table given above R represented correlation between observed and predicted values of dependent variable. In this model R was .347 which was positive and away from 1 which showed positive weak but a relationship between Brand loyalty and overall brand extension.

R-Square revealed the proportion of variance in the dependent variable (**overall brand extension**) which was explained by the independent variable (**Brand loyalty**). Hence 12.0 percent of variation was explained by brand loyalty.

Table 5
ANNOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.825	1	16.825	63.133	.000[a]
	Residual	123.125	461	.267		
	Total	139.950	462			

a. Predictors: (Constant), Brand loyalty
b. Dependent Variable: Overall Extension Evaluation

Table 6
Coefficients[a]

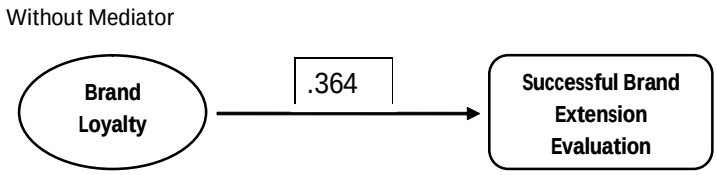
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.120	.182		11.646	.000
	Brand loyalty	.364	.046	.347	7.946	.000

a. Dependent Variable: Overall Extension Evaluation

In the ANOVA table it is clear that the model is significant as the P-value is less than .05 so the entire model has passed the fitness test.

Hypothesis that Brand Loyalty characteristic of consumer is positively related to Successful Brand Extension Evaluation has been accepted as the model was also significant as the P-value was less than .05 which is .00 as it can be seen in the above table. Unstandardized coefficient was also positive with .364 that can be used in the equation; this was the c path value in the path analysis which can be seen in the figure below. And hence revealed positive relation among Brand loyalty and Successful brand extension evaluation.

Figure 4
"Simple model of Brand loyalty and Brand Extension evaluation"

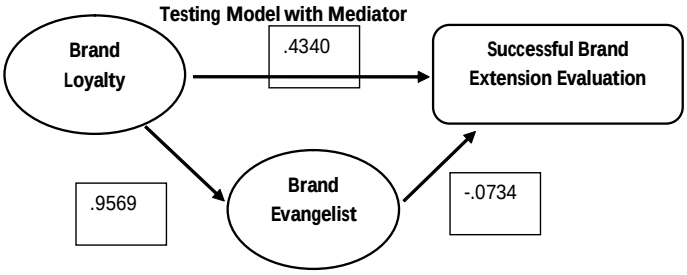


H3: Brand Evangelist significantly mediates the relationship between Brand Loyalty and Successful Brand Extension Evaluation.

All the conditions of mediation or path analysis were kept in mind such as:

- Brand Loyalty (X) → Successful Brand Extension (Y): path *c*
- Brand Loyalty (X) → Brand Evangelist (M): path *a*
- Brand Evangelist (M) → Successful Brand Extension (Y) (controlling for X): path *b*
- Brand Loyalty (X) → Successful Brand Extension (Y) (controlling for M): path *c2*

Figure 5
Mediation model of Brand loyalty and Brand Extension evaluation



Mediation Analysis was run on SPSS 19.0 with the help of Preacher and Hayes option installed. With 95 % Level of Confidence for Confidence Intervals and 1000 number of Bootstrap Re-samples.
Dependent, Independent, and Proposed Mediator Variables:
DV = Overall Brand Extension Success
IV = Brand loyalty
MEDS = Brand Evangelist

Table 7
IV to Mediators (a paths)

	Coeff	Se	t	P
Brand Evangelist	.9569	.0261	36.6100	.0000

Table 8
Direct Effects of Mediators on DV (b paths)

	Coeff	se	t	p
Brand Evangelist	-.0734	.0815	-.9004	.3684

Table 9
Total Effect of IV on DV (c path)

	Coeff	se	t	p
Brand loyalty	.3638	.0458	7.9457	.0000

Table 10
Direct Effect of IV on DV (c' path)

	Coeff	se	t	p
Brand loyalty	.4340	.0904	4.7985	.0000

Table 11
Model Summary for DV Model

R-sq	Adj R-sq	F	df1	df2	p
.1218	.1180	31.9591	2.0000	461.0000	.0000

Table 12
BOOTSTRAP RESULTS FOR INDIRECT EFFECTS
Indirect Effects of IV on DV through Proposed Mediators (ab paths)

	Data	Boot	Bias	SE	
TOTAL	-.0702	-.0755	-.0052	.0859	
Brand Evangelist	-.0702	-.0755	-.0052	.0859	

H4: Marketing support provided to extended brand is positively related to Successful Brand Extension Evaluation.

H5: Parent Brand Experience in past significantly moderates the relationship between Marketing Support and Successful Brand Extension Evaluation.

Effect of a predictor variable Marketing Support (X) on a criterion Successful Brand Extension Evaluation (Z) depends on a third variable Parent Brand Experience (M), the moderator. Moderation implies an interaction effect. It means where introducing a moderating variable alter the direction or magnitude of the relationship between two variables. There are three types of Interactions namely Enhancing, Buffering Effect or Antagonistic Effect.

Enhancing interaction is referred when increasing moderator additionally increases the effect or power of predictor. Secondly Buffering effect is when increasing moderator decreases the effect or power of predictor or reduces the size of the effect. And third condition is Antagonistic effect when adding moderator has reverses affect on the power of predictor to explain the variation on criterion.

Hierarchical multiple regression was used to evaluate the effects of a moderating variable. To test Hypothesis H4 and H5 moderation analysis was performed on SPSS. First Hypothesis was tested with simple linear regression and second model included Parent brand experience as moderator variable. In **Step 1** author was only concerned if the models selected were significant and if the amount of variance that accounted for in Model 2 (with the moderator) has significantly more effect than Model 1 (without the moderator). Result tables presented below:

Moderation Analysis Results

Table 13

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.209[a]	.044	.042	.53819
2	.389[b]	.151	.148	.50761

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.044	21.168	1	461	.000
2	.107	58.349	2	460	.000

a. Predictors: (Constant), Marketing Support
b. Predictors: (Constant), Marketing Support, Parent brand experience

Table 14
ANOVA[c]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.131	1	6.131	21.168	.000[a]
	Residual	133.819	461	.290		
	Total	139.950	462			
2	Regression	21.166	2	10.583	41.072	.000[b]
	Residual	118.784	460	.258		
	Total	139.950	462			

a. Predictors: (Constant), Marketing Support
b. Predictors: (Constant), Marketing Support, Parent brand experience
c. Dependent Variable: Overall Extension Evaluation

Table 15
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.936	.137		21.461	.000
	Marketing Support	.194	.042	.209	4.601	.000
2	(Constant)	1.364	.243		5.618	.000
	Marketing Support	.261	.041	.282	6.413	.000
	Parent brand experience	.357	.047	.336	7.639	.000

a. Dependent Variable: Overall Extension Evaluation

From result tables for the model 1, it revealed that marketing support provided by the company was positively related to Successful evaluation of brand Extension as the unstandardized coefficients beta value being .194 and corresponding p-value was 0.00 less than 0.05 criteria. In this model R was .202 with positive sign and away from 1.0 that showed positive weak but a relationship between marketing support and overall brand extension evaluation.

Is model 1 (without the Moderator) significant? Yes, $F(1, 461) = 21.168$, $p < .05$

R-Square revealed the proportion of variance in the dependent variable (overall brand extension evaluation) which was explained by the independent variable (Marketing Support). Hence 4.0 percent of variation has been explained by brand loyalty and rest will be explained by some other variables not included in this model. Hence Hypothesis 4 that "Marketing support provided to extended brand is positively related to Successful Brand Extension Evaluation" wsas accepted.

Testing the hypothesis 5 and Interpreting Interactions:

Moderation was run with model 2 in the regression equation by keeping theassumption that effect of a predictor variable Marketing Support (X) on a criterion Successful Brand Extension Evaluation (Z) depends on a third variable Parent Brand Experience (M), the moderator. The results of the moderation analysis revealed that hypothesis 5 was accepted as Parent Brand Experience in past does significantly moderates the relationship between Marketing Support and Successful Brand Extension Evaluation.

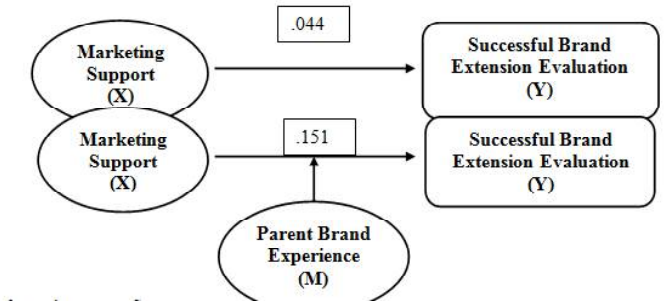
Is model 2 (with the Moderator) significant? Yes, $F(2, 460) = 41.072$, $p < .05$

From the Model summary and ANOVA table it was quite clear that model 2 was significant and more variation was explained by this model that is 14 % than the previous one of 4.0 %. From the coefficient table it can be inferred that Parent brand experience as moderator variable has Enhancing interaction in the model and strengthen the relationship the positive relationship between Marketing support and Successful Brand Extension Evaluation. In

model 2 with the interaction between Marketing Support and Parent brand experience accounted for significantly more variance than just marketing support and parent brand experience by themselves, R2 change = , p = .003, indicating that the beta value has increased due to moderator from .194 to .261 in model 2 , R square change is 0.107, p= 0.00, indicating that there was potentially significant moderation between marketing support and parent brand experience on successful brand extension evaluation.

Figure 6

"Tested Simple model of Marketing Support and Brand Extension evaluation"



Hypotheses Assessment Summary

Table 16

Hypotheses Assessment Summary

S.NO	Hypotheses	R–square	Beta Coefficient	P-value	Empirical Conclusion.
H1	**Brand Loyalty characteristic of consumer significantly lead to become Brand Evangelist.**	.744	.957	.000	**Accepted**
H2	**Brand Loyalty is positively related to Successful Brand Extension Evaluation.**	.120	.364	.000	**Accepted**
H3	**Brand Evangelist significantly mediates the relationship between Brand Loyalty and Successful Brand Extension Evaluation.**	.122	.434	.0000	**Accepted with full mediation**
H4	**Marketing support provided to extended brand is positively related to Successful Brand Extension Evaluation.**	.044	.194	.000	**Accepted**
H5	**Parent Brand Experience in past significantly moderates the relationship between Marketing Support and Successful Brand Extension Evaluation.**	.151	.261	.000	**Accepted with Enhancing Moderation**

Conclusion

In light of problem statement and research objectives set in the beginning, variables were identified that affect the success of brand extensions for close extension. An empirical research model of understanding Consumer Evaluation of Brand Extension showing relationships of the variables has been validated for Close extension by advance statistical modeling given by Preacher and Hayes (2008). Variables that mediated the relationship between dependent variable and independent variables have been identified and for details refer table.16 Hypotheses Assessment Summary. Out of the entire variables selected all variables showed relationship. Hypothesis H5 suggested that managers should be careful in the market if the previous launch has been a failure and past parent experience was negative then company may not put or use the same brand name to extend the company portfolio as it was revealed from the study that new extension will also be viewed in the same negative manner.

Multi-national companies can take advantage of brand extension strategy in order to experience the success and growth in new market with existing or new category. It's not necessary that every brand extension prove to be a success as it depends on situation and trends faced by the company in a particular market. The right association of parent brand with the extension brand can win the market share for the company.

In order to conclude the topic, brand extension is a viable option for a multi-national company to generate growth and expand the market. This is the reason why so many companies are involved in investing their time and money in the introduction of brand through brand extension.

Future Research

This research was carried out with certain limitations, in future this research can be carried on taking real time brand extension by the MNC in other markets of the world to give new insights. One can take specialty goods or unsought products as an example to enlarge the scope of the research. To further generalize the findings of the research the sample size should be increased and also responses

from across countries by taking common brands can make the future research much interesting and can contribute remarkably new insights into the brand extension literature and its usage in the glocalized market settings. In this research only simple mediation and moderation has been applied. In future, multi-mediation moderation can be considered in the research model for new findings into the consumer behavior and brand extension research.

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