

**'Effects of Corporate Brand
Management Knowledge, Practices
& Market Orientation on SMEs
Brand Performance in B2B markets'**

**A Conceptual Framework for
Corporate Brand Management in
Dutch Floriculture**

Master thesis

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Executive summary

Brand management is major important for small and medium sized firms' performance in business to business markets. Brand management involves the design and implementation of marketing campaigns and activities to build, measure and manage brand equity. Brand equity can be measured by objective brand performance based on relative market prices. However, no study confirmed that brand management explains objective brand performance. In the context of this study about floricultural growers, it is unclear why buyers pay a higher price for certain growers' batches.

The problem of this branding study generates four specific research questions and that follow up the following general research question: *'To what extent do Dutch floricultural growers use brand management to increase their performance?'*

The theoretical review shows that practices of brand management are explained by four steps which are (1) developing brand positioning, (2) integrating marketing, (3) assessing brand performance, and (4) growing and strategically sustaining the brand. Furthermore, firms need to be market oriented to increase their brand performance.

The conceptual model exists of four constructs that are tested on rose growers that supply their products to FloraHolland flower auction in the Netherlands. Market orientation, corporate brand management knowledge and practices are hypothesized to have a positive influence on brand performance. Keller's BMPs are revised and formulated for SMEs in B2B markets. Kellers' propositions are reformulated because they (1) focus on B2C markets, (2) are difficult to understand for SMEs entrepreneurs, (3) have irrelevant items because of SMEs lack in economies of scale and (4) use product and corporate branding intertwined. The measure construct of corporate brand management knowledge is developed based on branding knowledge perspectives from Keller (2000) and Krake (2005). Brand performance is objectively measured by using average sales prices for each firm over a period of five weeks. The sales prices are standardized for each cultivar from all 169 growers that supply FloraHolland. Each grower received a relative standardized corporate brand performance score compare to other rosegrowers.

For the data collection 145 growers were contacted (by phone or email) to fill in the online questionnaire in a time span of 1 week. African firms from Kenya and Uganda were difficult to reach by phone because of problems in connection. Most growers that filled in the questionnaire are Dutch. Six growers stopped the online questionnaire after the market orientation questions or corporate brand management knowledge questions. Finally 47 growers filled in the questionnaire completely; a response rate of 32.4%.

Discriminant validity indicates measurement construct that relate to branding basics instead of Kellers' BMPs. Based on measurement scale properties changes are made to make the measure construct more appropriate for use in regression analysis. The corporate brand management knowledge construct exists of four dimensions about (1) firms' activities that affect the corporate brand, (2) brand image associations, (3) brand portfolio (i.e. connection between cultivar and corporate brand), and (4) customer focus. Growers apply brand management according to five different brand management practices. These five brand management practices are in (1) customer focus, (2) brand image implementations, (3) brand portfolio, (4) sustaining the brand, (5) positioning.

Hypotheses are tested with univariate and multivariate regressions using general linear model. Results for testing hypothesis show that certain dimensions of corporate brand management knowledge positively influence corporate brand management practices. Market orientation has positive influence on corporate brand management practices that cover customer focus and sustaining the brand. Moreover, there is no influence of corporate brand management practices, corporate brand management knowledge and market orientation on brand performance. In conclusion, growers show to use brand management for their corporate names, though it does not explain high brand performance based on market prices from FloraHolland flower auction.

Limitations of the study cover the way of using sales prices as objective brand performance measure. Market share for each product brand (i.e. cultivar) are not taken into account when standardizing the market prices. Furthermore, firms that are the only one that supply specific cultivars are not taken into account. This is because firms' brand performance is relatively seen from other firms. Growers that score high for brand management practices may get a low brand performance score. This is because firms may supply product brands that are launched in high competitive markets with lots of competitors.

Outcomes of this study contrast previous branding studies, stating that brand management explains brand performance. This study is performed in a high competitive market where firms produce products that are more or less similar. Firms' reputation may be seen as indicator for brand performance in high competitive markets (Yom Din et al., 2011). Thus, practices that regard to corporate reputation management may have considerable effects on SMEs in high competitive markets compare to brand management practices. Future research should explore how competitive markets and reputation have impact on objective measures of brand performance, based on quantitative research methods.

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1. Introduction

Integrating the process of marketing within business activities provides competitive advantage and profitability in the long run (Baker, Hart, Black, & Abdel-Mohsen, 1986; Webster, 1988). Small firms have limitations and advantages in using marketing (Carson, 1990). Where large firms have access to marketing experts and specialists to increase their knowledge, many small businesses have little understanding of marketing (Fuller, 1994; Cromie, 1991; Bruno & Leidecker, 1988). Because of limited time and money, small firms are more likely to make decisions based on incomplete information (Carson D. , 1990; Gilmore, Carson, & Grant, 2001; Sadler-Smith et al., 2003). However, they can respond more effectively to changing circumstances than large rivals do (Carson D. , 1990; Rothwell & Dodgson, 1994; Fiengenbaum & Karnani, 1991; Mosey, 2005). Moreover, entrepreneurial small firms are closer to customers. This leads to superb understanding of customer needs and identifying trends in the market (Carson & Gilmore, 2000; Hills, Hultman, & Miles, 2008; O'Dwyer, Gilmore, & Carson, 2009).

Branding is a major factor of Small / Medium-sized enterprises' (i.e. SME) marketing performance (Hills, Hultman, & Miles, 2008; Wong & Merrilees, 2008; Merrilees et al., 2011). Integration of firm's marketing is crucial to build strong brands (Hoeffler & Keller, 2003). Building a strong brand is established by brand management (Keller, Apéria, & Georgson, 2008; Aaker & Joachimsthaler, 2000; Esch et al., 2006). This paper uses the following definition of brand management: '*brand management involves the design and implementation of marketing campaigns and activities to build, measure and manage brand equity*' (Keller, Apéria, & Georgson, 2008). Brand equity is the added value that firms obtain through the use of brands in products and services (Kotler & Keller, 2009; Park & Srinivasan, 1994). Examples of brand equity are financial rewards, customer loyalty, and trust (Kotler & Keller, 2009). Brand equity can be measured in the relative price firms get for their products, which is covered in brand performance. Thus, brand management is an opportunity for SME s (Hills, Hultman, & Miles, 2008; Wong & Merrilees, 2008).

In the context of the Dutch flower industry, several studies conclude that it is unclear why buyers pay a higher price for certain growers' batches (Hoogerwerf, Simons, & Reinders, 1994; Yom Din, Slutsky, & Steinmetz, 2011). Wholesalers systematically are willing to pay a premium price for certain growers' products, even when products are similar in every measurable way compared to products of other growers (Personal Communication FloraHolland, 2013). Treffers' study (2012) at the Dutch flower auction concludes that a segment of buyers makes its decision based on growers' reputation and branding. Still, do SMEs in floriculture also recognize the advantages and make use of the opportunity to manage brands?

Now we know that growers' brand management is important in the buying decision of a wholesaler (Treffers, 2012), this thesis elaborates floricultural growers' awareness and use of brand management. This thesis builds on Treffers' (2012) findings about wholesalers buying behaviour. The aim of this research is to increase knowledge about branding by floricultural growers to develop SME differentiation and make competitive advantages possible. Consequently, growers receive higher prices for their roses based on their practices in brand management. The following general research question can be answered by measuring the floricultural grower's use of brand management:

'To what extent do Dutch floricultural growers use brand management to increase their performance?'

The key elements that contribute to brand management are based on the positioning strategy, implementing marketing activities, interpreting brand performance, and growing added value through the brand (Kotler & Keller, 2009; Keller & Lehman, 2006). It is important to know how SMEs knowledge and use of brand management can be measured and if growers see brand management as an opportunity (Berthon et al., 2008; Krake, 2005; Personal Communication FloraHolland, 2013). Moreover, does brand management lead to brand performance? The literature review focuses on general brand management, partially on business to business markets. Hypothesis will be formulated for SME firms in business to business markets. This study will be tested on Dutch rose growers that supply the Dutch flower auction FloraHolland. These businesses are characterized as SMEs (Verhees & Meulenbergh, 2004). Branding literature about SMEs will be used to integrate theory in a framework that is appropriate for growers that supply the Dutch flower auction FloraHolland (Vorst, Bloemhof, & Keizer, 2012). The main research question will be answered by the following empirical research questions:

- Q1: To what extent do floricultural growers have knowledge about brand management?
- Q2: How do floricultural growers apply brand management?
- Q3: Do growers see the opportunity to apply brand management within their firm?
- Q4: How does brand management explain brand performance?

2. Literature on brand management

The process of brand management covers four steps that contribute to a firm's brand performance (Kotler & Keller, 2009). These steps cover the whole process of brand management, instead of only building a strong brand. Firms that have knowledge and implement brand management create high brand equity. The following brand management steps are to be discussed in this chapter: *(1) developing brand positioning, (2) integrating marketing, (3) assessing brand performance, (4) growing and strategically sustaining the brand* (Kotler & Keller, 2009; Keller & Lehman, 2006). Furthermore, the relation between market orientation and brand orientation is discussed. The last paragraph focuses on the brand management literature for SMEs.

2.1 Developing brand positioning

Brand positioning is based on associations that customers make (Kotler & Keller, 2009). Brand associations are defined as anything that is linked in memory to a brand (Aaker, 1991). That is; all brand-related feelings, thoughts, experiences, images, and perceptions. The information that we recall about the brand depends on the strength and way that we organize these associations (Kotler & Keller, 2009). Consumers may already have beliefs about brands (Bruner & Hensel, 1996). Marketers need to define the knowledge structure that they want to have in the customer's mind (Keller, 1993). They have to investigate the overall evaluation of a brand (i.e. brand attitude), which is based on attributes and associated benefits (Wilkie, 1986; Mitchell & Olson, 1981; Keller, 1993). If brand associations are well elaborated, customers perceive the brand in their mind as preferable. Customers are looking for something unique that best fits their needs, which gives firms a chance to create a competitive advantage (Aaker, 1996; Keller & Lehman, 2006; Kotler & Keller, 2009; Keller et al., 2002).

From a company's perspective, brands are built on the products it self (Keller & Lehman, 2006). Knowledge about firm's resources and segmentation, targeting, and positioning (i.e. STP) is crucial for the brand's positioning strategy (Srivastava, Fahey, & Christensen, 2001; Park, Jaworski, & MacInnis, 1986). Examples of resources are skills, finance, production experience, and interpersonal relations. Brands are marketing specific resources (Barney, 1991; Srivastava, Fahey, & Christensen, 2001). When brands are effectively coordinated with other resources in the firm, brand management is a core capability (Doyle, 2001; Yang, 2010). A resource can lead to competitive advantage when using STP (Hunt & Morgan, 1995a; 1995b). Choosing the right market position insulates the brand from competition on the market and it provides keys to create a clear and consistent image of the brand (Park, Jaworski, & MacInnis, 1986). Elaborating the positioning strategy causes significance of the brand (Urde, 1999). Despite the importance, there is little branding literature on how resources transform through managerial guidance (Delgado-Ballester & Munuera-Alemán, 2005; Srivastava, Fahey, & Christensen, 2001).

In conclusion, brand positioning covers both a firm's and consumer's perspective. Firms need to integrate brand positioning within the core of their company. Associations that customers make about the brand contribute in developing a clear brand position. Key associations that are most important are brand intangibles, personality, relationship, reputation, and corporate branding (Keller & Lehman, 2006).

Intangibles

A product has tangible (e.g., price, colour, size) and intangible attributes (e.g., perceived quality, service, safety) (Keller & Lehman, 2006; Brady & Bourdeau, 2005). Tangible attributes are physical and more easily to evaluate prior to purchase, rather than the intangible ones (Mitchell & Greatorex, 1993; Zeithaml & Bitner, 2000). Intangible attributes are more risky for consumers because intangibles cannot be evaluated prior to purchase (Srinivasan & Till, 2002; Zeithaml, 1981). However, brands can reduce this risk perception for consumers. Consumers memorize and identify branded products through experiencing intangibles (Srinivasan & Till, 2002; Erdem & Swait, 1998). The intangibles that consumers experience are experience and credence attributes. Experience attributes (e.g. reliability and quality) are evaluated after purchase or during use (Brady & Bourdeau, 2005; Nelson, 1970). Credence attributes (e.g. safety and healthiness) are difficult to verify even after use of the product (Darby & Karni, 1973) one has to believe in the product. For example, customers that consume the same branded product over and over are likely to give a positive evaluation on quality or safety (i.e. intangible attributes). A positive evaluation of the product reduces the risk (Srinivasan & Till, 2002). Customers memorize the branded product and it gains trust due to positive evaluation of intangibles (Srinivasan & Till, 2002; Erdem & Swait, 1998).

Personality

Brands can refer to a set of human personality traits that lead to buying behaviour. This is called brand personality (Kotler & Keller, 2009; Azoulay & Kapferer, 2003; Aaker, J., 1997). Brand personality gives symbolic meaning to brands and tend to serve the self-expressive function (Keller, 1993). Moreover, customers like to associate themselves with a brand that represents certain human characteristics that match their own ones (Kotler & Keller, 2009). Jennifer Aaker (1997) identifies five dimensions of brand personality, which are sincerity, excitement, competence, sophistication, ruggedness. The use of brand personality increases preference and usage (Sirgy, 1982), raise customer emotions (Biel, 1993) and more importantly; increases trust and loyalty towards the brand (Fournier, 1994; Sung & Kim, 2010).

The level of importance for brand personality contradicts in business to business markets. Keller (2003) argues that brand personality is less important for B2B brands compared to consumer brands. This is in line with findings from Chernatony & McDonald (1998) that emotionally influenced decision-making is rare in industrial markets. Consequently, most literature in brand personality focuses on consumer markets (Kuhn, Alpert, & Pope, 2008; Grohmann, 2009).

Though, recent years it appears that brand personality gets more attention in B2B markets. Brand personality in business to business markets focuses on company level, and not on the individual employees (Persson, 2010). Brand personality creates a premium price. This is especially the case when relationships, customer loyalty, and trust are important consequences of brand personality. Brand personality is important for selecting a channel partner by developing emotional connections and relationships (Campbell et al., 2010). Especially in industrial markets, a recent study shows that brand personality is an important instrument for brand management (Herbst & Merz, 2011). This suggests that entrepreneurs may use brand personality in brand management.

Relationship

Brand relationship is the way that consumers relate to brands as if these brands are human beings (Aggarwal, 2004). Brand relationship is an extension of brand personality (Blackston, 1992). When brands are personified, consumers have a bond with the brand instead of only perceiving the brand as personality (Kapferer, 2012; Blackston, 1993). Consumer brand relationship focuses more on service brands and a combination of product and services (Aggarwal, 2004). In addition, personal connection and commitment with the product are more likely in consumer brand relationship (Fournier, 1998). In a business to business context, customer brand relationship seems to be more appropriate than consumer brand relationship. This is because in B2B markets there is no self commitment with the brand. For example, consumers are more self-committed when consuming

branded flower bouquets than buyers that purchase these bouquets in B2B markets. The brand relationship for buyers is based on personal and functional connections regarding the brand. Furthermore, companies have interpersonal relations and fewer customers in B2B compared to the B2C markets (Naudé et al., 2007; Esch et al., 2006).

Although it is known that customer brand relationship is a core component of customer brand loyalty (Fournier et al., 1998; Fullerton, 2003; Morgan & Hunt, 1999; Sirdeshmukh et al., 2002), little research is provided in this domain of customer brand relationship (Huber et al., 2010; Hess & Story, 2005). Hess & Story (2005) and Esch et al. (2006) argue that customer brand relationship is difficult to define because constructs relate to personal relationships in marketing literature. As described in the nineties by Arnold (1992) and McKenna (1990), customer brand relationship builds a special relationship between the customer and company or product, expressed through the brand. Especially brand relationships in B2B markets is complex (Ford et al., 2006; Hakansson, 1982). Decision making has been developed within the domain of emotional aspects; based on firm's trust, prestige, friendship, security and social needs (Elsbach & Barr, 1999). These emotional aspects are important when buyers lack knowledge, motivation, and interest (Desai & Mahajan, 1998). Thus, customer brand relationship plays an essential role for decisions making in B2B markets.

Corporate branding and reputation

Corporate branding is creating and maintaining a favourable reputation of the company by sending signals towards stakeholders using the corporate brand (Riel, 2001). Corporate brands communicate the identity of a firm, as well as through the products they sell (Kay, 2006; Aaker, 2004). They can span the entire company and clearly communicates customer's expectations (Balmer, 2012; Argenti & Druckenmiller, 2004). Corporate brands enhance overall reputation; particularly in business to business markets. Argenti & Druckenmiller (2004) define reputation as a collective representation of constituencies' images of a company. This representation builds on consistency over time about identity, performance and how these constituencies perceive the firm's behaviour (Herbig & Milewicz, 1993; Argenti & Druckenmiller, 2004). The impact of corporate brands on reputation is the greatest in high competitive markets where products look alike and cannot be seen (Argenti & Druckenmiller, 2004).

In marketing, there is a shift from product brands to corporate brands (Chernatony, 1999; Aaker & Joachinsthaler, 2000; Hatch & Schultz, 2003). According to Mitchell (1997) we have moved from the industrial to the information age. Intangibles (e.g. ideas and knowledge) are more important than tangible assets. Product brands are only customer oriented while corporate brands have multiple stakeholders like suppliers, employees and local communities (Balmer, 2001; Chernatony, 2002; Hatch & Schultz, 2003). Product brand associations are only related to the product itself and performance focuses on the product (Brown & Dacin, 1997; Balmer, 2001). Balmer & Gray (2003) argue that product brand values tend to be established by skills in marketing and advertising creatives. In contrast, corporate brand are well-grounded in the entire firm and it communicates a firm's identity (Balmer & Gray, 2003). So, where product brands enhance product reputation; corporate brands reach overall reputation of the firm (Xie & Boggs, 2006). Thus, corporate branding is more important in building loyalty among stakeholders and communicating a promise that is consigned by all levels of a firm (Balmer, 2001; Balmer & Gray, 2003).

2.2 Integrating marketing

Marketing activities offer product information and show how, why, when, by whom, and where products are used (Keller, 2000). A brand uses the full repertoire of marketing activities that helps to build brand equity and brand positioning (Keller & Lehman, 2006; Keller, 2000; Keller, 2003; Yoo, Donthu, & Lee, 2000; Keller, 2001; Hoeffler & Keller, 2003). Marketing activities that make use of brands have interaction effects among themselves. For example, product packaging relates to price perception that together enhances brand equity (Keller & Lehman, 2006). Thus, integrating marketing is about mixing and matching marketing activities to gain maximum effect; individually and collectively (Iacobucci & Calder, 2003). Three important parts of integrating marketing are brand elements, integration of marketing communication, and brand community (Keller & Lehman, 2006).

Brand elements

Brand elements are trademarkable instruments that offer differentiation and identification among brands. Examples of brand elements are brand name, logo, slogan, packaging, color, and design. Brand elements are easy to recall, especially when consumers do not have much information to make a purchase decision (Kotler & Keller, 2009).

Keller (2003) uses six main criteria that a firm needs to consider in choosing elements to build brand equity. The first three are (1) memorability, (2) meaningfulness, and (3) aesthetic appeal. Consumers may perceive the element as likable, which is ment by aesthetic appeal (i.e. verbally, visually or in other ways) (Kotler & Keller, 2009). These first three criteria are building the brand. The last three criteria are (4) transferability, (5) adaptability, and (6) protective. These last three criteria are important for growing and sustaining the brand. Transferability refers to ability that brand elements can be transferred to different market segments, product categories and boundaries of cultural and geographical aspects. Furthermore, adaptable refers to the extent that elements can be updated to match environmental changes. These last three criteria are important when firms face external opportunities (e.g. brand extension) or threats (e.g. price competition). Thus, brand elements criterion provides clues to build, protect, and extent brands (Kotler & Keller, 2009).

A brand name helps consumers to understand what makes the brand so special (Kotler & Keller, 2009). The importance of a brand name is so large that visual elements of the product belong to the background and the brand name catches most attention (Osselaer & Alba, 2000; Kristensen, Gabrielsen, & Zaichkowsky, 2012). Formulating a brand name depends on choosing a market segment and targeting product categories (Laforet, 2011). Creating a brand name requires trade-offs. On the one hand, firms lack flexibility when the brand name is too specific and creates inherent meaning. Firms with inherent brand names have trouble with adding different meaning and updating their positioning (Doyle & Bottomley, 2006; Keller, Heckler, & Houston, 1998; Frankel, 2005). Then, the brand name has low levels of adaptability and transferability. On the other hand, a brand name may lose its focus to their core customers. For example, coffee brand Nestlé introduces their corporate brand into the cereal breakfast market. A cause is that the firm grows rapidly. So, the brand name needs a clear sense of meaning (Laforet, 2011). Thus, developing a brand name is a well-thought task in finding a balance between inherent and clear sense of meaning.

Brand logo and packaging design are next to brand name essential brand elements. A brand logo provides two main benefits. The first one is that logos give important meaning to identify a goal by symbols that are recognized and perceived. The second benefit is that it provides information about the corporate culture of a firm (Keller, 2003). However, little academic research covers consumer impacts of brand logos (Keller & Lehman, 2006; Schmitt & Simonson, 1997; Garber Jr, Burke, & Jones, 2000).

Packaging design has received more attention recent years (Keller & Lehman, 2006; Schmitt & Simonson, 1997; Garber Jr, Burke, & Jones, 2000). A study by Reimann et al. (2010) found that consumers are willing to pay more when the package has a strong likable appeal. In this case, consumers rather choose unknown than known brands (Reimann et al., 2010). Especially for food products, creating attention with packaging increases the probability to purchase (Garber, 1995; Garber et al., 2000). Moreover, consumers think that packages with attractive shapes have more volume, compared to the once with standard packaging (Folkes & Matta, 2004). Sometimes the package provides a product picture that serves information. They only have high positive impact with products that have high levels of experiential benefits. In terms of experiential benefits, customers need to experience the product first before they can evaluate the product. For example, a picture helps with chocolate products. Chocolate is a product with values that are related to the process of consuming and enjoying the product. A picture on the package does not help for plastic sandwich bags because it has low levels of experiential benefits (Underwood, Klein, & Burke, 2001). Thus, the effectiveness of brand packaging depends on experiential levels of the product.

Integrated Marketing Communication

Integrated Marketing Communication (i.e. IMC) is coordinating promotional elements and other marketing activities that communicate with customers (Fawcett, 1993). IMC leads to stronger message consistency and creates loyal relationships with consumers. It affects brand equity and provides more sales (Madhavaram, Badrinarayanan, & McDonald, 2005; Reid, Luxton, & Mavondo, 2005; Keller, 2009). Promotional elements in IMC refer to public relations, Word of Mouth, direct and interactive marketing, and so on (Nandan, 2005). Marketing communication should be collectively coördinated in how it communicates a uniform brand messages (Wells, Burnett, & Moriarty, 2000; Payne & Holt, 2001; Schultz & Schultz, 2004).

Communicating the brand is a complex process that involves customer's and company's perspective (Duncan & Moriarty, 1998; Nandan, 2005). Customers can perceive confusing messages and companies may ignore stakeholders (Duncan & Moriarty, 1998). It is important to strengthen brand communication through linking brand identity with brand image (Nandan, 2005). Brand image refers to information that is linked to a brand in customer memory (Keller, 1993). Brand identity originates from the company in how it seeks to identify itself (Marguiles, 1977). Examples of components that formulate the brand identity are positioning, personality, relationships and firm's vision. The connection between brand image and brand identity is crucial for building strong brand loyalty (Nandan, 2005). For example, when the brand positioning strategy of a firm is perceived similarly to customers' need, then the firm is likely to build brand loyalty. When the linkage between both concepts is there, the firm needs to manage IMC by speaking the brand message in one voice to reduce errors (Wells et al., 2000; Payne & Holt, 2001).

Brand community

A brand community is defined as '*a specialized, non-geographically bound community, which is based on a set of social relations among the admirers of the brand*' (Muniz Jr & O'guinn, 2001). IMC can be improved by a brand community. Consequently, a brand community builds customer loyalty (Ballantyne & Aitken, 2007; McAlexander, Schouten, & Koenig, 2002). Brand communities are customer centric and inhere in customer experience about the brand. Taken into account these shared experiences can strengthen the brand community (McAlexander et al., 2002). The use of customer's input within the community can deliver opportunities to improve brand communication and relationships (Muniz Jr & O'guinn, 2001; Jang et al., 2008). Thus, brand communities enhance value creation between and among customers and firms (Schau, Muniz Jr, & Arnould, 2009).

Brand communities provide premium prices in business to business markets (Persson, 2010). Within the B2B context, customers can be identified as members of a brand community. Customer may become brand admirers when the interest goes beyond searching product information about

functional aspect (Andersen, 2005). Two brand community elements provide a premium price (Bondesson, 2012). The first one relates to social and economical benefits that communities offer (Andersen, 2005). The second dimension involves the psychological ties of belonging between members in the community (Carlson, 2008). These elements contribute to understand the brand image and strength of the brand (Bondesson, 2012). So, brand community is a potential source of brand image. A firm should develop and nurture a brand community in B2B markets (Persson, 2010).

2.3 Assessing brand performance

Firms should incorporate brand performance measures that are established by brand equity research (Baldauf, Cravens, & Binder, 2003; Aaker, 1996). As mentioned in the introduction, brand equity is ‘a set of assets (and liabilities) linked to a brand’s name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm’s customers’ (Aaker, 1991). Brand equity also involves measurement information about issues related to intangibles (Baldauf et al., 2003; Wood, 2000). Brand equity can be expressed in different ways (Feldwick, 1996). Accountants value brand equity as total value of a brand when it is sold or included on the balance sheet (i.e. brand value). For example, the brand value of Coca Cola is estimated on 77.839 Million dollars in 2012 (Interbrand, 2012). Marketers see brand equity as associations and beliefs that customers have about the brand (i.e. brand image) and measure of strength customers attach to the brand (i.e. brand loyalty) (Feldwick, 1996; Wood, 2000). Overall, if the firm has knowledge about its brand equity, it allows developing successful brand management (Aaker, 1996).

Assessing brand performance raises confusion about how it is conceptualized and measured in relation to brand equity (Wood, 2000; Vazquez, Del Rio, & Iglesias, 2002). Figure 1 provides schematic overview to make this concept clear. The model starts with firm’s perspective in how it seeks to identify the brand (i.e. brand identity) (Marguiles, 1977; Wood, 2000). Examples of components that are covered by brand identity are brand vision, positioning, personality, relationships (Harris & Chernatony, 2001; Chernatony, 1999). The way that a firm develops its brand identity depends on how knowledgeable firms are about branding (Keller, 2003). Then, the customer perceives the brand with information that is linked in their memory (i.e. brand image) (Keller, 1993). Customers may have a favourable response and strong commitment towards the brand (i.e. brand loyalty) (Day, 1969; Jacoby & Chestnut, 1978). These three terms (i.e. brand identity/image/loyalty) are covered in Keller’s (2003) customer-based brand equity (Keller, 2001). The outcome of customer-based brand equity is brand value (Wood, 2000; Keller, 1993).

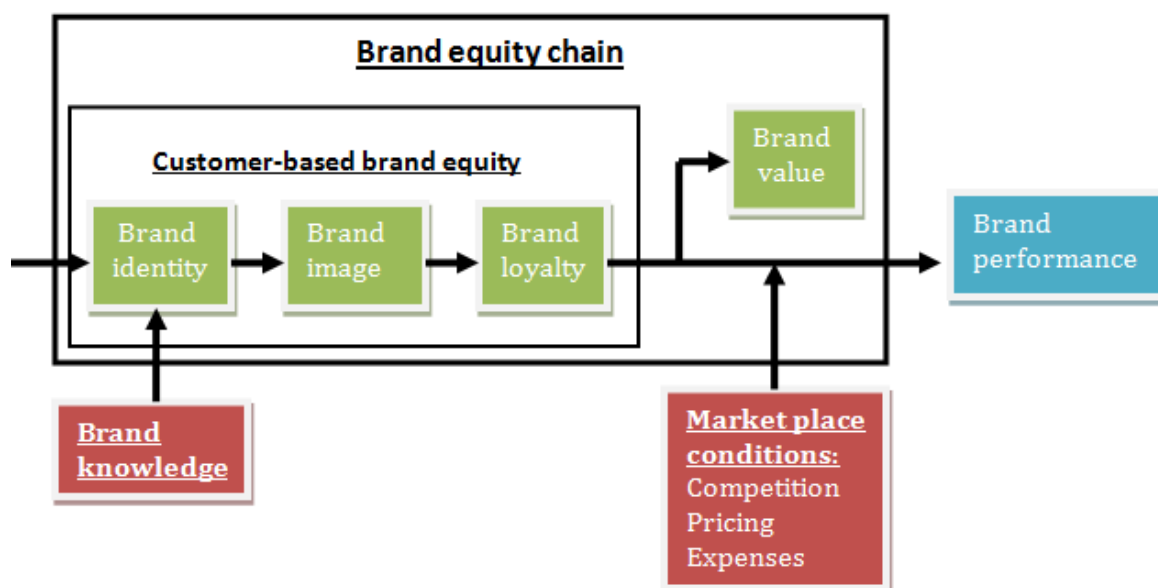


Figure 1: Schematic model of brand equity chain and brand performance

Brand performance is not totally covered by brand equity research (Baldauf et al., 2003). Brand performance is the relative price and market share that firms gain compared to other (un)branded products (Chaudhuri & Holbrook, 2001; Aaker, 1991; 1996; Agarwal & Rao, 1996; Ailawadi, Lehmann, & Neslin, 2003; O'Cass & Ngo, 2007). Brand performance is seen from a broader perspective that pays attention to competition, pricing and expenses (Baldauf et al., 2003; Ehrenberg, Uncles, & Goodhardt, 2004; Ailawadi, Lehman, & Neslin, 2003). Tactical decision making plays a crucial role in how to deal with market conditions that contribute to brand performance (Baldauf et al., 2003). For example, firms could reduce their budget for branding because of price competition, or invest in branding. Thus, firm's response on market conditions is taken into account when assessing brand performance measure.

Customer-based brand equity

The definition that Keller (1993) used for customer-based brand equity (i.e. CBBE) is *'the differential effect of brand knowledge on consumer response to the marketing of the brand'*. As proposed by Aaker (1991; 1996) and Keller (1993), brand equity measures four dimensions; brand loyalty, brand awareness, perceived quality, and brand associations. Positive customer-based brand equity provides a more favorable reaction to elements of the marketing mix for the brand, than when it is attributed to an unnamed or fictitious named product or service (Keller, 1993). In figure 1, brand value is the outcome of CBBE (Wood, 2000). The CBBE-concept could easily be extended to other constituencies (e.g. customers, buyers, partners, suppliers etc.) (Raggio & Leone, 2007).

Measuring and understanding CBBE is essential for successful brand management (Keller, 1993; Washburn & Plank, 2002). It enables a firm to critically evaluate the marketing program. CBBE provides feedback about product performance because brand equity is seen from customer's perspective. Furthermore, solutions can be made for advertising and positioning problems (Lassar, Mittal, & Sharma, 1995). After Keller's CBBE measurement, other researchers enrich the measurement of CBBE. Pappu et al. (2005) incorporate the dimension of brand personality to Keller's measurement. Netemeyer et al. (2004) found antecedents (i.e. perceived quality, perceived cost value and brand uniqueness) for willingness to pay a premium price.

According to research from recent years, CBBE also focusses on the business to business context (Kuhn et al., 2008; Biedenbach, 2012). The four brand equity measures by Aaker (1991; 1996) and Keller (1993) have an impact on each other and on the overall formation of brand equity in both B2B and B2C markets (Aaker, 1996; Biedenbach, 2012). Importantly, human elements that represent a firm play a role in the B2B brand equity model (Kuhn, Alpert, & Pope, 2008). This finding relates to Pappu et al. (2005) about incorporating brand personality in B2C markets. In B2B markets, buyers pay more attention to staff and brand credibility (i.e. trustworthiness and expertise) (Kuhn et al., 2008; Erdem & Swait, 1998; 2004). Hence, measuring CBBE for corporate brands is more appropriate than for individual product brands. Corporate brands receive greater awareness than individual brands, which suggests corporate brand names need to receive major attention (Kuhn et al., 2008). Thus, the four dimensions of CBBE are appropriate for both markets and especially applicable for corporate branding in B2B contexts.

2.4 Growing and strategically sustaining the brand

Brand equity needs to be retained by growing and sustaining the brand overtime (Chernatony, 2001). Growing the brand in the right direction depends on product and market development (Chernatony, 2001; Keller & Lehman, 2006). Marketers find this direction in new offerings and ways to market the brand. If brands fail to move forward, market leadership will diminish or disappear (Kotler & Keller, 2009). Therefore, brand extension and new product branding are important topics to grow the brand (Keller & Lehman, 2006).

The brand manager needs to make strategic decisions to manage the brand overtime (Keller & Lehman, 2006). It requires trade-offs between activities that reinforce the brand and its meaning (e.g. new product improvement or creative ad campaigns). If consumers fail to perceive the message that a firm had in mind, it reduces awareness and weakens brand image (Kotler & Keller, 2009). Sustaining the brand requires more insight in the design of brand architecture and effects of co-branding / brand alliance (Keller & Lehman, 2006).

Brand extension

Brand extension is defined as '*use of established brand names to enter new product categories or classes*' (Keller & Aaker, 1992). It is heavily been researched as one of the most influential areas in marketing (Czellar, 2003). Firms are likely to introduce new products under their strong brand name (Kotler & Keller, 2009). Kotler and Keller (2009) provide two main advantages of brand extension. The first one is that it facilitates new product acceptance and the second one is that it provides positive feedback to both the parent brand and firm. Furthermore, a study by DelVecchio and Smith (2005) concludes that firms could get a premium price for their extended brand through the ability of a known brand. This is because brand extension reduces perceived risk that customers experience in their purchase decision (DelVecchio & Smith, 2005). So, extensions reduce the risk in setting up positive expectation through parent brands (Milewicz & Herbig, 1994; DelVecchio & Smith, 2005).

Customer's evaluation of brand extension depends on three criteria (Aaker & Keller, 1990). The parent brand and new extension need to fit based on customer perception (Aaker & Keller, 1990; Klink & Smith, 2001; Osselaer & Alba, 2003). Bottomley and Holden (2001) conclude that perceived quality of the original brand significantly drives brand extension success. Besides taken into account cultural differences, the parent brand and extension also need to interact with each other. Moreover, extension's attributes need to be consistent with the parent brand beliefs (e.g. communicating the same quality level through both the parent brand as extension) (Loken & John, 1993).

It is possible to use different positioning strategies for brand extensions (Aaker & Keller, 1990). Still, this is risky because customers are likely to perceive more negative attitudes toward brand extension. Usually the brand category reduces fit between the extended and original brand (Sheinin, 1998). However, undesirable associations can be neutralized by elaborating on brand extension attributes rather than using the original brand (Aaker & Keller, 1990). Keller and Aaker (1992) found that only high quality core brands provide favorable extension evaluations. This is the case when introducing extensions in different product categories (Keller & Aaker, 1992). Thus, brand extensions that have high quality consistency across diverse product categories can broaden their opportunities in the brand extension domain (Keller & Aaker, 1992; Dacin & Smith, 1994).

Brand architecture

Brand architecture organizes the brand portfolio that specifies brand roles and the nature of relationship between brands (Aaker & Joachimsthaler, 2000). Managing the structure of brand extension is complex because of external factors (e.g. market fragmentation, channel dynamics, changing business environments) (Aaker & Joachimsthaler, 2000). Brand managers deal with decisions whether to choose multiple brands, subbrands, line extensions or vertical extensions (Keller & Lehman, 2006). It is a challenge to make all brands fit within the team.

The 'branded house' and 'house of brands' are two extremes of brand architecture (Aaker & Joachimsthaler, 2000). A branded house uses a single master brand (i.e. corporate brand) that spans a set of offerings. Examples of master brands are IBM, Heinz, Coca Cola. The set of offerings operates with subbrands. Subbrands are connected to a master brand and provide associations of the master brand. When firms operate in more contexts, the master brand creates leverage and is more likely to be chosen by consumers. The house of brands involves a set of independent stand-alone brands (i.e. product brands). Examples of product brands are Windows, Xbox, Optime!, Avalanche, Red Naomi. The product brand is in between the consumer and the firm. In this case, consumers perceive little connection between the product brands and the firm. Consequently, it allows firms to position brands more clearly on functional benefits and dominate niche segments (Aaker & Joachimsthaler, 2000). Thus, both ways of organizing the brand architecture have their own pros and con's.

It is important to know how to build a strong corporate brand image by enhancing the product brand image. The 'holistic corporate brand' fits most closely to the branded house, which is both a consumer as corporate brand (Muzellec & Lambkin, 2009; Aaker & Joachimsthaler, 2000). Muzellec and Lambkin (2009) found that these brands need a certain degree of consistency between the brand image of the product itself and the brand image and identity of the corporate brand. Successful corporate brands achieve high levels of coherence and consistency when brand image is similarly perceived by stakeholders (Hatch & Schultz, 2002; Urde, 2003). The 'trade name' corresponds to the house of brands with independent product brands. To make it more complex, corporate branding can provide a visual identity to a trade name (Muzellec & Lambkin, 2009). Corporate brands as trade names (e.g. Unilever) communicate values that define the organization (Ind, 1998a; Muzellec & Lambkin, 2009). Although these brands stand alone, symbols in the trade name can be associated with firms values (Ind, 1998a; Urde, 1999; 2003). Compared to holistic corporate brands, the definition of corporate trade names may not fully coincide building brand image (Chernatony, 2002; Balmer & Greyser, 2003; Fombrun & Riel, 2004).

2.5 Measuring practices of brand management according to Keller (2000)

The Brand Report Card (ie. BRC) consists of ten Brand Management Points that measure firm's practices of brand management (Keller, 2000). The BRC does not only focus on building strong brands; it also consolidates key practices of brand management overtime (Berthon, Ewing, & Napoli, 2008). Keller (2000) describes the BRC as guideline for managers to think about how to grade their brand's performance for each of the BMP. It helps to identify strength and weaknesses of the brand in certain areas. However, it does not mean that managers need to give more attention certain weak BMPs. The ten dimensions that Keller (2000) uses are traits that world's strongest brands share. Figure 2 represents an overview of Keller's (2000) Brand Management Points.

Keller's Brand Management Points (2000)	
BMP 1:	<i>Brand Delivers Benefits Customers Truly Desire</i>
BMP 2:	<i>Brand Stays Relevant</i>
BMP 3:	<i>Pricing Strategies Based on Perceptions of Value</i>
BMP 4:	<i>Brand Is Properly Positioned</i>
BMP 5:	<i>Brand Is Consistent</i>
BMP 6:	<i>Brand Portfolio and Hierarchy Make Sense</i>
BMP 7:	<i>Brand Uses Full Repertoire of Marketing Activities to Build Equity</i>
BMP 8:	<i>Brand Managers Understand What the Brand Means to Consumers</i>
BMP 9:	<i>Brand Is Given Proper Support and It Is Sustained over the Long Run</i>
BMP 10:	<i>Company Monitors Sources of Brand Equity</i>

Figure 2: Brand Management Points from Keller's Brand Report Card (2000)

Berthon et al. (2008) tested Keller's (2000) ten Brand Management Points on Small and Medium sized enterprises. Micro, small and medium-sized enterprises (i.e. SMEs) are defined as 'enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro' (European Commission, 2005). Berthon et al. (2008) found significant differences along 7 out of 10 BMPs that separate high performing from low performing SMEs. High performing firms implement these BMPs to a significantly greater extent than low performing firms do. BMP3, BMP4, and BMP10 (see figure 2) were found to be not significant for separating high and low performing firms. Berthon's et al. (2008) study was the first and last quantitative research study on SMEs brand management.

2.6 Market Orientation and Brand Orientation

Firms that manage brands need to be market oriented. This is because firms need to respond to market demand. Market orientation positively influences organizational performance and brand performance (Kohli & Jaworski, 1990; O'Cass & Ngo, 2007). Market orientation is defined as "the organisation-wide generation of marketintelligence, dissemination of the intelligence across departments and the organisation-wide responsiveness to it" (Kohli & Jaworski, 1990).

Responsiveness relates to the extent that firms adapt to expressed customer needs and market structures (Verhees & Meulenber, 2004).

Furthermore, firms need to be brand oriented to achieve high brand performance. Urde (1999) defines brand orientation as "an organizational process that involves the creation, development, and protection of brand identity in an ongoing interaction with target customers with the aim of achieving lasting competitive advantages in the form of brands".

Research in brand orientation and market orientation overlap, however, there are some perspectives between both concepts that are adversative (O'Cass & Ngo, 2007). Market orientation is a more short term perspective to satisfy the needs and wants of customers and branding has a more long term perspective (Urde, 1999). Customer preferences may change overtime and then the stable position of the brand is being questioned. Always being agreeable or avoiding these hard decisions

does not contribute in building a strong brand identity. A firm needs to find a balance between both situations to sustain the brand in the long run. However, a recent study by Tuominen et al. (2009) shows that customer orientation as part of market orientation is major important for brand orientation. Both being market oriented as brand oriented are necessary to increase brand performance (Urde, 1999).

2.7 Brand management studies for SMEs

Brand management studies in the area of small- and medium enterprises have received little attention from researchers (Abimbola & Vallaster, 2007; Krake, 2005; Wong & Merrilees, 2005; Inskip, 2004; Berthon, Ewing, & Napoli, 2008), compared to large organisations (Aaker, 1991; Aaker & Keller, 1990). Brand management for SMEs has different guidelines and practices than for large enterprises (Krake, 2005; Berthon, Ewing, & Napoli, 2008). A lot of SME branding studies propose a new theoretical framework, but do not test it. Moreover, it is unclear what kind of brand (i.e. product or corporate brand) influences performance most (Mälkä, Saraniemi, & Tähtinen, 2011; Berthon et al., 2008; Inskip, 2004).

Krake (2005) evaluates Keller's model (1998) for building a strong brand, specifically on SME branding. Findings in brand management consist of differences between small and large firms (Krake, 2005; Keller, 1998; Berthon et al., 2008). In practice, six important guidelines were appropriate for the SME context. At first, SMEs need to focus on one or two strong brands and not more than two. Second, they need to choose one or two important brand associations. Third, integrate an interactive mix of brand elements that support brand image and awareness. Fourth, create a logical policy and consistency in communication. Fifth, a link between the character of the entrepreneur and that of the brand is necessary. At last, the company needs to have a passion for the brand (Krake, 2005; Keller, 1998).

Recent studies about branding in SMEs lack in quantitative research methods (Merrilees, 2007; Ahonen, 2008). Most research is studied from a SME-perspective, rather than starting with general brand management theory (Ahonen, 2008). These studies propose a theory based on qualitative research like case studies, but they do not test the conceptual framework in practice (Merrilees, 2007; Wong & Merrilees, 2005). This is because branding in SME is a new concept that needed an exploratory view previous years (Ahonen, 2008). Only Berthon et al. (2008) studied brand management from a quantitative perspective. None study objectively measures and determines SMEs brand performance (Wu, 2011; Wong & Merrilees, 2005). In addition, most studies lack analysis in effects of using corporate and product branding in SME (Berthon et al., 2008; Spence & Essouss, 2010). These two ways of branding are used intertwined as a brand definition for SMEs (Berthon et al., 2008). Thus, limitations in previous research give rise to new opportunities for investigating SME branding in this study.

3. Model & Hypotheses

A conceptual framework will be tested in this empirical study (see Figure 3). This framework will be tested on rose growers that deliver their cutroses to the Dutch flower auction. The model represents four different constructs that are hypothesised to have positive relations. Three of these construct need explanation, which are Corporate Brand Management Knowledge (i.e. CBMK), Corporate Brand Management Points* (CBMP), and Brand Performance. Hypotheses are mentioned afterwards with explanation of how constructs and dimensions in the model are related.



* Brand Management Points from Keller's Brand Report Card (2000) which are appropriate for this study

Figure 3: Conceptual framework for Brand Management in Dutch Floriculture

Corporate Brand Management Knowledge (i.e. CBMK)

CBMK is the knowledge that growers need to possess when applying CBMP. Firms need to have knowledge about brand management before they apply their practices for their corporate brand. It seems logical that growers possess knowledge about brand management, before they apply practices in brand management. Questions are based on knowledge that SMEs need to have according to Krake (2005) and Keller's guideline to manage a strong brand (2000).

Corporate Brand Management Practices (i.e. CBMP)

The BMPs that were found significant for SMEs performance in Berthon's study are used and reformulated to test CBMP in this context. Translating the questions into a context with small firms is still an issue for branding studies (Ahonen, 2008). Furthermore, Berthon et al. (2008) raises the question if the BMPs fully capture branding in SMEs. So, assessing Keller's BMPs questions is necessary to make these BMPs appropriate for rose growers in a B2B context.

Berthon et al. (2008) find that brand positioning does not significantly contribute to SMEs performance. However, in the flower industry firms do show practices of positioning their brands. Dutch growers recognize that they need to strengthen their positioning in market segments (Zwet, 2010; 2009). They tend to produce products that have high added value because foreign producers supply bulk flowers (Patel-Campillo, 2010). Furthermore, the most important elements of growers' strategy are increasing quality and price (Verhees, Lans, & Verstegen, 2012). Consequently, Dutch growers use marketing knowledge to develop new product concepts (e.g. labels and slip covers). They ask marketing firms to design brands that fit their products (Zwet, 2009). Growers carry out practices that cover brand positioning.

When critically assessing the items of Keller's BMPs that are appropriate for this study, many items are revised and some are deleted to make the brand management points appropriate for this study. Four essential evaluation points are used to add and reformulate items. First, Keller's items are formulated to maximize brand equity for B2C markets rather than for B2B markets. Second, small firm entrepreneurs do not have enough knowledge about branding to understand and answer the questions. Rose growers are no senior brand managers. Third, some items are irrelevant for small firms because they lack economies of scale. For example, small firms lack specialized management, different hierarchical levels, professional managers and detailed knowledge in market research. Fourth, corporate branding and product branding is used intertwined. Though, both corporate and product branding differ in practices and effects of brand performance. These four evaluation points are used to reformulate items and make brand management practices appropriate for this study.

Brand performance

Brand performance is objectively measured by using the relative price to other branded products firms receive at auction. This way of relatively measuring brand performance is appropriate according to previous brand performance studies (Chaudhuri & Holbrook, 2001; Aaker, 1991; 1996; Agarwal & Rao, 1996; Ailawadi, Lehmann, & Neslin, 2003; O'Cass & Ngo, 2007), though it is never used in branding studies. In this study, brand performance is the average received sales price over a period of five weeks that growers receive for their corporate brand. Growers with corporate brands produce a number of cultivars (i.e. rose species) that receive a relative sales price compared to other growers. The relative prices per cultivar are used to determine brand performance for each grower.

Berthon et al. (2008) quantitatively measured organizational performance instead of brand performance. I assume that organizational performance does not fully capture antecedents of branding literature. Organization's performance involves member's level of involvement and participation. So, other influences like financial benefits, inventory investments, governmental subsidies or the choice for a legal form may impact organizational performance. However, Harris & Chernatony (2001) conclude that organizational performance and brand performance are closely entwined for corporate branding. From a branding literature perspective, brand performance covers brand equity and other market conditions that influence brand management. Antecedents of brand performance are covered by the literature review on both product and corporate branding. Therefore, it is better to use brand performance as measurement than organization's performance.

Objective measures of brand performance are better to use than subjective measures (Wood, 2000; Baldauf et al., 2003; Dess & Robinson, 1984). Measures of performance in brand management are important when it concerns hard data (Wood, 2000; Kotler & Pfoertsch, 2007). Unfortunately, it is difficult to find numbers about market prices to explain success in brand management (Kotler & Pfoertsch, 2007). Reliance on subjective information still is a matter of concern (e.g. by using Likert Scales for performance measures) (Baldauf et al., 2003). However, Dess & Robinson (1984) and Dess, Lumpkin, & Covin (1997) find no significant differences comparing validity of using objective and subjective measures. Still, the use of objective measures is strongly supported and encourages (Dess & Robinson, 1984). Most authors suggest using these objective data in future studies because of the shortage (Kotler & Pfoertsch, 2007; Wood, 2000; Baldauf et al., 2003).

Hypotheses

Firms brand management knowledge impact on how growers implement practices in brand management. When growers have knowledge about brands, they can embed their knowledge in practice. Especially adaption to market changes that is guided by knowledge is likely to be more successful in brand management (Shocker et al., 2004). However, small firms may lack knowledge in brand management. Compared to large firms, small firms (1) have little specialized management, (2) have resource constraints, (3) rarely have professional managers, (4) base decision on imperfect information conditions, and (5) identity opportunities intuitively and subjectively (Nooteboom, 1994;

Bjerke and Hultman, 2002; Carson et al., 1995; Carson and Gilmore, 2000; Hills, Hultman, and Miles, 2008; O'Dwyer, Gilmore, and Carson, 2009; Covin & Miles, 2006; Verhees & Meulenbergh, 2004). Keller (2003) already shows that knowledge about branding improves practices in brand management. Therefore, the following hypothesis will be tested:

H₁: Corporate Brand Management Knowledge positively influences Corporate Brand Management Practices

In the process of brand management, firms should actively monitor the needs and preferences of customers and competitors, which refer to market orientation. Next to that, firms need to create brand values and deliver them to different stakeholders (Keller 1998; Kapferer 2012). Market orientation and brand management may be regarded as marketing related ways to pursue competitive advantage (Tuominen et al., 2009). However, the concept of market orientation and branding are not the same. Market orientation and brand orientation may conflict based on theoretical perspectives (O'Cass & Ngo, 2007). For example, growers may set their mind on short term strategies that negatively influences branding practices. The only link between both being market oriented and brand oriented is the customer (Reid et al., 2005; Tuominen et al., 2009). This indicates higher positive relations between market orientation and brand management points that focus on customer preferences. The following hypothesis will be tested:

H₂: Market Orientation positively influences Corporate Brand Management Practices

Many branding studies show a positive relation between practices in brand management and brand performance (Harris, de Chernatory; 2001; Tuominen et al., 2009; Kotler & Pfoertsch, 2007; Wong & Merrilees, 2008; Spence & Essouss, 2010; Merrilees et al., 2011). So, practices of brand management provide added value for the branded product, which can be measured in the relative sales price (Aaker, 1996). Berthon et al. (2008) shows SMEs achieve a distinctive performance when they get back to the branding basics. However, the role of brand management is determined by the type of product, market, size and number of competitors (Krake, 2005). Consequently, the importance of brand management relates to brand performance measures. Next to that, previous studies of brand performance are based on subjective measurements to determine performance. Though, it is largely accepted that brand management provides positive brand performance, thus;

H₃: Corporate Brand Management Practices positively influences brand performance

Brand management and brand orientation have a positive effect on brand performance (Wong & Merrilees, 2008; Spence & Essouss, 2010), which indicates that brand management knowledge might have a direct effect on brand performance. So, firms that have knowledge about brand management also apply their knowledge in practice and achieve high brand performance (Keller, 2003; Tuominen, 2009). Thus, Entrepreneurs that understand how to manage their brand achieve high brand performance. Therefore, the following hypothesis will be tested:

H₄: Corporate Brand Management Knowledge positively and directly influences brand performance

Prior studies show to have a positive relation between market orientation and brand performance (Kohli & Jaworski, 1990; O'Cass & Ngo, 2007). Theoretical perspectives between practices of market and brand orientation show adversative perspectives. However, outcomes of previous studies prove that market orientation positively relates to brand performance. Though, it is based on the customer focus that market orientation covers (Reid et al., 2005; Tuominen et al., 2009). Thus,

H₅: Market orientation has a positive direct effect on brand performance

4. Methode

This chapter starts with the method of data collection. After that, the measures per construct and measurement scale properties are discussed to make the construct appropriate for further analysis.

4.1 Sample

For this research an online questionnaire was used to collect the data. Before executing the data collection, the questionnaire is pretested with five Dutch rose growers and evaluated with a sales manager from FloraHolland. On average the interviews had a time span of 1.5 hour. During these interviews the questionnaire was evaluated. Some questions were hard to understand and needed to be transformed in easier words and shorter sentences. It was also important to note that the 'customer' in the questionnaire is the exporter of flowers who buy at the auction.

FloraHolland provided a database with emailaddresses from 199 rose growers that supply the FloraHolland auction. Firms' phone numbers were collected by the researcher via internet use and information from FloraHolland. Some data was outdated and 17 growers were bankrupted. Some growers had different holdings or supply numbers under one corporate brand name. Four growers had too large variance in the brand performance score per cultivar. Large variance for each cultivar per firm indicates inconsistency in firms' brand performance score. These four growers were excluded from the sample to obtain reliability for testing the questionnaire.

Growers did not know that their individual brand performance score was measured.

Eventually 145 growers were contacted (by phone or email) to fill in the online questionnaire in a time span of 1 week. Data collection started half of August after growers' holidays. First growers were called by phone and asked to fill in the online questionnaire. When growers did not answer the phone, they were called a second time. 69 growers that were called reacted positive and intended to fill in the questionnaire. 10 growers were not enthusiastic to fill in the questionnaire. Growers that did not answer the phone the second time were contacted by email.

African firms from Kenya and Uganda were difficult to reach by phone because of problems in connection. Phone numbers did no longer exist or managers were not there to answer the phone. The Dutch growers were called between 13:00 – 17:00h because growers are busier in the morning with supplying roses to the auction.

Growers that did not fill in the questionnaire before Tuesday 27th of August were reminded by email to fill in the questionnaire before 4th of September. The ones that did not fill in the questionnaire on the 2nd September were reminded by email again. Six growers stopped after the Market Orientation questions or Corporate Brand Management Knowledge questions. These six growers were excluded for further analysis. Finally 47 growers filled in the questionnaire completely; a response rate of 32.4%. Data of 47 growers was used to perform the analysis. The online questionnaire can be found in Appendix A (English version) and Appendix B (Dutch version).

4.2 Measures

The constructs and characteristics of the firm are measured by the online questionnaire. The questions are translated in Dutch for the rose growers from the Netherlands and in English for growers from foreign countries. Growers were asked to fill in the questionnaire about their corporate brand, which they supply at FloraHolland Flower Auction.

The firms' characteristics are presented in table 1. Based on the numbers of employees per firm, this study shows outcomes for SMEs. Only 14 firms show to consult external sources about advice in how to manage their corporate brand. Rose growers from the Netherlands had a higher response rate than foreign growers. Most growers see corporate brand management as an opportunity to receive higher prices for their roses at the flower auction (mean = 3.98 on 5 point Likert Scale from fully disagree to fully agree). Furthermore, growers do not only see exporters as their customers. Growers also focus on customers that are further in the chain, for instance wholesales, retailers and florists.

This is based on outcomes from the questionnaire (mean = 4.47 on 5 point Likert Scale from fully disagree to fully agree).

Table 1: Organizational characteristics (n =47)

Firm size	
Less than 10 employees	3
10 – 30 employees	19
30 – 50 employees	8
50 – 100 employees	2
More than 100 employees	15
Years of operation	
Less than 3 years	6
3 – 8 years	9
8 – 13 years	9
13 – 23 years	13
23 – 33 years	6
33 – 43 years	3
43 – 63 years	1
External consultant for corporate brand management advice	
Yes	14
No	33
Member of grower association	
Yes	17
No	30
Location of the firm	
Belgium	1
Kenya	8
Netherlands	37
Uganda	1

Market Orientation (4 items)

Market orientation was measured by four propositions that were previously used in a study for rose growers by Verhees & Meulenber in 2004. This study uses the multi-item measure from customer market intelligence. To do so, Verhees & Meulenber (2004) evaluated items about market orientation from Narver & Slater (1990), Jaworski & Kohli (1993), and Ruekert (1992). Based on this evaluation they developed four items that measure market orientation for rose growers using a 7 point Likert Scale. Growers were asked to what extent they agreed on four propositions.

Corporate Brand Management Knowledge (18 items)

CBMK is measured by 18 propositions. There are no studies that measure brand management knowledge before. The propositions are focused on how to manage a corporate brand in both SMEs and B2B markets. The propositions are based on Keller's BMPs that show to be relevant for SMEs, which are described in a study by Berthon et al. (2008). Two or three questions are formulated to refer to the 8 BMPs that are used to measure CBMP. Next to Kellers' BMPs, growers need to know that their personality influences evaluations of the corporate brand. Furthermore, it is important to know that growers only need one or two strong brand associations (Krake, 2005; Keller, 1998). The branding basics are crucial to understand how to manage a brand (Berthon et al., 2008). Growers were asked to what extent they agreed on 18 propositions using 7 point Likert Scale from fully disagree to fully agree.

Corporate Brand Management Practices (24 items)

An evaluation of Kellers' BMP (2000) propositions is used to develop propositions for SME CBMP in B2B markets. The most important changes that are made for the CBMP propositions:

- The 'consumer' in the BMP-questionnaire from Keller (2000) is transformed into 'customer' because in B2B markets firms supply not directly to the consumer. Next to that, brand performance is objectively measured by exporters that value growers' supply at the auction. Exporters are customers and no consumers.
- From Kellers' BMPs (2000) 'service experience' is not relevant for rose growers because these firms supply products instead of services. FloraHolland flower auction provides services for traders to distribute and store the flowers.
- Most small firms do not have 'a system in place' to get customers' comments to implement or affect change (Nooteboom, 1994). However, Keller (2000) uses 'a system in place' in his questionnaire about BMPs. Because of short communication lines and few hierarchical levels growers are more likely to communicate verbally without systems.
- Keller (2000) uses the phrase 'adequate resources' in one of his BMP propositions. From the pretest, growers show to have different interpretation of what 'adequate resources' ment for their business. Some interpret these resources as very broad which reach the entire firm. Others only focussed on the product itself. Therefore it is important to keep the proposition simple without using subjective phrases. 'Adequate resources' is deleted from the questionnaire.
- Keller (2000) uses 'point of parity' and 'point of difference' in his BMPs. 'Point of parity' and 'point of difference' are two concepts that are difficult to understand for growers. Therefore the BMP about positioning is transformed into easier propositions that are understandable for non brand managers.
- Keller (2000) uses an item about 'conflicting messages' that only refers to marketing programs. However, from a corporate brand perspective, 'conflicting messages' are not only communicated by marketing programs. Conflicting messages reaches more activities which influences the corporate brand, rather than only marketing programs. For example, staff that give product information via phone or they way that roses are processes for packages. Thus, communication influences the corporate brand and its corporate brand activities.
- Employees are crucial in customer's evaluation of the corporate brand (Harris & Chernatony, 2001). Keller (2000) does not use employees as part of BMP. Therefore, it is important to add employees that affect the corporate brand.
- Three propositions from Kellers' BMPs (2000) about the brand portfolio are irrelevant for this study. First, the product brand (i.e. cultivars) does not target specific segments for each product brand. Based on the outcomes of the pretest, most growers are more likely to target segments for their corporate brand instead of for each product brand. Second, the proposition 'brands in our portfolio fully maximize market coverage' was perceived irrelevant by the growers in the pretest. Third, most staff do not know or have any knowledge about 'brand hierarchy that is well thought out and well understood by our staff'. This item is only relevant for the entrepreneur of the firm. New items are developed about connections between the corporate brand, product brands and customer choice.
- Keller (2000) uses 'distributors' and 'push and pull marketing activities' in his questionnaire. It is irrelevant to take 'distributors' into account because rose growers are production companies. Next to that most growers do not understand what 'push and pull marketing activities' are. However, growers do create demand from customers that are further in the chain (eg. wholesalers, relailers, and florists).Therefore; both phrases about 'push and pull' are transformed into easier sentences that are comprehensible for growers.
- Keller (2000) uses 'create detailed, research driven potraits of target customers' and 'provide our brands with sufficient research and development support' in his BMPs. Both phrases are irrelevant because of little specialized management and the lack in research and development.

Brand performance

Brand performance is measured by using the average sales prices growers receive at the auctions in Aalsmeer, Naaldwijk, and Rijnsburg. These sales prices are collected for a period of five weeks; Monday 13th of May till Monday 17th of June 2013 (week 20 to 24). Market price data from FloraHolland shows average sales prices per grower, per cultivar, per length. Data is collected for 251 supply numbers that cover 169 growers. Growers supply three different categories, which are 'large', 'small' and 'tros' flower roses. The category of large flower roses consists of the top 40 cultivars which have different length (i.e. roses with 40, 50, 60, 70, 80, 90cm length). The category of 'small' flower roses consists of the 14 out of top 40 cultivars which have different length (i.e. roses with 40, 50, 60, 70 cm length). More than half of the top 40 cultivars are excluded for brand performance measure. This is because firms cannot be compared with other firms for the same cultivar. Sometimes firms are the only one that supplies a specific cultivar at auction. The category of 'tros' flower roses consist of the 31 out of the top 40 cultivars which also have different length (i.e. roses with 40, 50, 60, 70 cm length).

The sales prices per cultivar on length of the rose are standardized. This is because variance between average sales prices between growers is high. Growers receive a brand performance score (i.e. standardized score) for each cultivar and length that they produce. The average of the sum of standardized scores for each cultivar and length is used as brand performance measure. Thus, brand performance is a relative measure based on sales prices that growers get for their corporate branded product. The following steps are taken to explain how brand performance is measured for each corporate brand.

Step 1:

$$\text{Standardized score for each length of cultivar that is supplied} = \frac{\text{sales price} - \text{average sales price}}{\text{standard deviation of sales price}}$$

Step 2:

$$\text{Brand performance score} = \frac{\sum \text{standardized scores length of cultivar produced}}{\text{number of lengths /cultivar}}$$

Step 1:

$$z(x) = \frac{x - \mu}{\sigma}$$

Step 2:

$$\text{BPS} = \frac{\sum z(x)}{\# \text{lc}}$$

z = standardized score

x = sales price received from auction

μ = average sales price of the same specific length for specific cultivar that is grown by all growers

σ = standard deviation of sales price

BPS = Brand Performance Score

∑ z(x) = sum of standardized scores sales prices received from auction

lc = number of similar rose length per cultivar produced by the grower

(eg. growers that supply different 5 cultivars with 4 different lengths for each cultivar; 5 cultivars * 4 different length per cultivar = 20 lc)

4.3 Measurement scale properties

The questionnaire has different constructs that need to be evaluated using Principal Component Analysis (PCA) and Reliability Test by Cronbach's Alpha. PCA is used to find support for a one-component solution per construct measure. The goal is to select variables that are correlated with each other and can be used as one factor. First, indications for a one component solution were a scree plot with a sharp decrease in eigenvalue from the first to second component. Second, the plot was checked on a gradual decrease after the second component in latent roots. Third, the second component's latent root was checked to be smaller than one. Fourth, the first component should explain at least 50% in variance. Fifth, all items should load more than 0.6 on the first component before rotation. As a final, the selected items from the PCA are checked with the reliability test of Cronbach's Alpha. The reliability of measured construct should be higher than 0.60 (Mooi & Sarstedt, 2011; Verhees, Lans, & Verstegen, 2011).

Market orientation has a latent root of the second component of 0.51. The first component explains 78% of variance by the first measure and lowest item loading is 0.59. This suggests a one-component solution, though the lowest item is preferred to be higher than 0.6. A Cronbach's Alpha of 0.90 suggests that the four items have an excellent internal consistency to measure market orientation (see table 2).

Before discriminant validity was tested, the BMP items were tested on reliability based on each BMP dimension according to Berthon et al. (2008) and Keller (2000). Outcomes of the reliability analysis by item and dimension are presented in Appendix C. Outcomes of Appendix C will not be used for further explanations and analysis in this study and it is only for comparing analysis with Berthon et al. (2008) study findings.

Discriminant validity is used to test if the CBMP are in line with Kellers' BMPs with regards to corporate branding. Furthermore, CBMK should be in line with Kellers' revised BMPs (2000). Discriminant validity will predict to what group the variables belong, which can be used for further regression analysis (Klecka, 1980). PCA is performed by using Oblimin rotation and components need to have an eigenvalue that is greater than one. The structure matrix is checked on correlations between items and dimensions. By identifying the largest loadings for each dimension, it is possible to allocate a name for each dimension. Finally PCA and Reliability analysis is used for the selected items to measure the scale properties. Results from discriminant validity show that growers' CBMP and CBMK are not in line with Kellers' BMPs. The measures scale properties are presented in table 2.

Table 2: Measurement scale properties per dimension (n= 47)

Scale	# of items	Eigenvalue second component	Variance accounted for	Lowest item loading	Cronbach's Alpha
Market Orientation	4	0.51	78%	0.59	0.90
Corporate Brand Management Knowledge					
CBMK_1	5	0.66	62%	0.57	0.84
CBMK_2	3	0.78	52%	0.47	0.54
CBMK_3	2	0.45	78%	0.77	0.71
CBMK_4	3	0.74	55%	0.47	0.59
Corporate Brand Management Practices					
CBMP_A	9	0.70	63%	0.54	0.92
CBMP_B	4	0.56	79%	0.70	0.91
CBMP_C	4	0.70	67%	0.54	0.83
CBMP_D	3	0.49	77%	0.65	0.85
CBMP_E	2	0.54	73%	0.73	0.63

CBMK covers four dimensions and CBMKs has five dimensions when performing discriminant analysis. For all component of CBMK and CBMP is the second latent root under 1, which means a one component solution seems appropriate. All CBMK and CBMP have one component solutions that show to explain more than 50% of variance. The lowest item loadings below 0.6 are within the components of CBMK_1, CBMK_2, CBMK_4, CBMP_A, and CBMP_C. Reliability test by Cronbach's Alpha are poor for CBMK_2 and CBMK_4. Therefore the measurement constructs need to be made more appropriate to be used for regression analysis.

Table 3 presents descriptive statistics together with the measurement scale properties per item for each CBMK dimension. The first CBMK-dimension about activities that affect the corporate brand show relatively high means per item compared to the other knowledge dimensions. Item 1.5 of CBMK_1 has the lowest loading with 0.569 before rotation. The item about 'When market prices are low, you need to continue investing in the corporate brand', shows to indicate a scenario. The other items are more relevant for affects on the corporate brand that are relevant for now. Item 1.5 will be deleted from CBMK_1 about 'affect on corporate brand activities' for further analysis.

CBMK_2 is a poor dimension which indicates knowledge about brand image associations. Item 2.1 is reversed before analysis was performed. Deleting one CBMK_2 item does not improve the measure construct.

CBMK_4 about customer perspective has one item that scores low as loading before rotation. This is item 4.3 about 'Integrating new trends is only possible when it fits the image of the corporate brand'. The other two items of CBMK_4 are more related to customer perspective. Most growers score high on the item about focussing on a specific group of customers. Growers suggested that it is difficult to integrate trends because product brand are chosen for 5 or 6 years. Although Cronbach's Alpha would decrease, item 4.3 about integrating trends will be deleted before performing regression and correlations.

Table 3: Measurement scale properties Corporate Brand Management Knowledge per dimension and item

Scale Corporate Brand Management Knowledge (before deleting items)		Mean	Loading before rotation	Cronbach's Alpha if Item Deleted
CBMK_1 Affect on corporate brand activities (Alpha = 0.841)				
1.1	Everything the company does, affects the corporate brand	5.43	0.662	0.799
1.2	Everything the company has done before, determines the corporate brand image	5.00	0.600	0.800
1.3	A company regularly needs to check the image of the corporate brand	5.57	0.611	0.813
1.4	A corporate brand estimates the value of a company	5.00	0.644	0.809
1.5	When market prices are low, you need to continue investing in the corporate brand	5.64	0.569	0.820
CBMK_2 Brand image associations (Alpha = 0.544)				
2.1	Marketing activities only have short term effects (reversed item)	3.02	0.504	0.459
2.2	The corporate brand needs to fit the personality of the entrepreneur	4.55	0.601	0.353
2.3	A strong corporate brand only needs one or two core associations	4.77	0.466	0.497
CBMK_3 Brand portfolio (Alpha = 0.712)				
3.1	The choice for a cultivar should depend on the corporate brand	3.72	0.776	-
3.2	All companies' cultivars need to fit the corporate brand image	4.43	0.776	-
CBMK_4 Customer focus (Alpha = 0.588)				
4.1	Knowledge about customers is crucial to build a strong brand	4.49	0.590	0.454
4.2	A corporate brand focusses on a specific group of customers	5.77	0.603	0.447
4.3	Integrating new trends is only possible when it fits the image of the corporate brand	4.38	0.471	0.566

Concerning the CBMP, there are two dimensions that indicate low item loadings. Table 4 represents the measurement scale properties per item for each CBMP dimension. These dimensions are more in line with core branding basics as described by Berthon et al. (2008) than Kellers' BMPs (2000). CBMP_A about customer focus refers to Kellers' BMP 1: 'Brand delivers benefits customers truly desire', BMP 2: 'Brand stays relevant' and BMP 5: 'Brand is consistent'. Furthermore, a 'point of difference'-item from BMP 4 about 'Brand is properly positioned' is attached to CBMP_A. CBMP_B about brand image implementation refers to two BMP dimension from Keller (2000). The first one is BMP 8: 'Brand managers understand what the brand means to customers'. One item from BMP 9 about 'Brand is given proper and it is sustained in the long run' is attached to CBMP_B. CBMP_C about practices that concern the brand portfolio is in line with Kellers' BMP 6: 'Brand portfolio of cultivars makes sense'. CBMP_D about sustaining the corporate brand overtime includes two items which are in line with Kellers' BMP 9: 'Brand is given proper and it is sustained in the long run'. One item relates to communication activities that were covered by BMP 7: 'Brand uses full repertoire of marketing activities to build brand equity'. CBMP_E about positioning includes two 'points of parity'-items that relate to Kellers' BMP 4: 'Brand is properly positioned'.

Table 4: Measurement scale properties Corporate Brand Management Practices per dimension and item

Scale Corporate Brand Management Practices (before deleting items)		Mean	Loading before rotation	Cronbach's Alpha if Item Deleted
CBMP_A Customer focus (Alpha = 0.922)				
A.1	We invest in product improvements that provide more value to our customers	5.49	0.717	0.909
A.2	We keep "in touch" with our customers' preferences	5.47	0.620	0.914
A.3	We keep "in touch" with current market conditions	5.60	0.737	0.909
A.4	Marketing decisions are based on knowledge about current market conditions, customers' preferences, and new trends	5.43	0.647	0.912
A.5	We attempt to positively distinguish ourselves compared to other rose growers to achieve a competitive advantage	6.09	0.668	0.912
A.6	We make sure that we do not send conflicting messages about the corporate brand to our customers	5.77	0.620	0.914
A.7	We focus on maximizing our customers' experience with the product	5.09	0.586	0.916
A.8	We use customers' comments to effect/implement change	5.47	0.537	0.917
A.9	We organise and take part in marketing activities to create an image with customers (make use of a website, visit exchange meetings, etc.)	5.38	0.561	0.920
CBMP_B Brand image implementation (Alpha = 0.911)				
B.1	We develop knowledge about what customer dislike about the brand	3.77	0.709	0.884
B.2	We develop knowledge about what customer like about the brand	4.02	0.883	0.851
B.3	We develop knowledge about core associations that all customers have with the corporate brand (e.g. when customers see the brand, they think: reliable, new)	4.57	0.704	0.910
B.4	We know how to improve the corporate brand image on the basis of success and failures	4.51	0.783	0.887
CBMP_C Brand portfolio (Alpha = 0.832)				
C.1	Our corporate brand meaning is in line with the cultivar(s) that we supply	4.85	0.784	0.749
C.2	The cultivar(s) that we supply support the corporate brand	5.19	0.719	0.779
C.3	We take our corporate brand as starting point in our choice for a new cultivar(s)	4.17	0.645	0.795
C.4	We take our corporate brand as starting point in our choice for new customers	4.02	0.541	0.825
CBMP_D Sustain the corporate brand (Alpha = 0.848)				
D.1	All communication of the company is adjusted to the corporate brand (e.g. publications in floricultural magazines, customer relationships, manage the website)	5.30	0.822	0.894
D.2	When market prices decline I resist the temptation to cut back the support for the corporate brand	5.36	0.857	0.750
D.3	We do activities that make sure that the corporate brand retains next years and grows in market share	4.98	0.646	0.714
CBMP_E Positioning (Alpha = 0.628)				
E.1	We maintain at least the quality requirements of our competitors simply to compete in the market segment	5.15	0.732	-
E.2	We attempt to match the strong product attributes of other rose growers	5.26	0.732	-

CBMP_A about customer focus has three items with loadings below 0.6. These three items will be deleted because the measure still has 6 items left to measure customer focus appropriately. CBMP_C about brand portfolio has one item that shows a loading of 0.541, which is below 0.6. Item C.4 focusses on taking the corporate brand as starting point for selecting new customers. The other three items regard to the connection between the corporate brand and cultivar. Therefore item C.4 will be deleted before regression and correlation are performed.

The new measurement scale properties after deleting items are presented in table 5.

CBMK_1 is improved with sufficient values for lowest item loadings. CBMK_2 about corporate brand image associations remains a poor measurement with low Cronbach's Alpha (0.54) and low item loadings. CMBK_4 is improved with appropriate item loadings above 0.6, though Cronbach's Alpha still is low with 0.56.

CBMP_A is improved on its lowest item loading which is now 0.67 with six items. The lowest item loading for CBMP_C is now sufficient with 0.61. The revised measurement scale properties per item for further analysis for CBMK and CBMP are presented in Appendix D and Appendix E.

Table 5: Measurement scale properties for regression analysis

Scale	# of items	Eigenvalue second component	Variance accounted for	Lowest item loading	Cronbach's Alpha
Market Orientation	4	0.51	78%	0.59	0.90
Corporate Brand Management Knowledge					
1 – Affect on corporate brand activities	4	0.57	65%	0.63	0.82
2 – Corporate brand image associations	3	0.78	52%	0.47	0.54
3 – Brand portfolio	2	0.45	78%	0.77	0.71
4 – Customer focus	2	0.60	70%	0.70	0.56
Corporate Brand Management Practices					
A – Customer focus	6	0.60	69%	0.67	0.91
B – Brand image implementation	4	0.56	79%	0.70	0.91
C – Brand portfolio	3	0.56	76%	0.61	0.83
D – Sustain Corporate Brand	3	0.49	77%	0.65	0.85
E – Positioning	2	0.54	73%	0.73	0.63

A reliability test and factor analysis is used to validate the overall measurement for CBMP (i.e. CBMP_TOTAL). Cronbach's Alpha of using the five CBMP dimensions is sufficient with 0.768. The screeplot was performed to see if there are large differences between the first and second component. The second component's latent root is $0.776 < 1$ and the first component is $2.627 > 1$. The first component explains 53% of variance. Dimension loadings are poor with 0.347 for CBMP_C, 0.423 for CBMP_B and 0.521 for CBMP_E. Thus, the second order model for CBMP_TOTAL does not fit the data because of poor factor loadings for three CBMP-dimensions. Consequently, CBMP_TOTAL is not used for further analysis.

General linear model is used to test the five hypotheses. Multivariate general linear model was developed for find support for H_1 and H_2 . This is because CBMP is the dependent variable that exists out of five dimensions. When using more variables as dependent variable, multivariate general linear model is needed to test the hypotheses. For H_3 , H_4 , and H_5 univariate general linear model is used because brand performance is a single dependent variable.

5. Results

This chapter describes the statistical analysis of the data and results. Five hypotheses are tested with univariate and multivariate regressions using general linear model.

Results of the hypothesis testing are presented in table 6 with using F-values. First H_1 is tested, stating that corporate brand management knowledge has positive influence on corporate brand management practices. Dimensions from CBMK and CBMP that have similar meaning are expected to correlate with each other. According to the results in table 6, this is the case for four relationships between a knowledge and practice dimensions. First, knowledge about customers (i.e. CBMK_4) positively influence practices that regard to customer focus (i.e. CBMP_A) ($p = 0.020 < 0.05$). Second, knowledge about brand image associations (i.e. CBMK_2) positively influences practices that regard to brand image (i.e. CBMP_B) ($p = 0.034 < 0.05$). Third, knowledge about managing the brand portfolio (i.e. CBMK_3) positively influences brand portfolio practices (i.e. CBMP_C) ($p = 0.003 < 0.01$). Fourth, knowledge about how corporate activities affect the brand (i.e. CBMK_1) positively influences practices that regard to sustaining the brand overtime (i.e. CBMP_D) ($p = 0.023 < 0.05$).

Table 6: General Linear Model for testing hypotheses using F-values (n =47)

Independent variables	Dependent variable is Corporate Brand Management Practices					Dependent variable is Brand performance
	CBMP_A <i>Customer focus</i>	CBMP_B <i>Use brand image</i>	CBMP_C <i>Brand portfolio</i>	CBMP_D <i>Sustain brand</i>	CBMP_E <i>Positioning</i>	
CBMK_1 <i>Affect activities</i>	6.611*	2.882	1.720	5.565*	0.548	1.001
CBMK_2 <i>Brand image associations</i>	5.112*	4.788*	1.111	1.641	7.018**	0.018
CBMK_3 <i>Brand portfolio</i>	1.088	0.000	10.350**	0.028	0.096	0.033
CBMK_4 <i>Customer focus</i>	5.885*	0.238	0.001	1.465	0.534	2.365
Market Orientation	26.248**	2.509	1.615	4.353*	3.640	0.475
CBMP_A <i>Customer focus</i>						0.629
CBMP_B <i>Use brand image</i>						1.753
CBMP_C <i>Brand portfolio</i>						1.841
CBMP_D <i>Sustain brand</i>						0.245
CBMP_E <i>Positioning</i>						0.007
R ²	0.642	0.209	0.389	0.423	0.309	0.158
F	14.677** (df =5)	2.161 (df =5)	5.251** (df =5)	6.004** (df =5)	3.663** (df =5)	0.675 (df =10)

* Significant unstandardized regression coefficients for level 0.05 (two-tailed)

** Significant unstandardized regression coefficients for level 0.01 (two-tailed)

The analysis that regard to H_1 show to have more significant relations between knowledge and practice dimensions. Knowledge about how corporate brand activities affect the brand (i.e. CBMK_1) and knowledge that concerns brand image associations (i.e. CBMK_2) positively relate to practices about customer focus ($p < 0.05$). Practices that cover customer focus show to have more antecedents that cover brand management knowledge. There was no knowledge dimension found that regards to positioning the brand. However, one knowledge dimension that concerns brand image associations (i.e. CBMK_2) positively relates to practices in brand positioning (i.e. CBMP_E) ($p = 0.011 < 0.01$). So, knowledge about how to use brand image associations positively influences practices about how to position the brand compared to other firms. To a large extent we can accept H_1 , stating that certain dimensions of CBMK positively influence CBMP.

In the same multivariate general linear model market orientation is attached to find support for H_2 , stating that market orientation positively influences CBMP. This hypothesis is rejected; market orientation only positively influences practices that cover customer focus (i.e. CBMP_A; $p = 0.000 < 0.01$) and practices in sustaining the brand (i.e. CBMP_D; $p = 0.043 < 0.05$). Especially market orientation strongly relates with practices in brand management that cover customer focus ($F = 26.248$). So, being market oriented positively relates to practices in branding that is customer oriented and sustain the brand overtime.

Univariate general linear model is used to test H_3 , stating that CBMPs positively influences brand performance. The F-values in table 6 shows there is no significant relation between CBMPs and brand performance, so H_3 is rejected ($p > 0.05$).

The four CBMK dimensions are attached in the same univariate general linear model to test H_4 , stating that CBMK positively influences brand performance. Again, results show there is no significant relation between CBMK and brand performance, so H_4 is rejected ($p > 0.05$).

The last hypothesis, stating that market orientation positively influences brand performance is also rejected ($p > 0.05$).

6. Conclusions

This chapter describes the answers of sub research questions and the general research questions that are formulated in the introduction. The conclusions are formulated for rose growers that supply their cut roses at FloraHolland flower auction.

Growers show to have knowledge about four different dimensions with regards to corporate brand management. These four knowledge-dimensions cover (1) firms' activities that affect the corporate brand, (2) brand image associations, (3) brand portfolio (i.e. connection between cultivar and corporate brand), and (4) customer focus. Especially knowledge about how activities affect the corporate brand is perceived as high important for growers. Growers score relatively lower on the other three knowledge dimensions. Furthermore, most growers realise that their corporate brand needs to focus on a specific group of customers.

Growers apply brand management according to five different brand management practices. These five brand management practices are in (1) customer focus, (2) brand image implementations, (3) brand portfolio, (4) sustaining the brand, (5) positioning. Compare to Berthon et al. (2009) findings these five practices focus on branding basics. Especially practices that cover customer focus, sustaining the brand in the long run, and positioning are important to growers that perform corporate brand management practices. Growers score relatively lower on practices that cover developing knowledge about the corporate brand image. Furthermore, growers mostly apply brand management practices based on their knowledge. The exporter is not the only customer that growers focus on. They also concentrate on customers that are further in the chain (e.g. wholesalers, retailers, florists and consumers). Most growers see brand management as an opportunity to receive a higher sales price at auction. Thus, corporate brand management is a major issue for growers.

There is no influence of CBMP and market orientation on brand performance. Growers show to use brand management for their corporate names, though it does not lead to higher brand performance based on market prices from FloraHolland flower auction. So, brand management and market orientation seem to be standard in a high competitive market. Therefore, the discussion is used for further implications and assumption based on the outcomes of the study.

7. Discussion

This chapter describes implications, limitations and future research based on this study about corporate brand management in B2B markets. A major issue is the brand performance measure that is based on objective data.

7.1 Implications

CBMP and Kellers' BMPs (2000)

Corporate brand management practices for SME in B2B markets has different dimensions than previous research has concluded about brand management practices. The branding basics are most important for SMEs in B2B markets, and not all ten Brand Management Points that are used by Keller (2000). The BMPs by Keller have limitations for SMEs in B2B markets. The propositions from Keller (2000) (1) focus on B2C markets, (2) are difficult to understand for SMEs entrepreneurs, (3) have irrelevant items because of SMEs lack in economies of scale and (4) use product and corporate branding intertwined. Berthon et al. (2008) assumes that SMEs branding focusses on the branding basics. This study confirms that SMEs corporate branding in B2B markets concentrates on five branding basics. These corporate branding basics regard to activities that concern (1) customer focus, (2) brand image implementations, (3) brand portfolio, (4) sustaining the brand, and (5) positioning. Positioning is an important dimension compared to Berthon's et al. (2008) study outcomes.

Relations between CBMK and CBMP

According to Keller (2003), knowledge about branding improves practices in brand management. This study confirms that some CBMK dimensions positively influence CBMP. However, only knowledge and practices that have the same name are related. Furthermore, it is important for SMEs to choose one or two important corporate brand associations and connect the personality traits with the corporate brand. These outcomes are based on previous branding research from Krake (2005) and are in line with the study findings.

Market Orientation and CBMP

Urde (1999) and Wong & Merrilees (2008) conclude that market orientation precedes brand orientation. However, this study shows that only market orientation and CBMP with customer focus have a positive influence. The study outcomes are more in line with Tuominen et al. (2009) concluding that customer orientation as part of market orientation is major important for branding. SMEs in B2B markets that are market oriented show to perform CBMP that have customer focus.

Brand performance in relation to CBMP and market orientation

This is the first branding study that uses objective data about market prices to allocate relative brand performance scores for corporate brands. Many researchers prefer objective over subjective measures of brand performance (Wood, 2000; Baldauf et al., 2003; Dess & Robinson, 1984; Kotler & Pfoertsch, 2007). However, it is difficult to find markets that allow insights about sales prices for each firm in the market. Brand performance is measured by using the relative price compared to other branded product (Chaudhuri & Holbrook, 2001; Aaker, 1991; 1996; Agarwal & Rao, 1996; Ailawadi, Lehmann, & Neslin, 2003; O'Cass & Ngo, 2007). Aaker (1996) suggests that added value can be measured in the relative price compared to other products. While taken into account previous suggestions, I found no positive relations between brand performance and CBMP or market orientation. This contradicts to conclusions from other branding studies (Harris, de Chernatory; 2001; Tuominen et al., 2009; Kotler & Pfoertsch, 2007; Wong & Merrilees, 2008; Spence & Essouss, 2010; Merrilees et al., 2011; Keller, 2000; Kohli & Jaworski, 1990; O'Cass & Ngo, 2007; Reid et al., 2005). Therefore it is crucial to describe limitations that may affect brand performance scores.

Role of reputation in high competitive markets

This study is performed in a high competitive market where firms produce products that are more or less similar (i.e. roses). The role of brand management is determined by the type of product, market, size and number of competitors (Krake, 2005). This study indicates that neither brand management nor market orientation is an antecedent of brand performance in high competitive markets where products look alike. Firms' reputation may be seen as indicator for brand performance in high competitive markets (Yom Din et al., 2011). Creating a pull effect by using the corporate brand is most important for high brand performance. For example, the Apple brand may not have the best customer service compared to other brands; they show to have high brand performance. The role of reputation in corporate branding is likely to influence competitive success for SMEs (Witt and Rode, 2005; Abimbola & Vallaster, 2007). Thus, practices that regard to corporate reputation management may have considerable effects on SMEs in high competitive markets compared to brand management practices.

7.2 Limitations

From a methodological perspective, brand performance measure has many discussion points concerning the standardized scores per grower. Standardizing the brand performance scores per corporate brand may reveal larger differences than real sales prices do. However, without standardizing the market prices, there was no chance to allocate a corporate brand performance score for each firm. Market share for each product brand (cultivar) are not taken into account when standardizing the market prices. This may influence the total brand performance score for each firm. Maybe firms see some product brands (cultivars) as high value roses and others not. Brand performance scores are based on cultivars that are supplied by more than one firm. Firms that are the only one that supply unique cultivars are not taken into account. This is because firms' brand performance is relatively seen from other firms.

Average market prices over a short period of five weeks are used before standardizing the brand performance scores per cultivar and length for each firm. The questionnaire was filled in two month after collecting the market prices. In these two month brand performance scores may have changed compared to the outcomes of the questionnaire. Fluctuations of these market prices are not taken into account in this study. Furthermore, external factors (eg. weather conditions) may influence the market prices that firms receive at the clock. Some cultivars may receive higher prices than other cultivars because of holidays (eg. with Mothersday).

Firms that score high for brand management practices may get a low brand performance score. This is because firms may supply product brands that are launched in high competitive markets with lots of competitors. Examples of high competitive cultivars markets are Red Naomi and Avalanche. Consequently, a high score for CBMP leads to low brand performance scores. Especially in case when firms do not know what price they receive for their flowers compared to their competitors.

The questionnaire is filled in by the entrepreneur of the firm. However, sometimes sales managers have filled in the questionnaire because the owner was too busy. The sales manager and entrepreneur may have different perspectives which influence the outcomes of the questionnaire (de Chernatony et al., 1993; Reger, 1990; DelVecchio, 1998; Harris, 2001). Moreover, the outcomes of the questionnaire are seen from the companies' perspective only. No external experts have accessed firms' way of branding and market orientation. Consequently, subjective measures of brand performance may be more likely to relate to brand management practices. Although in reality, firms' may not perform as well as their competitors.

The questionnaire was relatively long compared to other quantitative studies. Growers had to answer 53 questions to finish the questionnaire. This may cause six questionnaires that were not finished by growers. 47 respondents were used for analysis which is a poor sample size. Any sample size that is under 50 must be considered poor for the amount of measurements (Osborne & Costello, 2004). However, it is the largest sample in a study with using objective measurements of brand performance. The sample size is not representative for the total number of firms that supply roses to FloraHolland. The sample consists of a limited number of firms with relatively low brand performance scores. Moreover, more Dutch growers filled in the questionnaire than African growers. Respondents had the possibility to fill in the questionnaire in Dutch or English. Language barriers may influence the outcomes of the questionnaire.

7.3 Future research

Future research should focus on how to objectively measure constructs like brand performance and brand management practices (Wu, 2011; Wong & Merrilees, 2005). This study confirms that subjective measures of brand management practices and market orientation do not explain objective measures of brand performance. This outcome questions previous research based on subjective ways of measuring firm's performance.

New quantitative studies are needed to make brand management constructs that can be viewed from different view points (de Chernatony et al., 1993; Reger, 1990; DelVecchio, 1998; Harris, 2001). For example, incorporation of experts, suppliers, buyers and consultancy companies that judge to what extent firms implement brand management practices.

Objective brand performance needs to be based on relative sales price including market share to allocate a reliable score for each firm. Moreover, firms may have specific product brands that are supplied in a market without any other competitors. It is important to find a solution about how to give these product brands a relative score to include in the overall brand performance. Quantitative branding studies with objective measures of firms' performance should explore B2C markets and include large companies.

External factors of market competitiveness may have huge impact on brand performance (Krake, 2005). Therefore, future research should incorporate to what extent competitiveness in a market influences firms' objective brand performance. Furthermore, reputation management may have more impact on objective brand performance in high competitive markets than brand management practices (Yom Din et al., 2011; Witt and Rode, 2005; Abimbola & Vallaster, 2007). New studies should incorporate the importance of brand reputation.

8. Recommendations for FloraHolland

Although rose growers value brand management as important, it does not lead high brand performance. Based on the results and discussion, there should be another construct that causes high relative sales prices. Brand management and market orientation seem to be a standard in this high competitive market were many growers supply the same cultivar as others.

I recommend FloraHolland to perform a new study based on relative sales prices and market share per grower as brand performance measure. The new study should include a construct of reputation management that also reaches wholesales, florists and consumers instead of exporters only. So, I suggest that building and sustaining high reputation leads to high sales prices in the rose market. It is important to perform the study on large scale including other high competitive markets in floriculture. Furthermore, experts that have knowledge about branding and reputation should judge how and to what extent growers implement practices of reputation management to create a unique brand image with high perceived value.

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Appendix A: Questionnaire in English



Dear rose grower,

This research study is about **corporate brand management**, so the **company name that is used as brand to supply roses to the Dutch flower auction**.

The goal of this study is to get a better understanding of how rosegrowers manage their brand.

In cooperation with FloraHolland and Wageningen University, rose growers that supply the flower auction will be asked to fill in this questionnaire.

Customers in the questionnaire are 'exporters' to whom the roses are delivered.

Completing the questionnaire takes about 10 minutes of your time.

The questionnaire needs to be honestly and completely filled in about your **corporate brand**.

Results from the study will be processed anonymously.

After you finished the questions, it is possible to ask for the final report about this study which includes recommendations about how to manage the corporate brand.

Thanks in advance for your cooperation.

Click on >> to start with the questionnaire.

What is your respondent number? (check your email to fill in the respondent number)

I supply this corporate brand at the flower auction since:

2013 - 2010	▲
2010 - 2005	
2005 - 2000	
2000 - 1990	
1990 - 1980	
1980 - 1970	
1970 - 1950	
1950 and previously	▼

Managing a corporate brand is an opportunity to receive higher prices for my roses at the auction clock

Fully disagree | | Fully agree

It is important to me that the cultivar name is on the package

Fully disagree | | Fully agree

I consult an external company for advice and management for our corporate brand

<input type="button" value="v"/>
Yes
No

Market orientation (4 items)

To what extent do you agree with these propositions that influence your method of working?

	Fully disagree Fully agree						
	1	2	3	4	5	6	7
I ask my customers regularly whether they are satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly check whether my roses correspond with what my customers want (in addition to the information provided by the price)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have information on customers, competitors and important social developments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where and to whom my customers sell their roses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Corporate Brand Management Knowledge (18 items)

The following propositions will test your knowledge about managing a strong brand.

To what extent do you agree with the following propositions?

	Fully disagree Fully agree						
	1	2	3	4	5	6	7
A brand is valuable for customers and/or consumers							
Consumers enjoy the product more because it is branded							
Everytime when market conditions change, the corporate brand's strategy needs to be changed completely							
Integrating new trends is only possible when it fits the image of the corporate brand							

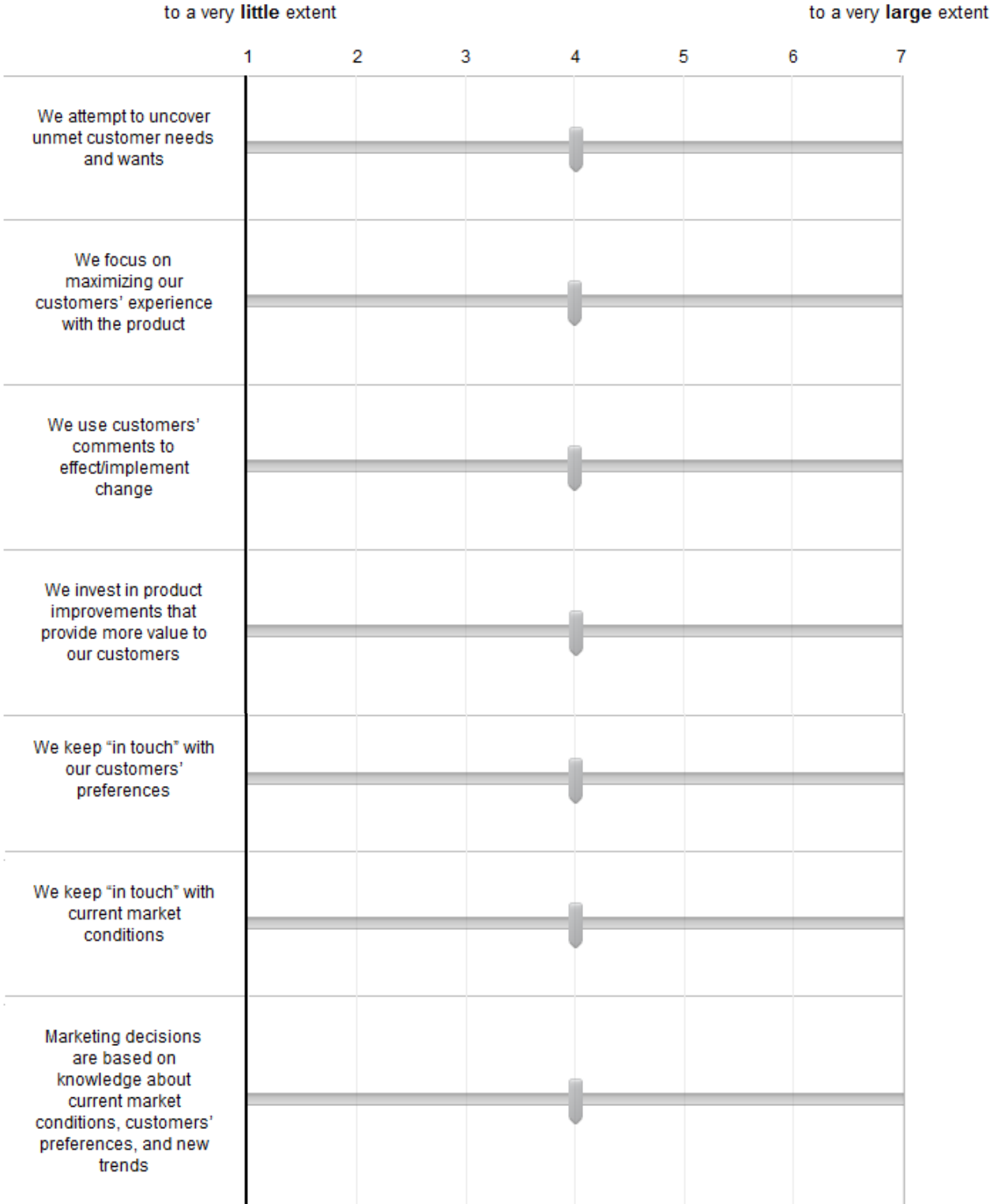
<p>Knowledge about customers is crucial to build a strong brand</p>						
<p>A corporate brand focusses on a specific group of customers</p>						
<p>A product needs to be clearly better on a few points compared to competitors</p>						
<p>If the quality of the roses do not fit the corporate brand, these roses better be destroyed</p>						
<p>Marketing activities only have short-term effects</p>						

To what extent do you agree with the following propositions?

	Fully disagree						Fully agree	
	1	2	3	4	5	6	7	
The corporate brand needs to fit the personality of the entrepreneur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
The choice for a cultivar should depend on the corporate brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
All company's cultivars need to fit the corporate brand image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Everything the company does, affects the corporate brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Everything the company has done before, determines the corporate brand image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
A strong corporate brand only needs one or two core associations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
A company regularly needs to check the image of the corporate brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
When market prices are low, you need to continue investing in the corporate brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
A corporate brand estimates the value of a company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Corporate Brand Management Practices (24 items)

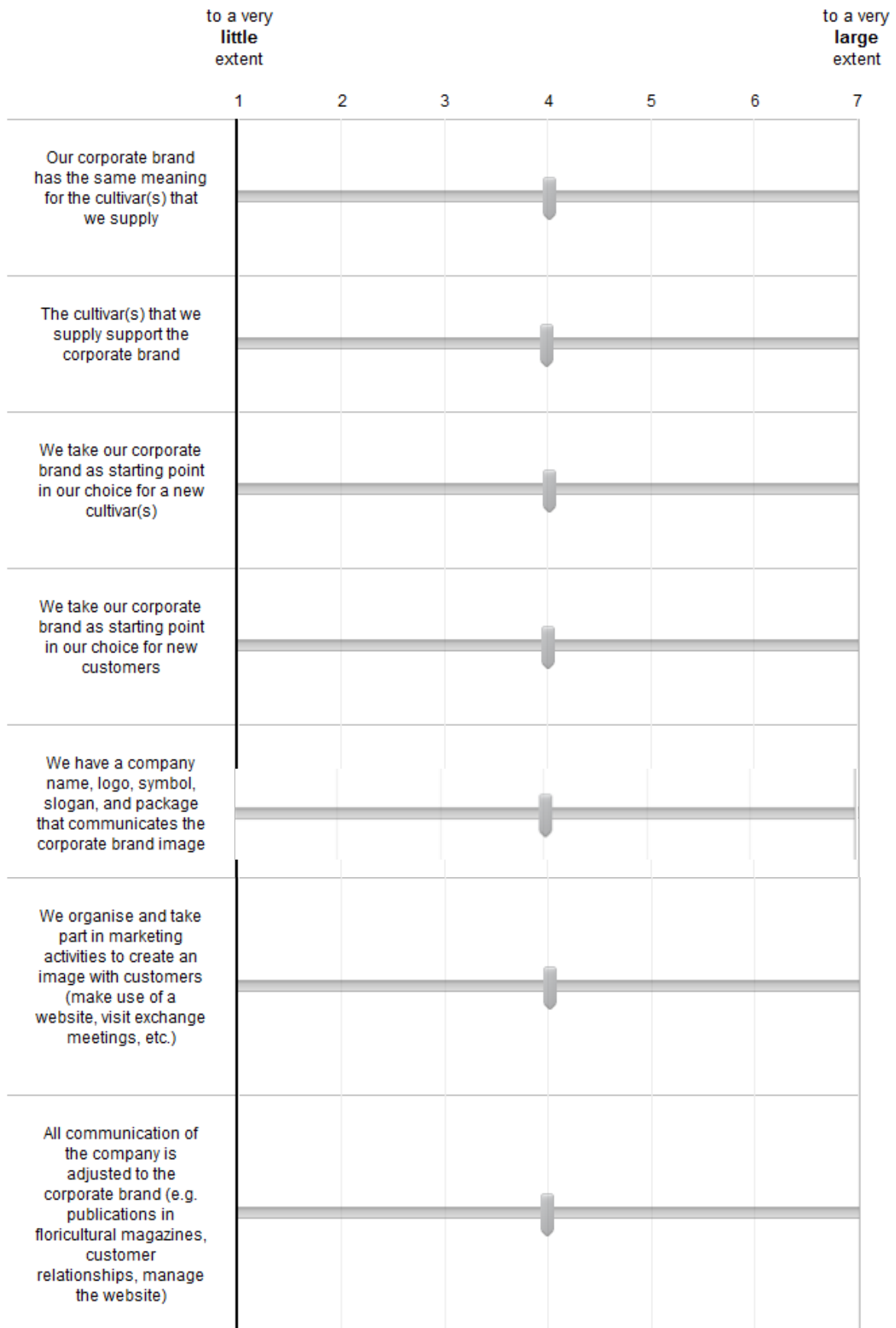
The following propositions will test to what extent you manage the corporate brand.
To what extent do the following propositions describe your method of working?



To what extent do the following propositions describe your method of working?

	to a very little extent						to a very large extent	
	1	2	3	4	5	6	7	
We maintain at least the quality requirements of our competitors simply to compete in the market segment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We attempt to match the strong product attributes of other rose growers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We attempt to positively distinguish ourselves compared to other rose growers to achieve a competitive advantage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We make sure that we <i>do not</i> send conflicting messages about the corporate brand to our customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We change the corporate brand rigorously when market developments ask for it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Employees know what they need to do to support the corporate brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

To what extent do the following propositions describe your method of working?



To what extent do the following propositions describe your method of working?

	to a very little extent							to a very large extent
	1	2	3	4	5	6	7	
We develop knowledge about what customer dislike about the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We develop knowledge about what customer like about the brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We develop knowledge about core associations that all customers have with the corporate brand (e.g.when customers see the brand, they think: reliable, new)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We know how to improve the corporate brand image on the basis of success and failures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
When market prices decline I resist the temptation to cut back the support for the corporate brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We do activities that make sure that the corporate brand retains next years and grows in market share	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

From our perspective, '**customers**' may also be further customers in the chain that we focus on (e.g. wholesale, retail, florist, consumer)

Fully disagree | | Fully agree

How many employees work for the company in the busiest period of the year?

- Less than 10 employees
- 10 - 30 employees
- 30 - 50 employees
- 50 - 100 employees
- More than 100 employees

You could make use of the following space if there are any questions or comments about this study.

I want to thank you for filling in the questionnaire.

Are you interested in the outcomes of this study with possible practical improvements, send an email to wesley.vandenberg@wur.nl

Click on >> to process the answers.

Appendix B: Questionnaire in Dutch



Beste rozenteler,

Dit onderzoek gaat over het voeren van een **bedrijfsmerk**, oftewel de **bedrijfsnaam die u als 'merk' levert aan de veiling**.

Het doel is om een beter beeld te krijgen hoe rozentuinders hun merkbeleid voeren en dit te verbeteren. In samenwerking met FloraHolland en Wageningen Universiteit wordt deze vragenlijst afgenomen onder de rozentelers die aan de bloemenveiling leveren.

De klanten in de vragenlijst zijn exporteurs waaraan de rozen geleverd worden.

Het invullen van de vragenlijst duurt ongeveer 10 minuten.

De vragenlijst dient zo eerlijk en volledig mogelijk ingevuld te worden over **uw bedrijfsmerk**.

Resultaten uit het onderzoek zullen **anoniem** verwerkt worden.

Na het invullen is het mogelijk om het adviesrapport van dit onderzoek op te vragen met daarin mogelijke aanbeveling voor het voeren van een merk.

Alvast hartelijk voor uw medewerking.

Klik op >> om te starten met de vragenlijst.

Wat is uw respondenten nummer? (zie de email die u ontvangen heeft)

Ik lever het bedrijfsmerk (de bedrijfsnaam die ik als merk voer) op de bloemenveiling sinds:

2013 - 2010	▲
2010 - 2005	
2005 - 2000	
2000 - 1990	
1990 - 1980	
1980 - 1970	
1970 - 1950	
1950 en eerder	▼

Een bedrijfsmerk voeren zie ik als kans om aan de klok hogere prijzen te ontvangen voor mijn rozen

Volledig mee oneens | | Volledig mee eens

Ik vind het belangrijk dat de cultivar naam op de hoes staat

Volledig mee oneens | | Volledig mee eens

Ik raadpleeg een extern bedrijf voor advies en management van ons bedrijfsmerk

<input type="checkbox"/>
Ja
Nee

Market Orientation (4 items)

In hoeverre bent u het eens met de volgende stellingen die invloed hebben op uw werkwijze?

	Volledig mee oneens							Volledig mee eens	
	1	2	3	4	5	6	7		
Ik vraag mijn klanten met regelmaat of ze tevreden zijn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Ik ga regelmatig na of mijn rozen nog aansluiten bij wat mijn klanten willen (dus aanvullend op de informatie die de prijs biedt)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Ik heb informatie over klanten, concurrenten, consumenten en belangrijke maatschappelijke ontwikkelingen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Ik weet waar en bij wie mijn klanten hun rozen afzetten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		

Corporate Brand Management Knowledge (18 items)

In de volgende stellingen wordt uw kennis getoetst over het voeren van een sterk merk.

In hoeverre bent u het eens met de volgende stellingen?

	Volledig mee oneens							Volledig mee eens
	1	2	3	4	5	6	7	
Een merk is waardevol voor klanten en/ of consumenten								
Consumenten genieten meer van een product, omdat er een merk op staat								
Elke keer wanneer markt omstandigheden veranderen, zal de strategie van het bedrijfsmerk volledig moeten veranderen								
Het integreren van nieuw trends is alleen mogelijk wanneer deze passen bij het imago van het bedrijfsmerk								

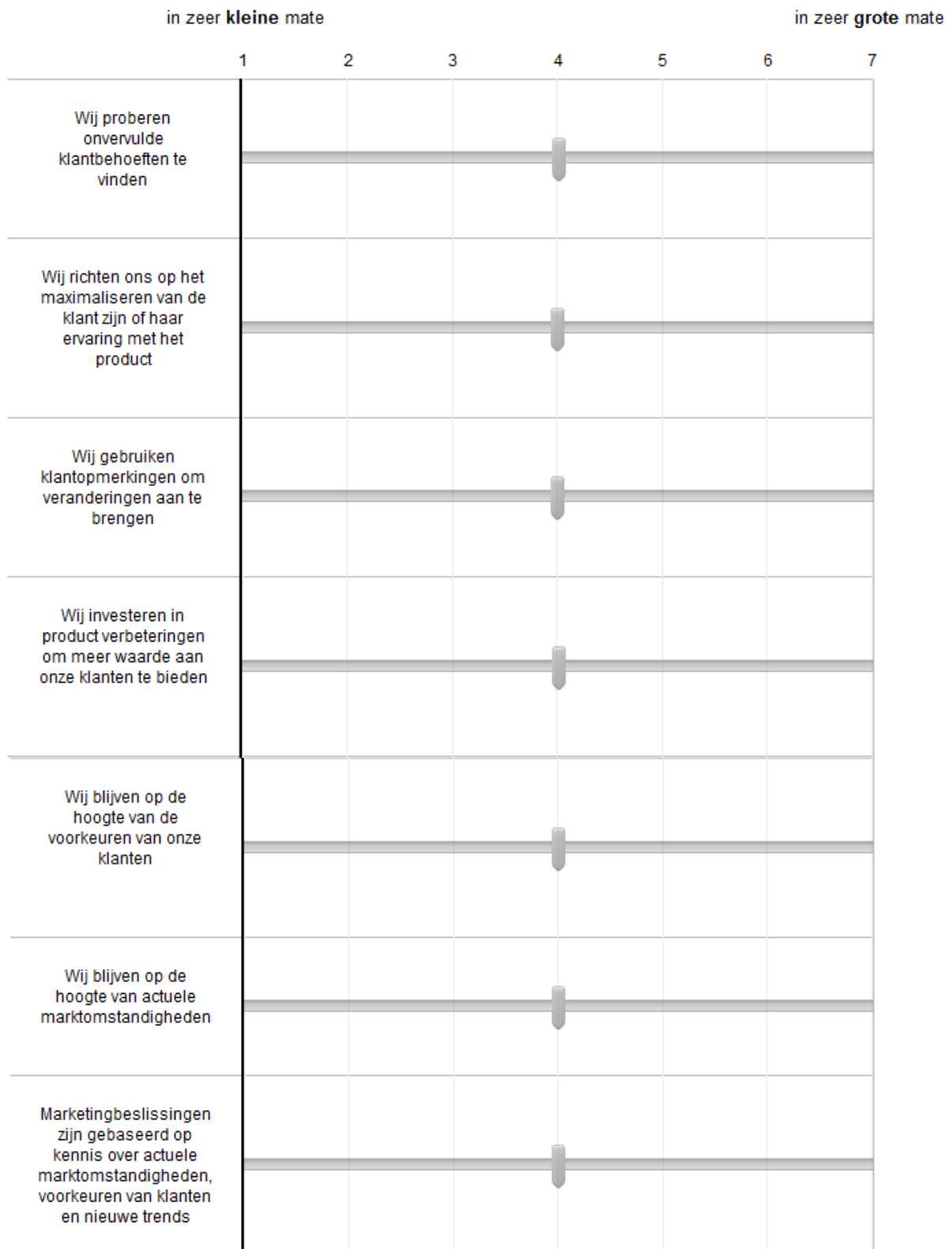
<p>Kennis over klanten is cruciaal om een sterk merk neer te zetten</p>						
<p>Een bedrijfsmerk richt zich op een specifieke groep klanten</p>						
<p>Een product moet op enkele punten duidelijk beter zijn dan dat van concurrenten</p>						
<p>Als de kwaliteit van de rozen niet past bij het bedrijfsmerk, dan kun je de rozen beter vernietigen</p>						
<p>Marketing activiteiten hebben alleen effect op korte termijn</p>						

In hoeverre bent u het eens met de volgende stellingen?

	Volledig mee oneens							Volledig mee eens
	1	2	3	4	5	6	7	
Het bedrijfsmerk moet aansluiten bij de persoonlijkheid van de ondernemer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
De keuze voor een cultivar moet afhangen van het bedrijfsmerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Alle cultivars van het bedrijf moeten passen bij het imago van het bedrijfsmerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Alles wat het bedrijf doet heeft invloed op het bedrijfsmerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Alles wat het bedrijf in het verleden gedaan heeft bepaald het imago van het bedrijfsmerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Een sterk bedrijfsmerk heeft slechts één of twee kern associaties nodig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Een bedrijf moet regelmatig het imago van het bedrijfsmerk controleren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Wanneer marktprijzen laag zijn, dan moet je blijven investeren in het bedrijfsmerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Een bedrijfsmerk bepaalt de waarde van een bedrijf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Corporate Brand Management Practices (24 items)

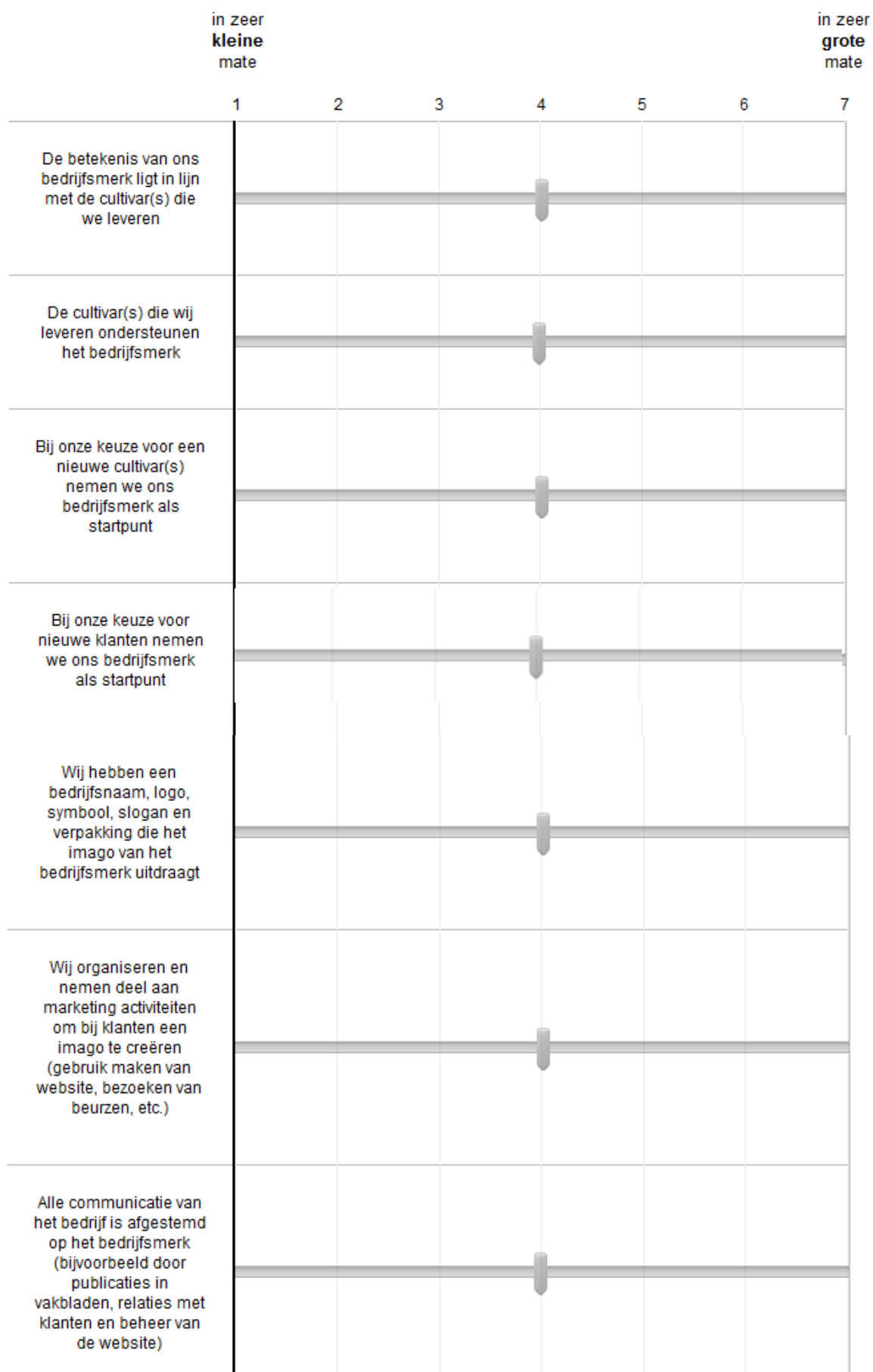
In de volgende stellingen wordt getest in welke mate u het bedrijfsmerk managed.
In welke mate beschrijven onderstaande stellingen uw werkwijze?



In welke mate beschrijven onderstaande stellingen uw werkwijze?

	in zeer kleine mate						in zeer grote mate
	1	2	3	4	5	6	7
Wij handhaven minstens de kwaliteitseisen van onze concurrenten, om simpelweg te concurreren in het marktsegment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wij proberen de sterke producteigenschappen van andere rozentelers te evenaren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wij proberen ons positief te onderscheiden ten opzichte van andere rozentelers, om concurrentievoordeel te halen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wij zorgen ervoor dat we <i>geen</i> tegenstrijdige berichten over het bedrijfsmerk naar onze klanten zenden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wij veranderen het bedrijfsmerk rigoureus als ontwikkelingen in de markt daarom vragen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Werknemers weten wat ze moeten doen om het bedrijfsmerk te ondersteunen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In welke mate beschrijven onderstaande stellingen uw werkwijze?



In welke mate beschrijven onderstaande stellingen uw werkwijze?

	in zeer kleine mate						in zeer grote mate
	1	2	3	4	5	6	7
Wij ontwikkelen kennis over wat klanten niet leuk vinden aan het merk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wij ontwikkelen kennis over wat klanten leuk vinden aan het merk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wij ontwikkelen kennis over kernassociaties die alle klanten bij het bedrijfsmerk hebben (bijvoorbeeld wanneer klanten het bedrijfsmerk zien, denken ze aan: betrouwbaar, nieuw)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wij weten hoe we het imago van ons bedrijfsmerk kunnen verbeteren aan de hand van succes- en faalfactoren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wanneer marktprijzen dalen laat ik me niet verleiden tot het terugschroeven van ondersteuning voor het bedrijfsmerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wij doen aan activiteiten die ervoor zorgen dat het bedrijfsmerk de komende jaren behouden blijft en groeit in marktaandeel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Vanuit ons perspectief kunnen **'klanten'** ook verdere klanten in de keten zijn waarop wij ons focussen (bijvoorbeeld groothandelaren, retail, bloemisten, consumenten)

Volledig mee oneens | | Volledig mee eens

Hoeveel werknemers heeft u in dienst binnen uw bedrijf in de drukste periode van het jaar?

- Minder dan 10 werknemers
- 10 - 30 werknemers
- 30 - 50 werknemers
- 50 - 100 werknemers
- Meer dan 100 werknemers

Bij vragen of opmerkingen over de vragenlijst of het onderzoek kunt u gebruik maken van onderstaande ruimte

Ik wil u hartelijk danken voor het invullen van deze vragenlijst.

Heeft u interesse in de uitkomst van het onderzoek met mogelijk praktische verbeterpunten, stuur dan een mail naar wesley.vandenberg@wur.nl

Klik op >> om de antwoorden te verwerken.

Appendix C: Reliability Analysis CBMP by Item and Dimension according to Keller's BRC (2000)

Item	Item Mean	Item Loading	Alpha if Item Deleted
BMP1: Corporate brand delivers benefits customers truly desire (Alpha = 0.732)			
1. We attempt to uncover unmet customer needs and wants	4.77	0.576	0.715
2. We focus on maximizing our customers' experience with the product	5.09	0.732	0.559
3. We use customers' comments to effect/implement change	5.47	0.661	0.651
BMP2: Corporate brand stays relevant (Alpha = 0.878)			
4. We invest in product improvements that provide more value to our customers	5.49	0.667	0.864
5. We keep "in touch" with our customers' preferences	5.47	0.730	0.846
6. We keep "in touch" with current market conditions	5.60	0.785	0.827
7. Marketing decisions are based on knowledge about current market conditions, customers' preferences, and new trends	5.43	0.754	0.837
BMP4: Corporate brand is properly positioned (Alpha = 0.711)			
8. We maintain at least the quality requirements of our competitors simply to compete in the market segment	5.15	0.586	0.695
9. We attempt to match the strong product attributes of other rose growers	5.26	0.712	0.548
10. We attempt to positively distinguish ourselves compared to other rose growers to achieve a competitive advantage	6.09	0.691	0.628
BMP5: Corporate brand is consistent (Alpha = 0.499)			
11. We make sure that we do not send conflicting messages about the corporate brand to our customers	5.77	0.588	0.398
12. We change the corporate brand rigorously when market developments ask for it (<i>reversed item</i>)	3.74	0.292	0.616
13. Employees know what they need to do to support the corporate brand	5.06	0.700	0.206
BMP6: Corporate brand and portfolio of cultivars (product brands) make sense (Alpha = 0.832)			
14. Our corporate brand meaning is in line with the cultivar(s) that we supply	4.85	0.784	0.749
15. The cultivar(s) that we supply support the corporate brand	5.19	0.719	0.779
16. We take our corporate brand as starting point in our choice for a new cultivar(s)	4.17	0.645	0.795
17. We take our corporate brand as starting point in our choice for new customers	4.02	0.541	0.825
BMP7: Corporate brand uses full repertoire of marketing activities to build equity (Alpha = 0.797)			
18. We have a company name, logo, symbol, slogan, and package that communicates the corporate brand image	5.30	0.670	0.764
19. We organise and take part in marketing activities to create an image with customers (make use of a website, visit exchange meetings, etc.)	5.38	0.687	0.749
20. All communication of the company is adjusted to the corporate brand (e.g. publications in floricultural magazines, customer relationships, manage the website)	4.98	0.780	0.650

BMP8: Entrepreneurs / sales managers understand what the corporate brand means to customers (Alpha = 0.887)

1.	We develop knowledge about what customer dislike about the brand	3.77	0.869	0.797
2.	We develop knowledge about what customer like about the brand	4.02	0.933	0.721
3.	We develop knowledge about core associations that all customers have with the corporate brand (e.g.when customers see the brand, they think: reliable, new)	4.57	0.649	0.963

BMP9: Corporate brand is given proper support and it is sustained over the long run (Alpha = 0.814)

4.	We know how to improve the corporate brand image on the basis of success and failures	4.51	0.574	0.894
5.	When market prices decline I resist the temptation to cut back the support for the corporate brand	5.30	0.815	0.692
6.	We do activities that make sure that the corporate brand retains next years and grows in market share	5.36	0.853	0.652

Appendix D: Measurement scale properties CBMK (definitive version)

Scale Corporate Brand Management Knowledge (definitive version after deleting items)		Mean	Loading before rotation	Cronbach's Alpha if Item Deleted
BMK_1 Affect on corporate brand activities (Alpha = 0.820)				
1.1	Everything the company does, affects the corporate brand	5.43	0.628	0.782
1.2	Everything the company has done before, determines the corporate brand image	5.00	0.635	0.747
1.3	A company regularly needs to check the image of the corporate brand	5.57	0.651	0.785
1.4	A corporate brand estimates the value of a company	5.64	0.701	0.774
BMK_2 Brand image associations (Alpha = 0.544)				
2.1	Marketing activities only have short term effects (reversed item)	3.02	0.504	0.459
2.2	The corporate brand needs to fit the personality of the entrepreneur	4.55	0.601	0.353
2.3	A strong corporate brand only needs one or two core associations	4.77	0.466	0.497
BMK_3 Brand portfolio (Alpha = 0.712)				
3.1	The choice for a cultivar should depend on the corporate brand	3.72	0.776	-
3.2	All companies' cultivars need to fit the corporate brand image	4.43	0.776	-
BMK_4 Customer perspective (Alpha = 0.566)				
4.2	Knowledge about customers is crucial to build a strong brand	5.77	0.701	-
4.3	A corporate brand focusses on a specific group of customers	4.49	0.701	-

Appendix E: Measurement scale properties CBMP (definitive version)

Scale Corporate Brand Management Practices (definitive version after deleting items)		Mean	Loading before rotation	Cronbach's Alpha if Item Deleted
BMP_A Customer focus (Alpha = 0.910)				
A.1	We invest in product improvements that provide more value to our customers	5.49	0.706	0.892
A.2	We keep "in touch" with our customers' preferences	5.47	0.672	0.895
A.3	We keep "in touch" with current market conditions	5.60	0.735	0.888
A.4	Marketing decisions are based on knowledge about current market conditions, customers' preferences, and new trends	5.43	0.672	0.896
A.5	We attempt to positively distinguish ourselves compared to other rose growers to achieve a competitive advantage	6.09	0.694	0.894
A.6	We make sure that we do not send conflicting messages about the corporate brand to our customers	5.77	0.674	0.896
BMP_B Brand image implementation (Alpha = 0.911)				
B.1	We develop knowledge about what customer dislike about the brand	3.77	0.709	0.884
B.2	We develop knowledge about what customer like about the brand	4.02	0.883	0.851
B.3	We develop knowledge about core associations that all customers have with the corporate brand (e.g. when customers see the brand, they think: reliable, new)	4.57	0.704	0.910
B.4	We know how to improve the corporate brand image on the basis of success and failures	4.51	0.783	0.887
BMP_C Brand portfolio (Alpha = 0.832)				
C.1	Our corporate brand meaning is in line with the cultivar(s) that we supply	4.85	0.784	0.749
C.2	The cultivar(s) that we supply support the corporate brand	5.19	0.719	0.779
C.3	We take our corporate brand as starting point in our choice for a new cultivar(s)	4.17	0.645	0.795
BMP_D Sustain the corporate brand (Alpha = 0.848)				
D.1	All communication of the company is adjusted to the corporate brand (e.g. publications in floricultural magazines, customer relationships, manage the website)	5.30	0.822	0.894
D.2	When market prices decline I resist the temptation to cut back the support for the corporate brand	5.36	0.857	0.750
D.3	We do activities that make sure that the corporate brand retains next years and grows in market share	4.98	0.646	0.714
BMP_E Positioning (Alpha = 0.628)				
E.1	We maintain at least the quality requirements of our competitors simply to compete in the market segment	5.15	0.732	-
E.2	We attempt to match the strong product attributes of other rose growers	5.26	0.732	-