REPUBLIC OF TURKEY

BAHCESEHIR UNIVERSITY

EXPLORING INDICATORS OF CONSUMER BASED CORPORATE BRAND EQUITY: A PRELIMINARY STUDY

Master's Thesis

SELİN GERMİRLİ

İSTANBUL, 2011

REPUBLIC OF TURKEY

BAHCESEHIR UNIVERSITY

THE GRADUATE SCHOOL OF SOCIAL SCIENCES

M.A. in MARKETING

EXPLORING INDICATORS OF CONSUMER BASED CORPORATE BRAND EQUITY: A PRELIMINARY STUDY

M.A. in MARKETING THESIS

SELİN GERMİRLİ

Thesis Advisor: Asst. Prof. Elif KARAOSMANOĞLU

İSTANBUL, 2011

T.C
BAHÇEŞEHİR ÜNİVERSİTESİ
INSTITUTE OF SOCIAL SCIENCES
M.A. in MARKETING

Name of the thesis: Exploring indicators of consumer based corporate brand equity: A preliminary study

Name/Last Name of the Student: Selin Germirli

Date of Thesis Defense: 25.07.2011

The thesis has been approved by the Institute of Social Sciences.

Director

Signature

I certify that this thesis meets all the requirements as a thesis for the degree of Master of Arts.

Program Coordinator

Signature

This is to certify that we have read this thesis and that we find it fully adequate in scope, quality and content, as a thesis for the degree of Master of Arts.

Examining Comittee Members Title Name and Surname	Signature
Thesis Supervisor	----------------------
Thesis Co-supervisor	----------------------
Member	-----------------------
Member	------------------------
Member	-------------------------

ABSTRACT

EXPLORING INDICATORS OF CONSUMER BASED CORPORATE BRAND EQUITY: A PRELIMINARY STUDY

Germirli, Selin

M.A. in Marketing
Thesis Supervisor: Asst. Prof. Elif Karaosmanoglu

August, 2011, 96 pages.

In the new era, corporate brand equity has gained a great importance for companies. This thesis is written to, fill the gap realized in the literature about indicators of consumer based corporate brand equity.
The indicators of consumer based corporate brand equity, company marketing performance outcomes, and the relationship between them are tested by quantitative research method through survey. The data collected is analyzed by SPSS 12.0. According to result of the analysis, eight indicators are determined of corporate brand equity scale. These indicators are; organizational identification, corporate brand attractiveness / distinctiveness, consumer-company value congruence / similarity, corporate brand promise / trustworthiness, corporate brand knowledge, corporate leadership / expertise, corporate social responsibility, and corporate reputation / prestige. These indicators are tested with company marketing performance outcomes which are accepted in this study as, extra role behavior, satisfaction, loyalty / repeat purchase, and resilience to negative information and a positive relationship is found between them.

Keywords: organizational identification, corporate brand attractiveness, corporate brand distinctiveness, consumer-company value congruence, corporate brand promise

ÖZET

TÜKETİCİ BAZLI KURUMSAL MARKA EDERİ BELİRLEYİCİLERİ ARAŞTIRMASI: BİR ÖN ÇALIŞMA

Germirli, Selin

Pazarlama Yüksek Lisans
Tez Danışmanı: Yrd. Doç. Dr. Elif Karaosmanoğlu

Ağustos, 2011, 96 sayfa.

Günümüzde şirketler için kurumsal marka ederi büyük önem kazanmıştır. Bu tez çalışması, tüketici bazlı kurumsal marka ederi belirleyicileri konusunda literatürde fark edilen boşluğu doldurmak için yazılmıştır.
Kurumsal marka ederini ölçebilmek için belirlenen boyutlar ve onların şirket performans göstergeleri ile aralarındaki ilişki anket yoluyla kantitatif araştırma metodu kullanılarak test edilmiştir. Toplanılan veri, SPSS 12.0 programı kullanılarak analiz edilmiştir. Analizin sonuçlarına göre, kurumsal marka ederi için kullanılmak üzere sekiz adet belirleyici tespit edilmiştir. Bunlar; organizasyonel özdeşleştirme, kurumsal marka çekiciliği / ayırt ediciliği, tüketici-kurum değer uygunluğu/benzerliği, kurumsal marka sözü / güvenilirliği, kurumsal marka liderliği / uzmanlığı, kurumsal sosyal sorumluluk, kurumsal marka bilgisi ve kurum itibar / prestiji olarak belirlenmiştir. Bu sekiz adet boyut, kurum performans belirleyicileri olarak kabul edilen ekstra rol davranışları, negatif bilgiyle karşı direnç, sadakat / sürekli satın alma ve memnuniyet ile test edilmiş ve aralarında pozitif ilişki bulunmuştur.

Anahtar Kelimeler: organizasyonel özdeşleştirme, kurumsal marka çekiciliği, kurumsal marka ayırt ediciliği, tüketici-kurum değer uygunluğu, kurumsal marka sözü

TABLE OF CONTENTS

TABLES

LIST OF FIGURES

ABBREVIATIONS

for example (exempli gratia)	: e.g.

DEDICATION

I dedicate this thesis study to my fiance İbrahim Alp Yerebakan who has always been my biggest support.

Thank you for being you,

1. INTRODUCTION

1.1. RELEVANCE AND AIM OF THE RESEARCH

1.1.1. Relevance of the Research

A lot of research has been conducted in the branding literature at the product level, where scholars were primarily concerned about customers' perceptions about a product brand. However, as consumers become more knowledgeable about products and corporations as a whole, corporate branding is increasingly gaining importance and attention by marketing scholars (Shamma and Hassan, 2011).

A corporate brand is more than just the outward manifestation of an organization, - its name, logo and visual representation - it is the core of values that define it (Ind, 1997). It is the overall perception about an organization, reflected by its overall corporate identity (Balmer, 2001). Thus, businesses began shifting their focus from product brands to corporate branding (De Chernatony 1999, Hatch and Schultz 2003). It is after 1995 when more research on corporate branding is published. Balmer and Gray's (2003) literature review on corporate branding presents different visions that have been developed during the years prior. They conclude that corporate brands are leading to the development of a new branch of marketing which should be known as corporate- level marketing (Balmer and Greyser, 2002).

A series of studies have highlighted the strategic importance of a strong corporate brand and its impact on various corporate dimensions. A strong corporate brand is thought to enable a company to attract qualified employees, attract capital, select suppliers and achieve significant financial performance (Beatty and Ritter, 1986; Weiss et al., 1999; Rao, 1994; CarmeliandTischler, 2005), but there is not consistent or reliable research conducted to develop a scale to measure this strength of corporate brand. In literature there is a wide gap about corporate brand equity which is defined by Keller (2000) as the differential response by consumers, customers, employees, other firms, or any relevant constituency to the words, actions, communications, products or services provided by an identified corporate brand entity. Therefore, it is significant and necessary to explore consumer based corporate brand equity indicators.

In summary, the below evidence from earlier studies shows that corporate brand equity is a major strategic concern for the success of a company in that its strength can have a positive impact on company marketing performance outcomes. Therefore, it is imperative to determine relevant and reliable consumer based corporate brand equity indicators to be able to measure equity accurately.

1.1.2. Aim of the Research

The discussion above suggests that consumer based corporate brand equity indicators are crucial to explore in order to enhance consumer based corporate brand equity. Thus, the aim of this research is to explore indicators of consumer based corporate brand equity by a preliminary study.

2. LITERATURE REVIEW

2.1. PRODUCT BRAND

The concept of the brand can be traced back to product marketing where the role of branding and brand management has been primarily to create differentiation and preference for a product or service in the mind of the customer (Knox and Bickerton, 2003). Within this field, there are a number of generally accepted definitions. These variously refer to the brand as a product or service, which a customer perceives to have distinctive benefits beyond price and functional performance (Knox, 2000) or a symbol serving to distinguish the products and services of one company from another (Kapferer, 1997). As Shamma and Hassan (2011) state, product branding includes all the tangible and intangible associations that customers have about a product brand, such as brand quality, brand price, brand features, brand personality and brand image. Product brands target customers, and are likely to create associations about specific products.

The development of product branding over the past 30 years is characterized by layers of added value built around the core functionality of the product or service to create and maintain distinction in a particular market (Knox and Bickerton, 2003). These refinements reflect both responses to changes in the business environment and the development of deeper insights into the nature and influence of the organization as an intangible element in the marketing mix (Knox and Bickerton, 2003).

A further stage in this evolutionary development of traditional product management has been the increasing influence of the organization behind the brand and an increasing acceptance of its role in the creation of economic value (Knox and Bickerton, 2003). Worcester (1986) provides evidence of a strong correlation between company familiarity and favorability, and research by Keller and Aaker (1992) highlights the positive impact of the corporate brand on new product introductions and product brand extensions.

2.2. CORPORATE BRAND

The most recent turn in branding literature emerged in the mid-nineties. Businesses began shifting their focus from product brands to corporate branding (De Chernatony 1999, Hatch and Schultz 2003). The corporate brand perspective supports, and could be a consequence of, the strategic view of brands. King (1991) is considered to be the first author to make a clear distinction between product and corporate brands, emphasizing the importance of a multidisciplinary approach in order to manage them.

It is after 1995 when more research on corporate branding is published. Aaker (2004a) defines a corporate brand as a brand that represents an organization and reflects its heritage, values, culture, people, and strategy. A corporate brand is the overall perception about an organization, reflected by its overall corporate identity (Balmer, 2001).

Corporate branding is not tied to one specific product, but integrates a corporation's common product attributes and benefits, relationships with people, social values and programs and corporate credibility (Keller, 1998). Corporate branding congruent with the strategic brand vision (Schultz and Hatch 2003), dwells on developing brands at an organizational level (Knox and Bickerton 2003) -which requires managing interactions with multiple stakeholders (Balmer and Gray 2003, Knox and Bickerton 2003, Hatch and Schultz 2003, Aaker 2004b). A corporate brand is defined primarily by organizational associations (Aaker 2004b), and thus can develop and leverage organizational characteristics, as well as product and service attributes (Aaker 2004a). The main differences between product brand and corporate brand are summarized in the Table 2.1.

Table 2.1.: Differences between product brand and corporate brand

	Product Brand	Corporate Brand
Focus	The product	The organization
Management	Middle management (e.g., product manager)	Chief executive (e.g., CEO)
Stakeholder focus	Consumers	Multiple stakeholders
Functional responsibility	Marketing	Most/all departments
General responsibility	Marketing personnel	All personnel
Communications channels	Marketing communications	Multiple communications, activities, and contacts
Time horizon	Short (product life)	Long (organization life)

2.3. IMPORTANCE OF CORPORATE BRANDING

While products and services tend to become similar over time, organizations are inevitably very different. The strategic importance of a strong corporate brand and its impact on various corporate dimensions have been highlighted many times. A strong corporate brand is thought to enable a company to attract qualified employees, attract capital, select suppliers and achieve significant financial performance (Beatty and Ritter, 1986; Weiss et al., 1999; Rao, 1994; Carmeli and Tischler, 2005).

2.4. BRAND EQUITY

Brand equity, as first defined by Farquhar (1989), is the ‘added value’ with which a given brand endows a product. Apart from Farquhar’s first definition of brand equity, other definitions have appeared. According to Lassar, Mittal, and Sharma (1995), brand equity has been examined from a financial (Farquhar, Han, and Ijiri 1991; Simon and Sullivan 1993; Kapferer 1997; Doyle 2001), and a consumer based perspective (Keller 1993; Shocker, Srivastava, and Rueckert 1994; Chen 2001). Brand equity has been defined as the enhancement in the perceived utility and desirability a brand name confers on a product (Lassar, Mittal and Sharma 1995), and as 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 firms' customers (Aaker, 1996).

High brand equity is considered to be a competitive advantage since: it implies that firms can charge a premium; there is an increase in customer demand; extending a brand becomes easier; communication campaigns are more effective; there is better trade leverage; margins can be greater; and the company becomes less vulnerable to competition (Bendixen, Bukasa, and Abratt 2003). In other words, high brand equity generates a "differential effect", higher "brand knowledge", and a larger "consume response" (Keller 2003), which normally leads to better brand performance, both from a financial and a customer perspective.

Brand equity is a key marketing asset (Davis 2000; Ambler 2003), which can engender a unique and welcomed relationship differentiating the bonds between the firm and its stakeholders (Hunt and Morgan 1995; Capron and Hulland 1999), and nurturing long-term buying behavior.

For firms, growing brand equity is a key objective achieved through gaining more favorable associations and feelings among target consumers (Falkenberg 1996). Previous research established a positive effect of brand equity on: consumer preference and purchase intention (Cobb-Walgrenet al. 1995); market share (Agarwal and Rao1996); consumer perceptions of product quality (Dodds et al. 1991); shareholder value (Kerin and Sethuraman 1998); consumer evaluations of brand extensions (Aaker and Keller 1990; Rangaswamy et al. 1993; Bottomley and Doyle 1996); consumer price insensitivity (Erdem et al. 2002); and resilience to product-harm crisis (Dawar and Pillutla 2000).

Over the last 15 years, brand equity has become more important as the key to understanding the objectives, mechanisms and net impact of the holistic impact of marketing (Reynolds and Phillips 2005). In this context, it is not surprising that measures capturing aspects of brand equity have become part of a set of marketing performance outcomes (Ambler 2003). The discussion of brand equity and its measurement has a broad range of adherents, both academic and practitioner, that collectively share what can be described as a black box orientation (Reynolds and Phillips 2005). Evidence of the importance of brand equity for the business world is the fact that there is currently a significant number of consulting firms (e.g. Interbrand, WPP, Young and Rubicam and Research International), each with their own proprietary methods for measuring brand equity (Haigh, 1999). In setting up the future research agenda for brand management, Keller and Lehman (2006) unsurprisingly identified brand equity and its measurement as a significant research topic.

The literature on brand equity, although substantial, is largely fragmented and inconclusive. As Berthon et al. (2001) put it, perhaps the only thing that has not been reached with regard to brand equity is a conclusion.

2.5. PRODUCT BRAND EQUITY

Due to its importance, marketing academicians and practitioners are becoming more involved with branding as a means for differentiation however; marketers are challenged when it comes to assessing a measurable value for a brand (Shamma and Hassan, 2011). Most measures for product brand equity are stemmed from the consumer behavior literature. Aaker (1996) proposed the following dimensions as the major asset categories in determining brand equity: (1) brand name awareness (2) brand loyalty (3) perceived quality and (4) brand associations. This perspective offers a consumer based approach for brand equity measurement.

Keller (1993) defined consumer based brand equity as “the differential effect of brand knowledge on consumer response to the marketing of the brand.” Keller (1993) highlighted brand knowledge, reflecting the degree of brand awareness and image and brand response, reflecting consumers’ perceptions, preferences and behaviors resulted from the marketing mix activities.

Another perspective for measuring product brand equity is commonly referred to as the financial accounting perspective. This perspective evaluates brands by assessing their impact on financial performance indicators such as revenues and profits. Simon and Sullivan (1993) assess brand equity as the incremental discounted cash flows that would result from a product having its brand name in comparison with what would accrue of the same product did not have the brand name. Companies such as Financial World and Interbrand assess values in brands using this financial-based perspective. Future product earnings are based on historical information about brand performance.

While evaluating brands on the basis of the value of a product is important, yet existing measures do not account for non-product related factors that may affect the value of a brand. These perspectives greatly influence the value of a brand. For example, the general public's perceptions about corporate response to social events such as Hurricane Katrina greatly affected the reputation of companies such as Procter and Gamble (Alsop, 2005). Also, Bill Gates' personal philanthropy helped to raise the ranking of Microsoft by the general public (Alsop, 2007).

2.6. CONSUMER BASED PRODUCT BRAND EQUITY

The conceptualizations of consumer based brand equity have mainly derived from cognitive psychology and information economics (Christodoulides and De Chernatony, 2010). The dominant stream of research has been grounded in cognitive psychology, focusing on memory structure (Aaker 1991; Keller 1993). Aaker (1991) identified the conceptual dimensions of brand equity as brand awareness, brand associations, perceived quality, brand loyalty, and other proprietary brand assets such as patents, trademarks and channel relationships. The former four dimensions of brand equity represent consumer perceptions and reactions to the brand, while proprietary brand assets are not pertinent to consumer based brand equity (Christodoulides and De Chernatony, 2010). Keller (1993) looked at consumer-based brand equity strictly from a consumer psychology perspective and defined it as the differential effect of brand knowledge on consumer response to the marketing of the brand. According to this conceptualization, a brand has a positive (or negative) value if the consumer reacts more (or less) favorably to the marketing mix of a product of which he/she knows the brand name than to the marketing mix of an identical yet unbranded product (Christodoulides and De Chernatony, 2010). Consumer response to the marketing mix of a brand can be translated at various stages of the purchase decision-making sequence, such as preference, choice intentions and actual choice. According to Keller (1993), brand knowledge is a key antecedent of consumer-based brand equity and is in turn conceptualized as a brand node in memory to which a variety of associations have been linked.

Brand equity has been defined by researchers in different ways. Over the years researchers focused on similar major dimensions of consumer based brand equity as seen in the Table 2.2. As a result of this research, they have recognized Aaker's dimensions as main sources of brand equity, assuming that these four dimensions fully and completely explain the construct brand equity, thus these four dimensions – brand awareness, brand associations, perceived quality, and brand loyalty are explained in this study as the dimensions of consumer based product brand equity measurement scale (Gill and Dawra, 2010).

Table 2.2.: Conceptual research on consumer based brand equity

Study	**Dimensions of consumer based brand equity**
Aaker (1991, 1996)	brand awareness brand associations perceived quality brand loyalty
Blackston (1992)	brand relationship (trust, customer satisfaction with the brand)
Keller (1993)	brand knowledge (brand awareness, brand associations)
Sharp (1995)	company/brand awareness brand image relationships with customers/existing customer franchise
Berry (2000)	brand awareness brand meaning
Burmann et al. (2009)	brand benefit clarity perceived brand quality brand benefit uniqueness brand sympathy brand trust

Source: Christodoulides and De Chernatony, 2010

2.7. CONSUMER BASED PRODUCT BRAND EQUITY DIMENSIONS

2.7.1. Brand Awareness

According to Keller (1993), brand awareness involves brand recognition and brand recall. Brand recognition is the extent to which a person is able to recognize a particular brand given a set of brands. Brand recall is the extent to which a person is able to remember a brand, given a product category or need. As per Aaker (1996), brand awareness consists of many levels. These levels are brand recognition, brand recall, top of mind, brand dominance, brand knowledge and brand opinion. As one moves from brand recognition to brand opinion, the brand awareness increases.

Aaker (1996) states that, brand awareness is an important and sometimes undervalued component of brand equity; it can affect perceptions and attitudes. In some contexts, it can be a driver of brand choice and even loyalty. Brand awareness reflects the salience of the brand in the customers mind and there are levels of awareness which include recognition (Have you heard of this brand?), recall (What brands of cars can you recall?), top-of-mind (the first-named brand in a recall task), brand dominance (the only brand recalled), brand knowledge (I know what the brand stands for), and brand opinion (I have an opinion about the brand) (Aaker, 1996).

2.7.2. Brand Associations

Aaker (1996a) defined brand identity as a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members. This means that brand association is something that provides meaning to a brand. Aaker (1996b) mentioned three types of brand associations while providing a measure for brand equity. The three types of associations are brand as a product, brand as an organization and brand as personality.

It is the strength, favorability and uniqueness of the brand associations that are responsible for the differential effect of the consumers towards the brand (Gill and Dawra, 2010). The key associations/differentiation component of brand equity usually involves image dimensions that are unique to a product class or to a brand (Aaker, 1996). Measurement of associations/differentiation can be structured around three perspectives on the brand: the brand-as-product (value), the brand-as-person (brand personality) and the brand-as-organization (organizational associations) (Aaker, 1996).

The brand-as-product perspective focuses on the brands value proposition. Aaker (1996) states that, the value proposition, which usually involves a functional benefit, is basic to brands in most product classes and if the brand does not generate value, it will usually be vulnerable to competitors. Brand value can be measured by the whether the brand provides good value for the money, and whether there are reasons to buy this brand over competitors (Aaker, 1996).

A second element of associations/differentiation, brand personality, is based on the brand-as-person perspective. The brand personality can provide a link to the brands emotional and self-expressive benefits as well as a basis for customer/brand relationships and differentiation (Aaker, 1996). Aaker (1996) posits that, this is especially the case for brands that have only minor physical differences and that are consumed in a social setting where the brand can make a visible statement about the consumer.

Another dimension of brand associations is the brand-as-organization perspective, which considers the organization (people, values, and programs) that lies behind the brand. This perspective can be particularly helpful when brands are similar with respect to attributes, when the organization is visible (as in a durable goods or service business), or when a corporate brand is involved (Aaker, 1996). It can play an important role by showing that a brand represents more than products and services. Organizational associations that are often important bases of differentiation and choice include having a concern for customers, being innovative, striving for high quality, being successful, having visibility, being oriented toward the community, and being a global player (Aaker, 1996).

2.7.3. Perceived Quality

Perceived quality is an association that is usually central to brand equity. Perceived quality is one of the key dimensions of brand equity; it is associated with price premiums, price elasticities, brand usage, and, remarkably, stock return (Aaker, 1996). Further, it is highly associated with other key brand equity measures, including specific functional benefit variables.

Perceived quality is related to a consumer's opinion on the extent to which a particular product will be able to meet his expectations and it can have a great impact on a brand ' s equity: the higher the perceived quality of a brand, the greater will be its brand equity (Gill and Dawra, 2010). It is important that a customer perceives a brand to be of high quality because it will increase the brand preference and build brand equity (Gill and Dawra, 2010).

2.7.4. Brand Loyalty

Aaker (1996) states that, loyalty is a core dimension of brand equity. A loyal customer base represents a barrier to entry, a basis for a price premium, time to respond to competitor innovations, and a protection against harmful price competition Aaker (1996). Basic indicators of loyalty include, price premium and customer satisfaction.

One of the basic indicators of loyalty is the amount a customer will pay for the brand in comparison with another brand (or set of comparison brands) offering similar benefits Aaker (1996). This is called the "price premium" associated with the brand, and it may be high or low and positive or negative depending on the two brands involved in the comparison Aaker (1996). If a brand is compared to a higher-priced brand, the price premium could be negative.

Satisfaction also can be an indicator of loyalty for some product classes. A direct measure of customer satisfaction can be applied to existing customers, who can perhaps be defined as those who have used the product or service within a certain time frame such as the last year Aaker (1996). Satisfaction is an especially powerful measure in service businesses such as car rental firms, hotels, or banks, where loyalty is often the cumulative result of the use experiences Aaker (1996).

3. CONCEPTUAL FRAMEWORK

3.1. CORPORATE BRAND EQUITY DIMENSIONS

3.1.1. Organizational Identification

People are drawn to organizations in which they can express themselves rather than hide the contents of their self-concept (Dutton, Dukerich and Harquail, 1994), since humans are not only pragmatic and goal oriented but also self-expressive (Shamir, House, and Arthur, 1993).

In social psychology, social identification means that a person identifies him/herself as a member of a society. Social identity theory proposes that individuals classify themselves into various social categories in order to facilitate self-definition within their own social environment (Ashforth and Mael, 1989). An expression of identification with an organization is treated as a special type of social identification (Bhattacharya et al., 1995; Hogg and Abrams, 1988; Lau, 1989; Mael and Ashforth, 1992). People tend to use various factors to classify themselves as belonging to a specific group. This situation which is widely seen in our social life is called social identification. In short, social identification is the sense of belonging to certain groups or organizations (Ashforth andMael, 1989; Hogg, Hardie, and Reyrolds, 1995). Here, a group includes a reference group; it includes not only a group to which people belong but also a group to which they aspire to belong as consumers identify themselves with brands (Fournier 1998).

Social identification, then, is the perception of belongingness to a group classification (Mael and Ashforth, 1992). Through social identification, individual perceives him/herself as psychologically connected with the fate of the group, as sharing a common destiny and experiencing its successes and failures (Tolman, 1943). Identification allows the individual to involve him/herself in accomplishments beyond his or her powers (Katz and Kahn, 1978). As Ashforth and Mael (1989) suggest, the organization individual gets involved in can answer to the question of who I am. Thus, organizational identification is a specific form of social identification where the individual defines him/herself in terms of the membership in a particular organization.

Organizational identification is an important construct on organizational behavior, since it affects both the satisfaction of the individual and the effectiveness of the organization (Brown, 1969; Hall, Schneider, and Nygren, 1970; Lee, 1971; O'Reilly and Chatman, 1986; Patchen, 1970; Rotondi, 1975). It is one form of psychological attachment that occurs when members adopt the defining characteristics of the organization as defining characteristics for themselves (Dutton, Dukerich and Harquail 1994). The level of organizational identification indicates the degree to which people come to see the organization as part of themselves.

There are several positive consequences of organizational identification of consumers that cause organizational identification to be one of the precedents of the corporate brand equity. These consequences are company loyalty, company promotion, customer recruitment, repeat purchase, extra role behavior and resilience to negative information. Greater identification results in an individuals’ willingness to engage in consumptive behaviors that support the group (Fisher and Wakefield, 1998) and induces the individual to engage in, and derive satisfaction from, activities congruent with the identity (Ashforth and Mael, 1989).

Identification causes people to become psychologically attached to and care about the organization, which motivates them to commit to the achievement of its goals, expend more voluntary effort on its behalf, and interact positively and cooperatively with organizational members (Bhattacharya and Sen 2003). The higher the level of organizational identification, the more likely consumers are to be loyal to the company's existing products and try its new products, the more likely consumers are to promote the company, both socially (i.e., talk positively about it and its products) and physically (i.e., adopt company markers), the more likely consumers are to recruit people from their extant social networks to be new customers of the company, repeat purchase and the greater is consumers' resilience to negative information about the company within a zone of tolerance (Bhattacharya and Sen 2003). Thus, it is significant to explore organizational identification as an indicator of consumer based corporate brand equity.

3.1.2. Corporate Brand Distinctiveness

Corporate brand distinctiveness is an important organizational characteristic for companies. While consumers' need for distinctiveness is likely to vary with cultural norms, individual socialization, and recent experience (Brewer 1991), it is likely to make the (self-relevant) distinctiveness of a company's one of the indicators of its corporate brand equity. The more distinctive consumers perceive a company's identity to be on dimensions they value, the higher the corporate brand equity. Because distinctiveness is likely to be articulated relative to other companies, it in turn depends not only on the company's own identity but also on its competitive landscape (e.g., the number of competitors; their identities, particularly the similarities among them; the company's perceived positioning relative to competition) (Bhattacharya and Sen, 2003). Identification with the company is related to the perceived distinctiveness of the organization’s values and practices relative to those of comparable groups (Turner and Oakes, 1986). Distinctiveness differentiates the organization from other organizations, provides a sharper and more salient definition for organizational members and a unique corporate identity. Thus, organizations often attempt to define their identities by finding a distinctive niche (Albert and Whetten, 1985).

A distinctive organizational identity attracts the recognition, support, and loyalty of customers and thus leads to companies focusing intensely on advertising, names and logos, jargon, leaders and mascots and so forth (Mael and Ashforth, 1989), to be able to create corporate brand distinctiveness in consumers’ perspective. Without clearly distinctive positioning, benefits or solutions, consumers have no reason to remember the company and its products.

Individuals need to emphasize their interpersonal differences with other individuals as a way of guaranteeing the integrity of their self (Tajfel and Turner, 1979). Corporate brand distinctiveness necessarily requires comparison of one brand’s identity with other, generally competing brands (Bhattacharya and Sen, 2003). When brand identity is perceived as more distinctive than that of the competition, its attractiveness for consumers increases, because the relationship with that brand allows individuals to increase the psychological difference with consumers of other competing brands (Kim et al., 2001). This brand distinctiveness provides companies with a marketing edge to stand out against competitors and refers to a firm's success in developing the brand based on distinctive products/services or any other marketing activities such as distribution (Wong and Merrilees, 2005). It creates the potential for the company to succeed in the long term. For instance, strong-brand service companies consciously implement corporate brand distinctiveness in performing and communicating the service, use branding to define their reason for being, connect emotionally with customers, and internalize the brand for service providers so that they build it for customers (Berry, 2000). Thus, it is significant to explore corporate brand distinctiveness as an indicator of consumer based corporate brand equity.

3.1.3. Consumer-Company Value Congruence / Similarity

In their efforts to understand themselves and their social worlds, consumers are motivated to maintain a stable and consistent sense of self, both over time and across situations (Kunda 1999). Pratt (1998) suggests that this need for self-continuity is a key driver of people's choice of organizations to identify with as they attempt to construct viable, cognitively consistent social identities (Heider 1958). Consumer behavior is determined by the self-congruity resulting from a psychological comparison involving the image of other customers of the company, corporate image, and consumer's self concept (e.g., actual self-image, ideal self-image, social self-image). Self-congruity represents the degree of similarity between consumer and corporate brand. This can be categorized as high or low self-congruity. High self-congruity is experienced when the consumer perceives the image of other customers (e.g. product-user image) and company image similar to his/her self-image, and vice versa.

Consumers often have a preference for and choose products and brands that have higher versus lower levels of congruity. It affects consumer behavior through self-concept motives such as the needs for self-consistency and self-esteem (Sirgy et al., 1997). Congruity impacts are desirable because they influence consumer's self-image positively, but inconsistencies or incongruity is likely to result in feelings of inadequacy, and dissatisfaction with their choices (Johar and Sirgy, 1991; and Sirgy and Su, 2000). Self-congruity also plays a role in motivating consumers to process information (Mangleburg et al., 1998); self-congruity increases consumers' involvement with the product category. Consumers are directly influenced by the extent to which the customers have personally observed other customers being similar to them (i.e., they can identify with other customers) (Hohenstein et al., 2007). In the case of iPod from Apple, iPod users experience a high level of brand self-congruity, since they feel that there is a similarity between the kind of people perceived to use an iPod and their own personal identity (i.e., young, modern, wild, hipped, music lover).

Self-congruence resulting from the perceived similarity between the image of other customers of the company (user-image), corporate image, and consumer’s self concept explains and predicts different various indicators of corporate brand equity such as product use, product ownership, brand attitude, purchase motivation, purchase intention, brand choice, brand adoption, store preference, store loyalty and so forth. Thus, it is significant to explore consumer-company value congruence / similarity as an indicator of consumer based corporate brand equity.

3.1.4. Corporate Brand Attractiveness

In today's age of unique corporate influence and consumerism, certain companies represent and offer attractive, meaningful social identities to consumers that help them satisfy important self-definitional needs and so, such companies become valid targets for identification among relevant consumers (Bhattacharya and Sen, 2003). They find a perceived corporate identity more attractive because it matches their own sense of who they are (i.e. their self-concept) and thus, this type of information is easy to process and understand (Dutton et al., 1994). The ease of recognizing, processing, and retrieving self-relevant information makes companies that match the self more attractive than the ones that do not match the self (Dutton et al., 1994). As Dutton et al. posit; attractiveness of the corporate identity depends on the degree to which it maintains the continuity of their current self-concept across time and situation (Breakwell, 1986), enhances their feelings of worth and social value (i.e., self-esteem), and is seen as distinctive from other groups and individuals. The bases for these factors guide to the level of attractiveness of the perceived corporate identity.

The degree to which the perceived corporate identity affects a person's identification level depends on the attractiveness of this image to the person, which requires a subjective evaluation (Dutton et al., 1994). An attractive perceived corporate identity strengthens a member's identification; the greater the attractiveness of the perceived corporate identity, the stronger a person's organizational identification (Dutton et al., 1994).

Perceived corporate brand attractiveness influences the behavior of consumers toward the brand. A corporate brand with a higher perceived attractiveness by the customer is better related to and more often purchased in front of other similar products on a market dominated by corporate brands with a lower perceived attractiveness (Hayes et al., 2006).

Also, when consumers have sufficient corporate brand knowledge, they would then focus attention immediately on brands forming the evoked set (Howard and Sheth, 1969). The evoked or considered set would be heavily populated by brand of the companies perceived to be most attractive (Simonson et. al, 1988). Thus, it is significant to explore corporate brand attractiveness as an indicator of consumer based corporate brand equity.

3.1.5. Corporate Brand Promise

Today’s consumers have increasing brand choice but less decision time than ever before in our history. Branding should underpin all marketing planning (Aaker, 1991), and the purpose of all marketing communication should be to enhance brand equity in the minds of the target audience. It is essential for a brand to help simplify decision making, reduce risks associated with purchase, create expectations about benefits, and deliver the promise (Keller, 2003).

The brand promise is a long-term commitment by the organization, as making a promise to the customer is something that has to be followed through. It is important that the organization understands that by making this brand promise, they have to live up to it

(Campbell, 2002). The creation of a strong brand is something the company is going to have to commit to, as to make it work. It is necessary to provide superior delivery of desired benefits that have been associated with the brand. The performance the brand delivers must resonate with the promise the brand makes and satisfy the expectations of customers.

The raising of customer expectations that are then dashed seriously erodes the power of a brand over even short time periods. It certainly does more harm than simply delivering an unsatisfactory experience without having promised something better (Heaton and Guzzo, 1997). A brand promise can be unmasked as an empty boast at almost any point during a customer's experience with a company, product, or service. Each interaction represents a "moment of truth" that can enhance or erode the brand, heighten or undermine customer loyalty, and affect brand results for better or worse (Heaton and Guzzo, 1997).

Delivering an experience that pleases customers, however, is becoming increasingly difficult. Satisfaction has been declining in many industries for the past decade, in part because the bar is rising - customers have higher service expectations, expanded options, more cross-industry benchmarks, and lower switching costs (Heaton and Guzzo, 1997). At the same time, execution challenges are intensifying, due to product and channel proliferation, cost pressures, heightened M&A activity, and talent scarcity in most sectors (Campbell, 2002).

Companies that succeed in this challenging environment can distinguish themselves and obtain significant rewards. Because consistent delivery of the brand promise tends to be costly and time-consuming for competitors to replicate, it reinforces the ability of a brand to serve as a potent source of strategic control (Heaton and Guzzo, 1997).

As Vogel, Evanschitzky, and Ramaseshan (2008) posit also; to establish brand equity, managers must ensure the consistency of delivery of a brand’s promise at a level that surpasses the customer’s expectations. By a clearly communicated brand image, customers are enabled to both differentiate a brand from its competitors (DiMingo, 1988; Reynolds and Gutman, 1984) as well as to identify the needs that a brand promises to satisfy (Roth, 1995). Brands add value to a market offering by promising potential customers certain benefits. These are functional and symbolic benefits a brand promises to its customers and affect their purchase decisions. Functional benefit associations refer to customer perceptions about whether the brand satisfies their utilitarian needs whereas; symbolic benefit associations refer to customer perceptions about whether the brand satisfies their symbolic needs (Park et al. 1986; Roth 1995). Functional benefits are the promises to satisfy customers' utilitarian needs. Fennell (1978) suggests that customers select certain brands to solve externally generated consumption needs, due to firms' positioning of their brands in terms of solving or avoiding current and anticipated problems for customers. Also, De Chernatony and McWilliam (1989) suggest that customers select a brand because its functional image associations align with their externally generated consumption needs and wants. Similarly, Brown (1950) examines reasons why customers buy one brand rather than another. As also he posits, examples of such utilitarian factors are the physical characteristics of the brand, the packaging, price, and warrantees affect customers' choice, attributes that help them solve externally generated consumption needs.

Despite these factors, customers become less often able to differentiate between market offerings based on their functional benefit associations alone because goods are increasingly becoming similar in terms of their functionality (Merz et al., 2009). Consequently, companies can gain competitive advantages by also promising to satisfy customers' symbolic needs, that is, their desire for market offerings that fulfill internally generated needs for self-enhancement, social position, group membership, or ego-identification (Park et al., 1986). Customers do not only look for functional benefits when buying a market offering, but also for the possibility to associate themselves with a desired group, role, or self-image, hence, for symbolic benefits (Merz et al., 2009) such as prestige, exclusivity, or fashionability of a brand because of how it relates to their self-concept (Solomon, 1983).

Levy (1959) suggests the direction of attention toward the ways products turn people's thoughts and feelings toward symbolic implications and by doing so, he acknowledges that customers buy things not only for what they can do, but also for what they mean. It is clear that customers buy brands for more than the functional benefits they are promised; they buy also for the symbolic benefits they expect from the brands.

As brand represents a promise of benefits to a customer or consumer (business or individual), brand managers may choose to focus brand-building activities on one or both of the functional and emotional benefits of the brand, consumer perceptions determine whether a brand's promise is salient and whether or not the brand has met its promise (Raggio and Leone, 2006). Furthermore, these perceptions are imperfectly measured simply by observing outcome measures based on purchase behavior. It therefore makes sense to measure brand equity by brand promise as it may be defined as the perception or desire that a brand will meet a promise of benefits. Rossiter and Percy (2001) state that all ads make a promise and thereby invoke hope. It is suggested here since it also, represents a promise, a brand invokes hope and desire on the part of consumers. The combination of belief based on evidence and hope are the foundations of brand equity.

Since brand is a cluster of functional and symbolic values which promise a particular experience, it is worth reflecting on the distinction between product brands and corporate brands just as the distinction has been drawn between product and services brands (De Chernatonyand Segal-Horn, 2001). Product brands are individual services or product offerings, making a promise to consumers about a particular benefit that does not primarily draw on the reputation of the corporation; by contrast, a corporate brand majors on the corporation's identity to make a relevant and distinctive organizational promise (De Chernatony, 2001). This perspective on corporate brands echoes that of other writers (e.g. Balmer, 2001a).

The literature on corporate branding emphasizes the importance of corporate values, coordinated corporate communications and consistency in corporate brand promise (Balmer, 2001a, 2001b; De Chernatony, 2002; Hatch and Schultz, 2001; Kapferer, 2002; Urde, 2003; Vallaster and De Chernatony, 2006).

Additionally, the works of Aaker (2004a), Balmer (2001a; 2001b), Balmer and Gray (2001), De Chernatony (2002), De Chernatony and Segal-Horn (2002), Harris et al. (2001) and Schultz et al. (2002) stress the link with corporate identity and argue that corporate brand management is fundamentally with keeping the brand promise (Harris, et al., 2001). At its core, a corporate brand represents an explicit promise between an organization and its key stakeholder groups, including customers (Balmer, 2001;

Balmer and Greyser, 2002). In other words, the corporate brand represents a set of associations and expectations on the part of customers and other stakeholder groups. Corporate brand promise is the expectations associated with the corporate brand and the promise underpinning the corporate brand (Balmer and Greyser, 2006).

A corporate brand is similar to a contract (even though it is informal but is nevertheless powerful) and relates to the associations/brand promise that a brand name evokes. Corporate brands are derived from a particular corporate identity at one point in time and as such corporate brand values are a synthesis of key values inherent within the identity (Balmer, 2009). As Balmer (2009) puts forward; failure to keep the corporate brand promise (the promise that is associated with a particular brand by customers) is a very serious sin and can affect the identity and reputation of the organization.

Companies who actively and enthusiastically engage in delivering the unique brand promise day in and day out make the difference between an average corporate brand and a successful one. An average brand becomes a great brand by living its values; that is the key ingredient for world-class performance. Aligning the organization, operations and culture around the brand values brings the promise to life. A corporate brand stands for the relationship that it has with its customers through its product and service offering. For a brand to come to life with customers, the organization must be internally aligned to deliver the brand promise through the organization’s culture, reward systems, key success activities and structure. Thus, it is significant to explore corporate brand promise as an indicator of consumer based corporate brand equity.

3.1.6. Corporate Brand Knowledge

Consumer memory builds an underlying basis of corporate brand equity. Most of the widely accepted work involves a conceptualization of memory structure involving associative models (Pitta and Katsanis, 1995). An associative model views memory as consisting of a set of nodes and links (Wyer and Srull, 1989; Keller, 1993). Nodes are stored information connected by links of varying strengths and when the consumer thinks about a product/service, or recognizes a problem, a spreading activation process connects node to node and determines the extent of retrieval (Collins and Loftus 1975; Raaijmakers and Shiffrin 1981; Ratciiff and McKoon 1988). For example, if a consumer's automobile is damaged in an accident, he or she will encode the information in a node in memory, which may activate other nodes including those devoted to insurance agency information, the dealership which sold the last car, advertising information about a new model, and others (Pitta and Katsanis, 1995). The factor which mediates which and how many nodes are activated is the strength of association between the nodes (Keller, 1993). Once the consumer thinks of the need for a new car, specific information most strongly linked to a car brand will come to mind. The information will include features like price, styling, the consumer's past experience with it, word of mouth, and other information (Pitta and Katsanis, 1995).

Corporate brand knowledge is a significant determinant of corporate brand equity. Brand knowledge can be described as differential effect of brand knowledge on consumer response to the marketing of the brand (Keller, 1993). Corporate brand equity represents a condition in which the consumer is familiar with the company and recalls some favorable, strong, and unique corporate brand associations. Corporate brand knowledge consists of two dimensions; which are corporate brand awareness and corporate brand image. Based on this, corporate brand equity can be conceptualized using an associative memory model focused on corporate brand knowledge which involves two components, corporate brand awareness and corporate brand image. The typical marketing tools including the choice of advertising budgets, messages and media, packaging, pricing and distribution channels help to create a level of awareness in the target audience, and with careful creative activities, form a brand image that is corporate brand's identity in the consumer's mind (Pitta and Katsanis, 1995).

The first dimension distinguishing corporate brand knowledge is corporate brand awareness. It is related to the strength of the brand node or trace in memory, as reflected by consumers' ability to identify the brand under different conditions (Rossiter and Percy 1987). In particular, corporate brand name awareness relates to the likelihood that a company name will come to mind and the ease with which it does so. As Keller (1993) states; brand awareness consists of brand recognition and brand recall performance. According to this, corporate brand recognition relates to consumers' ability to confirm prior exposure to the company when given the company name as a cue. In other words, brand recognition requires that consumers correctly discriminate the company as having been seen or heard previously. Brand recall relates to consumers' ability to retrieve the corporate brand when given the product or service categories of the company, the needs fulfilled by the categories of the company, or some other type of probe as a cue. In other words, corporate brand recall requires that consumers correctly generate the company from memory.

The importance of corporate brand recall and recognition for corporate brand equity depends on the extent to which consumers make purchase decision. Corporate brand awareness plays an important role in consumer decision making for three major reasons. First, it is important that consumers think of the company when they think about the product or service category. Raising corporate brand awareness increases the likelihood that the company will be a member of the consideration set (Baker et al. 1986; Nedungadi 1990).

Second, corporate brand awareness can affect decisions about corporate brands in the consideration set, even if there are essentially no other brand associations. For example, consumers have been shown to adopt a decision rule to buy only familiar, well-established brands (Jacoby, Syzabillo, and Busato-Schach 1977; Roselius 1971). In low involvement decision settings, a minimum level of brand awareness may be sufficient for choice, even in the absence of a well-formed attitude (Bettman and Park, 1980; Hoyer and Brown, 1990; Park and Lessig, 1981).

Finally, corporate brand awareness affects consumer decision making by influencing the formation and strength of brand associations in the corporate brand image (Keller, 1993). A necessary condition for the creation of a brand image is that a brand node has been established in memory, and the nature of that brand node should affect how easily different kinds of information can become attached to the brand in memory (Keller, 1993).

The second dimension distinguishing corporate brand knowledge is corporate brand image. Consistent with definitions by Herzog (1963) and Newman (1957), among others, and an associative network memory model of brand knowledge, brand image is defined as perceptions about a brand as reflected by the brand associations held in consumer memory. Brand associations are the other informational nodes linked to the brand node in memory and contain the meaning of the brand for consumers (Keller, 1993). In sense of corporate brands, the favorability, strength, and uniqueness of corporate brand associations are the dimensions distinguishing corporate brand knowledge that play an important role in determining the differential response that makes up corporate brand equity, especially in high involvement decision settings. Thus; it is necessary to conclude that, corporate brand knowledge consisting of corporate brand awareness and corporate brand image is a significant indicator of consumer based corporate brand equity; so it has to be included in the scale to measure that. Thus, it is significant to explore corporate brand awareness and corporate brand image consisting corporate brand knowledge as an indicator of consumer based corporate brand equity.

3.1.7. Corporate Associations

3.1.7.1. Corporate Trustworthiness

Corporate brand provides an umbrella of trust for the company (Balmer and Gray, 2003) and that brand needs to have a consistent and continuous identity in order to be trusted (Burmann and Zeplin, 2005). Companies consider the idea of wining consumers' trust in order to build a relationship. In the consumer market, there are too many anonymous consumers, making it unlikely that the company could develop personal relationships with each one (Delgado-Ballester and Munuera-Aleman, 2005). Thus, consumers develop a relationship with the brand, which becomes a substitute for human contact between the organization and its customers (Sheth and Parvatiyar, 1995). Trust, therefore, can be developed through this relationship with the brand.

Consumer's trust in brands is an essential ingredient in order for relationship success (Anderson and Narus, 1990; Anderson and Weitz, 1990; Crosby et al. 1990). Consumer brand trust is whereby one party in a relationship (i.e., the consumer), has confidence in an exchange partner's (i.e. company) reliability and integrity (Morgan and Hunt, 1994). Trust is a belief, confidence, or expectation about a company's trustworthiness that results from its expertise, reliability, or intentionality (Blau, 1964). It is a willingness to rely on an exchange partner (i.e., company) in whom one has confidence (Moorman et al., 1993). Trust therefore, is the moderator to reduce risk and to increase confidence in the consumer-company relationship; in order for consumers to develop a relationship with a brand, the perceived image of the brand must be trusted (Power and Whelan, 2006).

Brand trust evolves from past experience and prior interaction (Garbarino and Johnson, 1999) because its development is portrayed most often as an individual's experiential process of learning over time. Therefore it summarizes the consumers' knowledge and experiences with the brand. As an experience attribute, it is influenced by the consumer's evaluation of any direct (e.g. trial, usage) and indirect contact (e.g. advertising, word of mouth) with the brand (Keller, 1993). Among all these different contacts, the consumption experience is the most relevant and important source of brand trust, because it generates associations, thoughts and inferences that are more self-relevant and held with more certainty (Dwyer et al., 1987).

Taking into account the conceptual connections of relationship aspects and of loyalty (Fournier and Yao, 1997), it is reached that trust is one of the fundamental drivers of loyalty because it creates exchange relationships that are highly valued (Delgado-Ballester and Munuera-Aleman, 2005). In this context, corporate brand loyalty does not exclusively focus on repeated purchases, but on the internal attitude towards the brand, the focus on behavior would otherwise not provide an adequate basis for a complete understanding of the brand-consumer relationship (Delgado-Ballester and Munuera-Aleman, 2005). Therefore, brand loyalty underlies the ongoing process of continuing and maintaining a valued and important relationship that has been created by trust (Chaudhuri and Holbrook, 2001). Thus, corporate brand trustworthiness has a positive effect on corporate brand loyalty.

One characteristic of corporate brands with high levels of equity is that consumers are very loyal to them. Corporate brand loyalty is one of the main drivers of Corporate brand equity because it is considered to be the path that leads to certain marketing advantages and outcomes (e.g. reduced marketing costs, price premiums, market share, greater trade leverage), which have been closely associated with brand equity (Aaker, 1991; Bello and Holbrook, 1995). Therefore, it shows why corporate brand trustworthiness is significant for consumer based corporate brand equity; the consumer’s loyalty to the corporate brand has a positive effect on consumer based corporate brand equity.

Building and maintaining corporate brand trustworthiness is at the core of corporate brand equity, because it is one of the key characteristics of any successful long-term relationship between a consumer and a company (Garbarino and Johnson, 1999; Larzelere and Huston, 1980; Morgan and Hunt, 1994). Thus, it is significant to explore corporate brand trustworthiness as an indicator of consumer based corporate brand equity.

3.1.7.2. Corporate Leadership / Expertise

Corporate leadership is one of the significant corporate associations that lead to high corporate brand equity. As Aaker (1996) posits, corporate leadership has three dimensions. First dimension shows that; if enough customers are buying into the brand concept to make it the sales leader, it must have merit, second; corporate leadership can also tap innovation within a class that is, whether a corporate brand is moving ahead technologically, and third; corporate leadership taps the dynamics of customer acceptance, reflecting the fact that people want to be on the bandwagon and are uneasy going against the flow. According to Aaker (1996), corporate leadership can be measured by scales that ask whether the brand is; the leading brand vs. one of the leading brands vs. not one of the leading brands, and even more significantly, if it is innovative by being first with advances in products or services. For instance, Crest, long the leading dentifrice, saw its share decline when competitors such as Arm and Hammer introduced baking powder toothpaste and innovative packaging. Even though the perceived quality of Crest may not have changed, Crest’s brand equity was damaged.

As Keller and Aaker (1998) posit, corporate marketing activity that demonstrates a company's innovativeness typically involves developing new and unique marketing programs with respect to product or service improvements and new product or service introductions. Being an innovator induces perceptions of the company as modern and up-to-date, investing in research and development, and employing the most advanced product features and manufacturing capabilities. Perceived innovativeness is a key competitive weapon and priority for firms in many countries. In Japan, many consumer product companies such as Kao, and more technically oriented companies such as Canon want to be perceived as innovative. In Europe, such companies as Michelin (`Driving Tire Science') and Philips Electronics (`Let's Make Things Better') try to distinguish themselves through their ability to innovate and successfully invent new products. Similarly, such US companies as 3M (`Innovation Working For You') and DuPont (`Better Ideas for Better Living') try hard to foster and communicate their innovation capabilities.

On the other hand, innovative companies draw heavily on technology, engineering, and other specialized skills and a company perceived as innovative should therefore have higher perceived corporate expertise (Keller and Aaker, 1998). Corporate expertise is the extent to which a company is thought able to competently make and sell its products and services and perceived corporate innovativeness induces consumers to believe the company more capable of generating successful new products outside of its area of operation, with two consequences (Keller and Aaker, 1998). First, the perceived expertise associated with an innovative company should enhance perceptions of fit, and secondly, corporate expertise increases the likelihood that consumers will infer an extension product to be both well-designed and well-made (Keller and Aaker, 1998). Thus, it is significant to explore corporate leadership / expertise as an indicator of consumer based corporate brand equity.

3.1.7.3. Corporate Social Responsibility

One type of corporate association receiving attention in the literature and in practice is corporate social responsibility (CSR) associations. CSR associations are those that reflect the organization's status and activities with respect to its perceived societal obligations (Brown and Dacin, 1997). Increasingly, CSR is being used by companies in pursuit of the opportunity to differentiate themselves from the competition and to increase their corporate brand equity (Ellen, Webb, and Mohr, 2006). U.S. companies spent $9 billion in support of social causes in 2001 (Cone, Feldman, and DaSilva 2003). Some companies focus on environmental friendliness, commitment to diversity in hiring and promoting, community involvement, sponsorship of cultural activities, or corporate philanthropy (Brown and Dacin, 1997). Other companies increase their visibility in their support of social causes through cause-related marketing (Varadarajan and Menon

1988). CSR efforts are generally intended to represent an image of a company as responsive to the needs of the society it depends on for survival (Ellen, Webb, and Mohr, 2006).

Corporate societal marketing is defined to encompass marketing initiatives that have at least one non-economic objective related to social welfare and use the resources of the company and/or one of its partners (Drumwright and Murphy 2001). One factor driving this growth in CSM is the realization that consumers' perceptions of a company as a whole and its role in society can significantly affect a corporate brand equity and strength (Hoeffler and Keller, 2002). For example, the 1999 Cone/Roper Cause-Related Trends Report revealed that among U.S. residents, 80 percent have a more positive image of companies that support a cause that they care about, nearly two-thirds report that they would be likely to switch brands to one associated with a good cause, and almost three-quarters approve of cause programs as a business practice (Hoeffler and Keller, 2002).

Corporate societal marketing has been used by companies for many objectives such as; creating a differential advantage through an enhanced corporate image with consumers (Lichtenstein, Drumwright, and Braig, 2000), and differentiating themselves from the competition by building an emotional, even spiritual, bond with consumers (Meyer, 1999). It improves company's public image, draws attention to a product or service, contributes to an increase in sales, and helps to draw away criticism and to overcome negative publicity from an unexpected event or tragedy (Dawar and Piliutla, 2000).

There are several ways CSM affects corporate brand equity. The power of a brand is in what resides in the minds of customers. The challenge for marketers in building a strong brand is ensuring that customers have the right type of experiences with products and services and their accompanying marketing programs so that the desired thoughts, feelings, images, beliefs, perceptions, and opinions become linked to the brand (Hoeffler and Keller, 2002). A well-designed and implemented CSM program can provide many important associations to a brand. As Hoeffler and Keller (2002) posit there are several ways CSM can help build higher corporate brand equity; such as building brand awareness, enhancing brand image, establishing brand credibility, evoking brand feelings, creating a sense of brand community, and, eliciting brand engagement, and thus; as also Rodrigues et al. (2011) posit, increasing the willingness in paying a premium price for company's products and services and increasing brand loyalty of organizations.

Brand awareness refers to the customers' ability to recall, recognize and link the brand to certain associations in memory. In many cases, because of the nature of the corporate brand exposure, CSM seems to be a means of improving recognition for a corporate brand, in most cases recall and build a link between the company and associations in consumer's memory.

Enhancing brand image involves creating brand meaning and what the corporate brand is characterized by and should stand for in the minds of customers. Several types of associations may become linked to the corporate brand. In particular, to create corporate brand equity, it is important that the company have some strong, favorable, and unique corporate brand associations. Corporate societal marketing offers several means of creating such favorable brand differentiation. Several kinds of abstract or imagery-related associations seem to be able to be linked to a brand through CSM; such as user profiles and personality and values (Hoeffler and Keller, 2002).

CSM also generates various types of judgments and feelings from consumers that may also become linked to the corporate brand (Hoeffler and Keller, 2002). Brand credibility refers to the extent to which the brand as a whole is perceived as credible in terms of three dimensions (Keller and Aaker, 1992), expertise (e.g. being competent and innovative, being a market leader), trustworthiness (e.g. being dependable, keeping customer interests in mind), and likability (e.g. being fun, interesting, and worth spending time with) (Hoeffler and Keller, 2002). CSM can affect all three considerations, as consumers may perceive a firm willing to invest in CSM as caring more about customers and as more dependable, at least in a broad sense, as well as likable for doing the right things (Hoeffler and Keller, 2002). CSM creates a high corporate credibility because the nonprofit organization is perceived as unbiased and as a highly credible source by consumers. In terms of brand feelings (Kahle, Poulos, and Sukhdial, 1988), two categories of feelings that are particularly applicable to CSM are social approval and self-respect. In other words, CSM may help consumers justify their self-worth to others or themselves.

Social approval occurs when the brand results in consumers having positive feelings about the reactions of others that is, when consumers believe others look favorably on their appearance, behavior, and so on (Hoeffler and Keller, 2002). To the extent that consumers believe that CSM programs create favorable user imagery for the corporate brand, social approval feelings may also emerge.

Self-respect occurs when the corporate brand makes consumers feel better about themselves, for example, when consumers feel a sense of pride, accomplishment, or fulfillment (Hoeffler and Keller, 2002). CSM gives consumers the perception that they are doing the right thing and that they should feel good about themselves for having done so.

CSM can affect the nature of the relationship consumers have with the corporate brand. For example, brands can take on broader meaning to the customer in terms of a sense of community that CSM could affect i.e., identification with a brand community can reflect an important social phenomenon whereby customers feel a kinship or affiliation with other people who are associated with the brand (Hoeffler and Keller, 2002).

Participating in a cause-related activity as part of a CSM for a corporate brand is one means of eliciting active engagement (Hoeffler and Keller, 2002). As part of any of these activities, customers themselves may become brand evangelists and ambassadors and help communicate about the brand and strengthen the brand ties of others (Hoeffler and Keller, 2002). Thus, it is significant to explore corporate social responsibility as an indicator of consumer based corporate brand equity.

3.1.7.4. Corporate Reputation / Prestige

The process of building a reputation is obviously central to the marketing of everyday products for differentiating them, and by this, marketers create brand equity as a hidden asset for the company that generally goes unrecorded on its balance sheet (Fombrun, 1996). Reputations are useful earmarks even for the largest companies. As also Fombrun (1996) suggests, corporate reputations influence the products we choose to buy, the securities in which we invest our savings and the job offers which we accept.

There are many reasons why organizations and researchers should care about corporate reputation (Walker, 2010). The relationship between reputation and a sustained competitive advantage is widely acknowledged in the literature. Researchers have repeatedly found a link between reputation and organizational performance. Gibson et al state (2006) that reputation is arguably the single most valued organizational asset.

A good reputation can lead to numerous strategic benefits such as lowering company costs (Deephouse, 2000; Fombrun, 1996), enabling companies to charge premium prices (Deephouse, 2000; Fombrun and Shanley, 1990; Fombrun, 1996; Rindova et al., 2005), increasing profitability (Roberts and Dowling, 2002), creating competitive barriers (Deephouse, 2000; Fombrun, 1996; Milgrom and Roberts, 1982), attracting applicants (Fombrun, 1996; Turban and Greening, 1997), investors (Srivastava et al. , 1997) and most importantly consumers (Fombrun, 1996).

It is essential to differentiate corporate reputation from the related concepts of organizational identity and corporate image. Even though identity, image and reputation are still often used interchangeably as Barnett et al. (2006) state, for the sake of clarity the three terms organizational identity, organizational image, and corporate reputation have to be discussed separately, despite it is important to recognize their interconnectedness.There is a clear tendency for organizational identity to refer to internal stakeholders alone, for organizational image to refer to consumers alone, and for corporate reputation to refer to both internal stakeholders and consumers (Walker, 2010). It is significant to represent a useful and congruent distinction between these three frequently confused terms.

The most common definition of organizational identity is by Whetten and Mackey (2002; referencing their 1985 definition) who define it as that which is most central, enduring, and distinctive about an organization. Identity is frequently viewed as the core or basic character (Barnett et al., 2006) of the company from the perspective of employees. Fombrun (1996) describes identity as the features of the company that appear to be central and enduring to employees. Balmer and Greyser (2006) describe it as the collective feeling of employees as to what they feel they are in the setting of the entity. It asks the question: How do internal stakeholders perceive the organization? Or, as Whetten (1997) put it: Who / what do we believe we are?

Organizational image, also referred to as corporate communications, can be described as the various outbound communications channels deployed by organizations to communicate with customers and other constituencies (Balmer and Greyser, 2006).

Similarly, Dutton and Dukerich (1991) describe image as a gauge of outsider judgments, and Keller (1993) describes brand image as the perception held by customers in particular. Whetten (1997) describes image as answering the question: What / who do we want others to think we are? If image is what organizations want consumers to know, then it emanates from within the organization and is not based on the perceptions of consumers. However, if image is what consumers actually know, then it emanates from outside the organization and is based on the perceptions of consumers.

Walker (2010) describes organizational image as an internal picture projected to an external audience. It is assumed that companies actively try to project an image. Those that do not do so would still have an organizational identity and reputation, but not an organizational image. This would mean that organizational image cannot be negative unless an organization wants it to be, because it emanates from within the organization not from outside (Walker, 2010). For example, an organization may portray itself as a socially responsible company to its consumers, even if it is not socially responsible. Thus, it would not be a reliable and coherent approach to accept corporate image as an indicator of consumer based corporate brand equity.

Corporate reputation includes perceived external prestige among competitors, customers and suppliers that is positively related to organizational identification. In contrast to organizational image, most of the comparative definitions of corporate reputation refer to actual stakeholder perceptions. Fombrun’s (1996) definition of corporate reputation is the most widely used. When it is used as a building block for a new definition that incorporates ideal theoretical discussions and empirical findings since 1996 by adding some attributes, overall corporate reputation can be defined as a relatively stable, issue specific aggregate perceptual representation of a company’s past actions and future prospects compared against some standard (Fombrun, 1996). Given that corporate reputation represents what is actually known (by both internal stakeholders and consumers), it can be positive or negative (Walker, 2010).

Between image and reputation, time would be an important distinction. How building a reputation takes time is also underlined by Mahon (2002), Rhee and Haunschild (2006), Roberts and Dowling (2002). Images on the other hand, change frequently and may result in quickly attained perceptions of a company. Reputations are relatively stable and enduring; they are distilled over time from multiple images (Rindova, 1997). As stated by Rindova (1997) the relationship between image and reputation is one of dynamism and stability, or variation and selection. Gray and Balmer (1998) discuss how image can be attained relatively quickly but a good reputation takes time to build. Therefore, corporate reputation as opposed to image takes time to build, and once built it is relatively stable.

Corporate reputation is closely related to corporate brand equity. Multi-product companies commonly use ‘umbrella branding' in a variety of markets. Since it is the practice of labeling more than one product with a single name, umbrella branding plays a role not only at the brand but also at the corporate level (Caruana and Chirchop, 2000). The intangible nature of service products in particular does not favor individual product branding and renders corporate umbrella branding particularly important for service companies (Caruana and Chirchop, 2000). Here, the company name is the brand name. Furthermore, surveys show that almost any US executive considers corporate reputation to be one of the most substantial drivers of success (Walker, 2010). Investments in reputation increase corporate brand equity. Thus, it is significant to explore corporate reputation / prestige as an indicator of consumer based corporate brand equity.

3.2. COMPANY PERFORMANCE INDICATORS

Company Performance Indicators are accepted as dependent variables of this study, since it is believed that when they indicate high company performance, it results in high corporate brand equity.

3.2.1. Loyalty / Repeat Purchase

The American Marketing Association defines brand loyalty as the situation in which a consumer consistently prefers to purchase the same producer-originated product/service repeatedly over time rather than purchasing from other suppliers within the category. Brand loyalty consists of a consumer's commitment to repurchase or otherwise continue using the brand and can be demonstrated by repeated purchase of a product/service (Dick and Basu, 1994).

3.2.2. Extra Role Behavior

Extra role behaviors of consumers consist of different behavioral concepts such as, word-of-mouth, company promotion, and customer recruitment.

Word-of-mouth, is a form of promotion (oral or written) in which satisfied customers tell other people how much they like a product/service. Word-of-mouth is one of the most credible forms of marketing because people who do not stand to gain personally by promoting something put their reputations on the line every time they make a recommendation by word-of-mouth.

Company promotion is the situation when consumers have a high interest in the success of the company and because of their self-distinctiveness and enhancement drives, want to ensure that their affiliation with it is communicated to relevant audiences in the most positive light possible (Ashforth and Mael 1989). Consumers' support of the company is likely to be expressed through other ways rather than just consumption (Scott and Lane 2000). In other words, consumers are likely to promote the company to others. Conversely, in their efforts to manage outsider impressions of the company (Dutton, Dukerich, and Harquail 1994), they are likely to defend the company and its actions, should either come under adverse inquiry in the media or among relevant publics.

Customer recruitment is an effective way to long-term success, which is beyond consumption of the company's product and lies in recruiting new consumers for the company. It consists of consumers' voluntary efforts (O'Reilly and Chatman, 1986) to contribute to the company's long-term welfare. By driving other consumers to strengthen the group with more like-minded people (e.g. friends, family, colleagues).

3.2.3. Resilience to Negative Information

Resilience to negative information is the situation when consumers overlook and downplay any negative information they may receive about a company (or its products/services) they identify with, particularly when the magnitude of such information is relatively minor (Alsop, 2002). When customers share a company's values, their relationship with it is not stained by their disappointment over the performance of a single product/service (Chappell, 1993).

This causes consumers to make more charitable attributions regarding the company's intentions and responsibility when things go wrong and to be more forgiving of the company's mistakes if its responsibility is established. In other words, just as consumers are likely to forgive themselves for minor mistakes, they will forgive the companies they identify with, particularly because identification leads them to trust the company and its intentions (Hibbard et al., 2001; Kramer, 1991).

3.2.4. Satisfaction

Satisfaction is a measure of how products /services supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as the number of customers, or percentage of total customers, whose reported experience with a firm, its products/services (ratings) exceeds specified satisfaction goals (Farris et al., 2010).

3.3. SUMMARY

The research wants to explore indicators of consumer based corporate brand equity by a preliminary study. The consumer based brand equity indicator concepts are; organizational identification (OID), corporate brand distinctiveness (DIST), consumer-company value congruence (CONG), corporate brand attractiveness (ATTR), corporate brand promise (PROM), corporate brand knowledge (KNOW), corporate trustworthiness (TRUS), corporate leadership / expertise (LEAD), corporate social responsibility (SOC), and corporate reputation / prestige (REP). Company marketing performance outcomes are; extra role behavior (ERB), satisfaction (SAT), loyalty / repeat purchase (LOY), and resilience to negative information (RTNI). Regarding to these consumer based brand equity indicator concepts and company marketing performance outcomes; there are four hypotheses which are aimed to be tested in this preliminary study. These hypotheses which are also shown in Figure 3.1. are as follows;

H_1 = The greater the consumer based brand equity indicators, the higher the extra role behavior (ERB).

H_2 = The greater the consumer based brand equity indicators, the higher the satisfaction (SAT).

H_3 = The greater the consumer based brand equity indicators, the higher the loyalty / repeat purchase (LOY).

H_4 = The greater the consumer based brand equity indicators, the higher the resilience to negative information (RTNI).

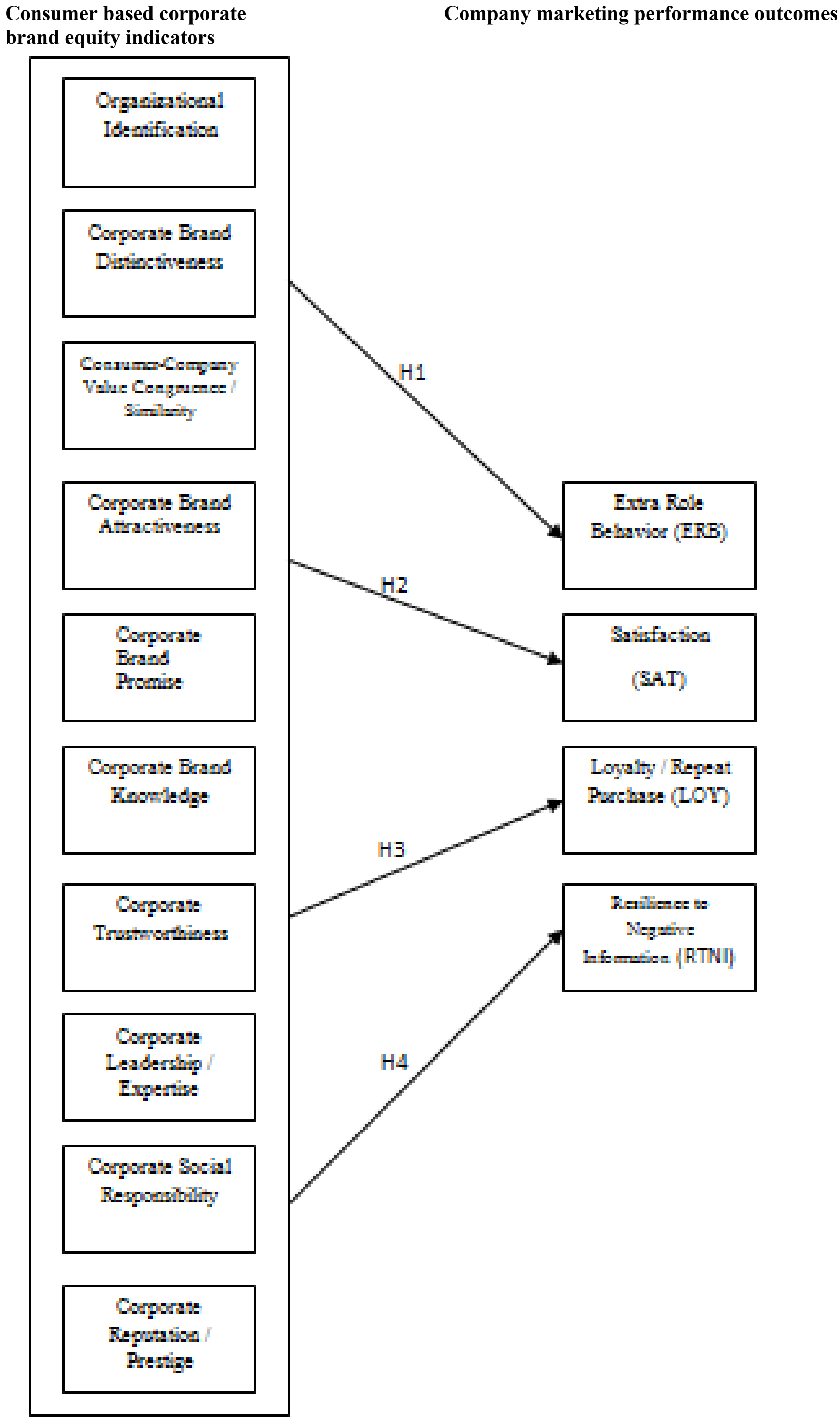


Figure 3.1.: Hypotheses

4. RESEARCH DESIGN AND ANALYSIS

4.1. DATA COLLECTION AND SAMPLING

4.1.1 Data Collection

The research methods in corporate image studies differ depending on the scope of the study. When the study goes beyond investigating the salient attributes of an organization’s image, the general tendency of choosing qualitative methods shifts to quantitative techniques (Van Riel et al., 1998). The studies by Andreassen and Lindestad (1998), Gurhan-Canlı (1996), Kennedy (1977), LeBlanc and Nguyen (1998), Simoes (2001), Stuart (1995) and Williams and Moffit (1997) demonstrated that when a researcher wants to examine the corporate concepts in relation to other marketing concepts, quantitative methods are more appropriate than qualitative ones. These researchers all conducted their studies by recruiting a large number of respondents and using surveys as the data collection instrument (Karaosmanoglu, 2006).

In this research survey method was adopted in the data collection stage as a quantitative method, since as Van Riel et al. (1998) suggest surveys provide an opportunity to contact a large audience with moderate cost (time and funding). As also seen in appendix 1, 2, and 3, survey structure consists of three parts consist of 17 sections. The first part aims to measure independent variables that are consumer based corporate brand equity indicator items, the second part aims to measure dependent variables that are company marketing performance outcomes and the third part aims to understand demographics of respondents.

In the first section, respondents are asked a mandatory open-ended question of indicating the first company that comes up to their minds when they think of the corporate companies they use products/services of. The purpose of this section is to give respondents a way of thinking while they answer questions in the next sections of the survey and to make their answers more reliable, since they are asked to answer questions regarding the companies they indicated.

In the sections 2 through 15 (exc. 3), the attitude scale method was used and applied in the surveys and closed-ended questions are asked to measure the opinions of respondents by five-point Likert-type scales (1=Strongly disagree, 2=Disagree, 3=Neither/Nor, 4=Agree, 5=Strongly agree), in the section 3, respondents are asked to choose the appropriate letter among 8 letters (A, B, C, D, E, F, G, H) represent 8 different cases, in the section 16, closed-ended questions are asked to respondents to make them rate their level of attitude in five-point scales (1= Far below average, 2=Below average, 3=Average, 4=Above average, 5=Far above average), and in the section 17, respondents are asked multiple-choice questions to understand their demographics.

In the second and third section of the first part of the survey, it is aimed to measure organizational identifications of respondents with the company they indicated in the first section. In the second section, respondents are asked 9 questions. In the third section, a figure is given and respondents are asked to imagine two circles one representing their own personal values and the other representing the values of the company and they are asked to indicate the case that best describes the level of overlap between their and the company's values. In the section four, 6 questions are asked to measure corporate brand distinctiveness, in the section five, 9 questions are asked to measure consumer-company value congruence / similarity, in the section six, 6 questions are asked to measure corporate brand attractiveness, in the section seven, 10 questions are asked to measure corporate brand promise, in the section eight, 6 questions are asked to measure corporate brand knowledge, in the section nine, 7 questions are asked to measure corporate trustworthiness, in the section 10, 8 questions are asked to measure corporate leadership / expertise, in the section 11, 5 questions are asked to measure corporate social responsibility, and in the section 12, 7 questions are asked to measure corporate reputation / prestige.

In the second part of the survey, in the section 13, 8 questions are asked to measure loyalty / repeat purchase behaviors of the respondents, in the section 14, 12 questions are asked to measure extra role behaviors (inc. word-of-mouth, company promotion, customer recruitment) of respondents, in the section 15, 3 questions are asked to measure resilience to negative information of respondents, in the section 16, 3 questions are asked to understand satisfaction levels of respondents.

In the last part of the survey, section 17 consists of 6 questions to understand the demographic characteristics of the sample. These questions are asked to measure gender, age, marital status, education level, employment status and socioeconomic level consecutively.

4.1.2. Sampling

The research is conducted by convenience sampling through an online survey to have the opportunity to contact a large audience from different parts of Turkey with different backgrounds. Among 381 surveys filled out by the respondents, 176 surveys are eliminated due to missing information consisting 10 percent or more of the survey. Thus, data analysis is conducted on 205 valid and reliable surveys filled out by respondents.

4.2. DATA ANALYSIS

4.2.1. Sample Characteristics

Number of respondents with valid surveys is 205 and sample quantitatives are shown regarding to respondents' gender, age, education level, employment status, and socioeconomic status in Table 4.1.

Table 4.1.: Sample quantitatives

Demographics	Frequency	Valid Percent
Gender		
Female	113	55,1
Male	92	44,9
Age		
< 31	118	57,6
31 - 50	71	34,6
50 <	16	7,8
Marital Status *		
Single	118	57,6
Married	87	42,4
Education Level		
Primary/Secondary	1	0,5
High school	8	3,9
College	7	3,4
University	95	46,3
Masters	81	39,5
Ph.D.	13	6,3
Employment Status		
Unemployed / Student / Retired	37	18
Self-employed	40	19,5
Civil servant / Corporate employed	128	62,4
Socioeconomic Status		
Low	1	0,5
Low-middle	2	1
Middle	36	17,6
Middle-upper	130	63,4
Upper	36	17,6

* Widow and divorced individuals were added to the single category, and individuals living with single category and individuals living with their partners were included in the married category.

4.2.2 Factor Analysis Results

4.2.2.1. Factor analysis results for consumer based corporate brand equity indicators

As also seen in appendix 4, data analysis is performed using SPSS 12.0 (statistical package for social sciences). For the factor analysis of Corporate Brand Equity Scale, Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy (MSA) is 0,929 that is above 0,70 and therefore indicates an acceptable level (Hair et al., 1998).

The Bartlett's Test of Sphericity (BTS) is significant (Significance level = 0,000 <0,005) for all factor analyses run, which shows that correlations among variables are present (Hair et al., 1998).

Total variance extracted is 69,353 percent for factors which is significant. Furthermore, the communalities which indicate the amount of variance each variable shares with the rest of the variables in the analysis were examined (Hair et al., 1998). The variables with communalities less than 0.50 was deemed as not contributing to the variance explained and were therefore dropped from the analysis (De Vaus, 2002).

Rotation converged in 9 iterations. In order to achieve the best possible interpretation of the factors, the varimax rotation method was used. This is an orthogonal rotation technique which is suitable for reducing the number of variables to smaller subsets.

Additionally, the significance of the factor loadings which determines the correlation between the variable and the underlying factor was assessed. The factor loadings above 0,50 were considered practically significant. The items with less than 0,50 factor loadings are excluded in each run (Hair et al., 1998).

Also, the items which were loaded to more than two factors, as well as to the theoretically unexpected factors, were taken out.

As a result of this SPSS analysis performed, it is seen that, constructs corporate brand promise (PROM) and corporate trustworthiness (TRUS) and their related items that are used to measure their strengths are perceived as indifferent by the respondents thus, they converted into one corporate brand equity construct corporate brand promise / trustworthiness (PROMISE) which consists of both.

Another similar result is seen with constructs corporate brand attractiveness (ATTR) and corporate brand distinctiveness (DIST) and their related items, and they also are perceived as indifferent and part of one construct by respondents. Thus, they are converted into one corporate brand equity construct corporate brand attractiveness / distinctiveness (ATTRAC).

4.2.2.2. Factor analysis results for company marketing performance outcomes

As also seen in appendix 4, data analysis is performed using SPSS 12.0 (statistical package for social sciences). For the factor analysis of Company Marketing Performance Outcomes, Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy (MSA) is 0,901 that is above 0,70 and therefore indicates an acceptable level (Hair et al., 1998).

The Bartlett's Test of Sphericity (BTS) is significant (Significance level = 0,000 <0,005) for all factor analyses run, which shows that correlations among variables are present (Hair et al., 1998).

Total variance extracted is 68,699 percent for 4 factors which is significant. Furthermore, the communalities which indicate the amount of variance each variable shares with the rest of the variables in the analysis are examined (Hair et al., 1998). The variables with communalities less than 0,50 was deemed as not contributing to the variance explained and were therefore dropped from the analysis (De Vaus, 2002).

Rotation converged in 7 iterations. In order to achieve the best possible interpretation of the factors, the varimax rotation method was used. This is an orthogonal rotation technique which is suitable for reducing the number of variables to smaller subsets.

Additionally, the significance of the factor loadings which determines the correlation between the variable and the underlying factor was assessed. The factor loadings above 0.50 were considered practically significant. The items with less than 0,50 factor loadings are excluded in each run (Hair et al., 1998).

Also, the items which were loaded to more than two factors, as well as to the theoretically unexpected factors, were taken out.

4.2.3. Regression Analysis

4.2.3.1. Coefficients

Regression analysis coefficients help to interpret the effect of each of the independent variable on each of the dependent variables. The relationship between independent and dependent variable is considered significant, if the significance level is below 0,05. Also, Beta values help to understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. As signified by the regression analysis, regarding the significance levels; Extra Role Behavior (ERB) is affected by Corporate Social Responsibility (SOC) and Organizational Identification (OID), Satisfaction (SAT) is affected by Corporate Brand Promise/ Trustworthiness (PROMISE), Loyalty / Repeat Purchase (LOY) is affected by Corporate Brand Promise/ Trustworthiness (PROMISE) and Resilience to Negative Information (RTNI) is affected by Corporate Brand Promise/ Trustworthiness (PROMISE) most significantly as shown in Table 4.2.

Table 4.2.: Coefficients

	ERB		SAT		LOY		RTNI	
	Beta	**Sig.**	**Beta**	**Sig.**	**Beta**	**Sig.**	**Beta**	**Sig.**
SOC	0,277	**0,000**	0,083	0,140	-0,018	0,746	0,138	**0,035**
PROMISE	0,161	**0,059**	0,606	**0,000**	0,481	**0,000**	0,371	**0,000**
LEAD	-0,100	0,249	0,138	0,060	0,055	0,457	-0,016	0,846
OID	0,297	**0,000**	0,025	0,693	0,086	0,182	0,039	0,599
CONG	0,187	**0,015**	-0,127	**0,050**	0,054	0,401	0,055	0,462
ATTRAC	-0,047	0,510	0,088	0,144	0,148	**0,025**	0,135	**0,054**
KNOW	0,142	**0,047**	-0,099	0,137	0,073	0,222	0,157	**0,024**
REP	-0,163	0,062	0,110	0,132	0,058	0,433	-0,012	0,885

As seen in the table, significance levels below 0,05 show that there are positive relationships between independent variables that are indicators of consumer based corporate brand equity and dependent variables that are company marketing performance outcomes.

4.2.3.2. Analysis Of Variance (ANOVA)

As interpreted from ANOVA, overall model is significant, since significance level is below 0,05. p value (Sig.) 0,000 is below 0,05, therefore hypotheses are accepted.

Table 4.3.: Anova

	df	**F**	**Sig.**
ERB	8	18,568	0,000
SAT	8	36,351	0,000
LOY	8	35,748	0,000
RTNI	8	20,425	0,000

4.2.3.3. Model Summary

Adjusted R Square gives the ratios of the independent variables explaining dependent variables. It is interpreted that, independent variables explain dependent variables Extra Role Behavior (ERB) by 41 percent, Satisfaction (SAT) by 58 percent, Loyalty / Repeat Purchase (LOY) by 58 percent and Resilience to Negative Information (RTNI) by 43 percent in the model.

Table 4.9.: Model Summary

	Adjusted R Square
Extra Role Behavior (ERB)	0,412
Satisfaction (SAT)	0,583
Loyalty / Repeat Purchase (LOY)	0,580
Resilience to Negative Information (RTNI)	0,432

4.2.4. Correlations

As also seen in the appendix 5, for the factors derived from the factor analysis, Pearson Correlation shows the correlations between them. Additionally, Cronbach's alpha is computed in order to test whether each subset of items were internally consistent. That is a method which is widely used in social sciences. The values equal to or above 0,70 are considered to be of an acceptable level of reliability.

5. DISCUSSION AND CONCLUSION

5.1. THEORETICAL CONTRIBUTION

This thesis extends the existing understanding about measurement of consumer based corporate brand equity. Existing literature suggest measuring brand equity with product or financial based measurement scales. The major contribution of this research is that, it study brings an exploration of distinctive consumer based corporate brand equity indicators and highlights that to develop a distinctive scale for measuring consumer based corporate brand is to only way to achieve reliability and validity. This preliminary study is one of the first attempts explore indicators of consumer based corporate brand equity with the aim developing a distinctive corporate brand equity scale. It studies on determining consumer based corporate brand equity indicators and implies the relationship between these indicators and company marketing performance outcomes. This conceptual framework drawn by his study, posits that there eight distinctive indicators that has to be fulfilled in order to reach to a strong consumer based corporate brand equity. This study contributes theoretically by positing that the eight consumer based corporate brand equity indicators which are; organizational identification, corporate brand attractiveness / distinctiveness, consumer-company value congruence / similarity, corporate brand promise / trustworthiness, corporate brand knowledge, corporate leadership / expertise, corporate social responsibility, and corporate reputation / prestige have effect on company marketing performance outcomes which are, extra role behavior, satisfaction, loyalty / repeat purchase, and resilience to negative information.

It is aimed to explore the relationship between consumer based corporate brand equity indicators and company marketing performance outcomes by coefficients as seen in Table 4.2. It is seen that, there are some discrepancies which were unexpected before analysis. One of these discrepancies is the negative correlation realized between consumer-company value congruence / similarity and satisfaction. The possible reason considered for this is the corporate brand choices of the sample. The top five corporate brand choices in the first question of the survey are Turkcell, Apple, Coca-cola, Arçelik, and Koç Holding. One possible explanation is that, even though consumers are satisfied with the services of the corporate brand (e.g. Turkcell), they do not find the company values congruent to their own values for possible reasons such as price policies, competitive actions or monopolistic behaviors. Another possible explanation is that sample is asked to answer sample questions depending on their top-of-mind corporate brand. If another method was used such as sample being asked both their most favorite and least favorite corporate brands and then half of the sample made to answer regarding their most favorite and the other half made to answer regarding their least favorite, this discrepancy problem could be solved.

One of the other discrepancies realized through the correlations is that, it is seen that there is no significant relationship between corporate leadership / expertise and company marketing performance outcomes in Table 4.2. even though it is seen that overall model is successful. This again could be solved by a different method of choosing sample, and different method applied in the first question in the survey.

5.2. MANAGERIAL IMPLICATIONS

On the basis of the analysis discussed in the previous section, this study offers some practical guidelines for managers who aim high consumer based corporate brand equity. This study's findings suggest that managers should recognize that managing corporate brand equity is a complex process which is influenced by multiple indicators, different than product brand equity and has to be managed so.

It is highlighted that corporate brands have to managed different than product brands in order to gain significant competitive advantage since, high corporate brand equity implies that firms can charge a premium; there is an increase in customer demand; extending a brand becomes easier; communication campaigns are more effective; there is better trade leverage; margins can be greater; and the company becomes less vulnerable to competition (Bendixen, Bukasa, and Abratt 2003). This leads to better brand performance, both from a financial and a customer perspective.

This study also takes a different road than scholars which suggest that corporate brand equity is a financial based measure and should be assessed according to its impact on financial performance indicators such as sales, profits and operating margin (e.g. Simon and Sullivan, 1993). It suggests that corporate brand equity is a multidimensional concept and cannot be measured accurately with product or financial based measurement scales. It needs a distinctive measurement scale for itself to achieve reliability and validity.

The results of this research present some suggestions for managers of corporate companies. This research works on exploring consumer based corporate brand equity indicators that are believed to be; organizational identification, corporate brand attractiveness / distinctiveness, consumer-company value congruence / similarity, corporate brand promise / trustworthiness, corporate brand knowledge, corporate leadership / expertise, corporate social responsibility, and corporate reputation / prestige. These indicators influence company marketing performance outcomes which are accepted in this study as, extra role behavior, satisfaction, loyalty / repeat purchase, and resilience to negative information. The high presence of these indicators results in high consumer based corporate brand equity thus, a strong corporate company. Especially in this era, in which importance of corporate branding and corporate brand equity is emerging, this study implies that, managers have to put great emphasis on different dimensions, and to use these dimensions to measure the strength of their consumer based corporate brand equity and to take actions according to that. According to the conceptual framework suggested by this study, managers that focus on building all of these indicators for the companies, lead to stronger consumer based corporate brand equity for their companies and thus enable the companies to attract qualified employees, attract capital, select suppliers and achieve significant financial performance (Beatty and Ritter, 1986; Weiss et al., 1999; Rao, 1994; Carmeli andTischler, 2005).

5.3. LIMITATIONS OF THE STUDY

Since this research is one of the first attempts to explore indicators of based corporate brand equity, there are some limitations related to sampling, survey approach and measurement issues. Deshpande (1983) and Cronbach (1975) claim that using qualitative methods in the early stages of a quantitative study increases the validity of the research as well as the richness of the conclusions. Therefore, in addition to quantitative method adopted, the research could adopt Churchill's (1979) paradigm and could gather some qualitative data in the first phase of the research before embarking on a survey. Accordingly, after reviewing the literature, information could be collected by conducting in-depth interviews with key informants (i.e. communication consultants and corporate communication managers) and by focus group discussions with consumers (Karaosmanoglu, 2006). As with other marketing studies, lack of access to a complete sampling framework has led the researcher to employ a non-probability sampling method i.e. a convenience sample of individuals. Even though convenience samples can be considered appropriate for theory testing, a probability sampling technique could be used in which every unit in the population has a chance (greater than zero) of being selected in the sample, and this probability can be accurately determined. The combination of these traits makes it possible to produce unbiased estimates of population totals in terms of validity and generalizability of the scales, by weighting sampled units according to their probability of selection.

Another limitation of this study is that this research is conducted on only Turkish respondents from Turkey by an online survey in Turkish. Thus, the replication of the study on different samples and in different country contexts is necessary, in order to increase the validity and reliability of the measures used.

Another shortcoming it should be remembered that data collected through this survey is open to the effect of specific conditions that are pertinent to the particular time at which the data was collected. This may lead to reservations about the generalizability of a study's results over time (Churchill, 1999). Thus, the replication of the study on different time frames is significant in order to reach valid and reliable results.

REFERENCES

Books

Aaker, D.A., 1991. *Managing Brand Equity: Capitalizing on the Value of a Brand Name.* New York: Free Press.

Aaker, D.A., 1996. *Building Strong Brands*. New York. Free Press.

Aaker, D.A., 2004a. *Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage and Clarity*. New York. Free Press.

Ambler, T., 2003. *Marketing and the Bottom Line: Creating the Measures of Success*. London: Financial Times/Prentice Hall.

Berthon, J.P., Capon, N., Hulbert, J., Murgolo-Poore, N.J., Pitt, L. & Keating, S., 2001. *Organizational and Customer Perspectives on Brand Equity: Issues for Managers and Researchers*. Auckland: ANZMAC, Massey University.

Blau, P.M., 1964. *Exchange and Power in Social Life*, New York: John Wiley, NY.

Breakwell, G. M., 1986. *Coping with Threatened Identities*. New York: Metheun.

Chappell, T., 1993. The *Soul of a Business: Managing for Profit and the Common Good.* Des Plaines, IL: Bantam

Churchill, G.A. Jr., 1999. *Marketing Research: Methodological Foundations*, 6th Ed., The Dryden Press, Orlando: USA.

Davis, S.M., 2000. *Brand Asset Management*. San Francisco, CA: Jossey-Bass.

De Chernatony, L., 2001. *From Brand Vision to Brand Evaluation*. Oxford: Butterworth Heinemann.

De Vaus, D., 2002. *Analysing Social Science Data,* Sage Publications, London, UK.

Farris, P.W., Bendle, N.T., Pfeiffer, P.E., & Reibstein, D.J., 2010. *Marketing Metrics: The Definitive Guide to Measuring Marketing Performance.* Upper Saddle River, New Jersey: Pearson Education.

Fombrun , C.J., 1996. *Reputation: Realizing Value from the Corporate Image.* Harvard Business School Press, Boston.

Haigh, D., 1999. *Understanding the Financial Value of Brands*. Brussels: European Association of Advertising Agencies.

Hair, J.F., Anderson, R.E., Tatham, R.L., Black, W.C., 1998. *Multivariate Data Analysis*, 5th Edition, Pearson Education Inc., India.

Hogg, M.A., & Abrams, D., 1988. *Social Identifications: A Social Psychology of Intergroup Relations and Group Processes.* London: Routledge.

Howard, J.H. & Sheth, J.N., 1969. *The Theory of Buyer Behavior.* New York: John Wiley.

Ind, N., 1997. *The corporate brand*. New York: New York University Press.

Kapferer, J.N., 1997. *Strategic Brand Management*, Kogan Page. London.

Kapferer, J.N., 2002. Corporate brands and organisational identity, in Moingeon, B. & Soenen, G. (eds.), *Corporate and Organizational Identity*, London: Routledge.

Katz, D. & Kahn, R.L., 1978. *The Social Psychology of Organizations,* 2nd ed., John Wiley & Sons, New York, NY.

Keller, K.L., 2003. *Strategic Brand Management: Building, Measuring and Managing Brand Equity*. Upper Saddle River, New Jersey: Prentice Hall.

Kunda, Z., 1999. *Social Cognition: Making Sense of People,* Cambridge. MA: MIT Press.

Patchen M., 1970. *Participation, Achievement and Involvement on the Job,* Prentice-Hall, Englewood Cliffs, New Jersey.

Worcester, B., 1986. *Corporate Image Research in Consumer Market Research Handbook*, 3rd ed. McGraw Hill. New York, NY.

Periodicals

Aaker, D.A., 1992. The value of brand equity. *Journal of Business Strategy*, **13** (4), pp.27 – 32.

Aaker , D.A., 1996. Measuring brand equity across products and markets. *California Management Review,* 38 (3), pp. 102 – 120.

Aaker, D.A., 2004b. Leveraging the corporate brand. *California Management Review,* **46** (3), pp. 6-18.

Aaker, D.A. & Keller, K.L., 1990. Consumer evaluations of brand extensions. *Journal of Marketing*, **54** (1), pp. 27–41.

Agarwal, M.K. & Rao, V.R., 1996. An empirical comparison of consumer-based measures of brand equity. *Marketing Letters,* **7** (3), pp. 237–247.

Albert, S. & Whetten, D.A., 1985. Organizational identity, in Cummings, L.L. & Staw, B.M.eds., *Research in Organizational Behavior,* **7**, JAI Press, Greenwich, Connecticut.

Alsop, R., 2002. For a company, charitable works are best carried out discreetly. *The Wall Street Journal,* (January 16), Bl.

Alsop, R., 2005. Ranking corporate reputations. *Wall Street Journal*, **13** (December 6).

Alsop, R., 2007. How boss's deeds buff a F-firm's reputation. *Wall Street Journal,* January, **31**, B1.

Anderson, J.C. & Narus, J.A., 1990. A model of distributor firm and manufacturer firm working partnership. *Journal of Marketing,* **54** (1), pp. 42-58.

Anderson, E. & Weitz, B., 1992. The use of pledges to build and sustain commitment in distribution channels. *Journal of Marketing Research*, **29**, pp. 18-34.

Andreassen, T.W. and Lindestad, B., 1998. Customer loyalty and complex services: the impact of corporate image on quality, customer satisfaction and loyalty for customers with varying degrees of service expertise. *International Journal of Service Industry Management*, **9** (1), pp. 7-23.

Ashforth, E., & Mael, F., 1992. Social identity theory and the organization. *Academy of Management Review*, **14** (1), pp. 20-39.

Ashforth, E., & Mael, F., 1989. Social identity theory and the organization. *Academy of Management Review*, **14**, pp. 20-39.

Balmer, J.M.T., 2001a. Corporate identity, corporate branding and corporate marketing: seeing through the fog. *European Journal of Marketing*, **35** (3/4), pp. 248-291.

Balmer, J.M.T., 2001b. The three virtues and seven deadly sins of corporate brand management. *Journal of General Management*, **27** (1), pp. 1–17.

Balmer, J.M.T., 2009. Corporate marketing: apocalypse, advent and epiphany. *Management Decision*, **47** (4), pp. 544–572.

Balmer, J.M.T. & Gray, E.R., 2003. Corporate brands: what are they? what of them?. *European Journal of Marketing*, **37** (7/8), pp. 972-997.

Balmer, J.M.T. & Greyser, S. A., 2002. Managing the multiple identities of the Corporation. *California Management Review*, **44** (3) pp. 72-86.

Balmer, J.M.T. & Greyser, S. A., 2006. Corporate marketing: integrating corporate identity, corporate branding, corporate communications, corporate image and corporate reputation. *European Journal of Marketing*, **40** (7) , pp. 730-741 .

Baker, W.J., Hutchinson, W., Moore, D., & Nedungadi, P., 1986). Brand familiarity and advertising: effects on the evoked set and brand preferences, in *Advances in Consumer Research*, **13**, Lutz, R.J. ed., Provo, UT: Association for Consumer Research, pp. 637-642.

Barnett , M.L., Jermier, J.M. & Lafferty , B.A., 2006. Corporate reputation: the definitional landscape. *Corporate Reputation Review*, **9** (1), pp. 26-38.

Berry, L.L., 2000. Cultivating service brand equity. *Journal of the Academy of Marketing Science*, **28** (1), pp. 128-137.

Bettman, J.R. & Park, C.W., 1980. Effects of prior knowledge and experience and phase of the choice process on consumer decision processes: a protocol analysis. *Journal of Consumer Research*, **1** (December), pp. 234-248.

Bhattacharya, C.B., Hayagreeva, R., & Glynn, M.A., 1995. Understanding the bond of identification: an investigation of its correlates among art museum members. *Journal of Marketing*, **59** (October), pp. 46–57.

Bhattacharya, C.B. & Sen, S., 2003. Consumer-company identification: a framework for understanding consumers' relationships with companies. *Journal of Marketing*, **67** (April), pp. 76-88.

Beatty, R.P. & Ritter, J.R., 1986. Investment banking, reputation and underpinning of initial public offering. *Journal of Financial Economics*, pp. 213-232.

Bello, D.C. & Holbrook, M.B., 1995. Does an absence of brand equity generalize across product classes. *Journal of Business Research*, **34** (2), pp. 125-31.

Bendixen,M., Bukasa, K.A., & Abratt, R., 2003. Brand equity in the business-to-business market. *Industrial Marketing Management*, **33**, pp. 371-380.

Bergami, M. and Bagozzi, R.P., 2000. Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization. *British Journal of Social Psychology,* **39**, pp. 555-557.

Berry, L., 2000. Cultivating service brand equity. *Journal of the Academy of Marketing Science*, **28** (1), pp. 128–137.

Blackston, M., 1992. Building brand equity by managing the brand's relationships. *Journal of Advertising Research,* **32** (3), pp. 79-83.

Bottomley, P.A. & Doyle, J.R., 1996. The formation of attitudes towards brand extensions: testing and generalising Aaker and Keller's model. *International Journal of Research in Marketing*, **13** (4) pp. 365–377.

Brewer, M.B., 1991. The social self: on being the same and different at the same time. *Personality and Social Psychology Bulletin,* **17** (5), pp. 475-482.

Brown, G. H., 1950. Measuring consumer attitudes toward products. *Journal of Marketing*, **14** (5), pp. 691–698.

Brown, M.E., 1969. Identification and some conditions of organizational involvement. *Administrative Science Quarterly*, **14**, pp. 346-355.

Brown, T.J. & Dacin, P.A., 1997. The company and the product: corporate associations and consumer product responses? *Journal of Marketing,* **61** (January), pp. 68-84.

Burmann, C., Jost-Benz, M. & Riley, N., 2009. Towards an identity-based brand equity model. *Journal of Business Research*, **62**, pp. 390–397.

Burmann, C. & Zeplin, S., 2005. Building brand commitment: a behavioural approach to internal brand management. *The Journal of Brand Management*, 12 (4), 1, pp. 279-300.

Campbell, M.C., 2002. Building brand equity. *International Journal of Medical Marketing*, **2** (3), pp. 208-218.

Capron, L. & Hulland, J. 1999. Redeployment of brands, sales forces, and general marketing expertise following horizontal acquisitions: a resource-based view. *Journal of Marketing*, **63** (2), pp. 41–54.

Carmeli, A., & Tischler, A., 2005. Perceived organizational reputation and organizational performance: an empirical investigation of industrial enterprises. *Corporate Reputation Review*, **8** (1), pp. 13-30.

Caruana, A., & Chircop, S., 2000. Measuring corporate reputation: a case example. *Corporate Reputation Review,* **3** (1), pp. 43-57.

Chaudhuri, A. & Holbrook, M.B., 2001. The chain of effects from brand trust and brand affect to brand performance: the role of brand loyalty. *Journal of Marketing,* **65** (April), pp. 81-93.

Chen, A.C.H., 2001. Using free association to examine the relationship between characteristics of brand associations and brand equity. *Journal of Product and Brand Management*, **10** (7), pp. 439-451.

Christodoulides, G. & De Chernatony, L., 2010. Consumer-based brand equity conceptualisation and measurement: a literature review. *International Journal of Market Research*, **52** (1).

Churchill, G.A. Jr., 1979. A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, **16** (1), pp. 64-73.

Cobb-Walgren, C.J., Ruble, C.A. & Donthu N., 1995. Brand equity, brand preference, and purchase intent. *Journal of Advertising*, **24** (3), pp. 25–40.

Cone, C. L., Feldman, M.A., & DaSilva, A.T., 2003. Causes and effects. *Harvard Business Review,* **81** (July), pp. 95-101.

Cronbach, L.J., 1975. Beyond the two disciplines of social psychology. *American Psychologist*, **30** (February), pp. 116-127.

Crosby, L.A., Evans, K.R., & Cowles, D., 1990. Relationship quality in services selling: an interpersonal influence perspective. *Journal of Marketing*, **54**, pp. 68-81.

Curras-Perez, R., Bigne-Alcaniz, E., and Alvarado-Herrera, A., 2009. The role of self-definitional principles in consumer identification with a socially responsible company. *Journal of Business Ethics,* **89**, pp. 547–564.

Dawar, N. & Pillutla, M.M., 2000. Impact of product-harm crises on brand equity: the moderating role of consumer expectations. *Journal of Marketing Research*, **37** (2), pp. 215-226.

De Chernatony, L., 1999. Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management*, **15**, pp. 157-179.

De Chernatony, L., 2002. Would a brand smell any sweeter by a corporate name? *Corporate Reputation Review*, **5** (2), pp. 114–135.

De Chernatony, L. & McWilliam, G., 1989. The strategic implication of clarifying how marketers interpret brands. *Journal of Marketing Management*, **5**, (2), pp. 153-171.

De Chernatony, L. & Segal-Horn, S., 2002. The criteria for successful service brands. *European Journal of Marketing*, **37** (7), pp. 1095–1118.

Dean, D.H., 2002. Associating the corporation with a charitable event through sponsorship: measuring the effects on corporate community relations. *Journal of Advertising*, **31** (4).

Deephouse , D .L., 2000. Media reputation as a strategic resource: an integration of mass communication and resource-based theories. *Journal of Management*, **26** (6), pp. 1091-1112.

Delgado-Ballester, E. & Munuera-Aleman, J.L., 2005. Does brand trust matter to brand equity? *Journal of Product & Brand Management*, **14** (3), pp. 187–196.

Deshpande, R., 1983. Paradigms lost: on theory and method in research in marketing. *Journal of Marketing,* **47** (4), pp. 101-110.

Dick, A.S. and Basu, K., 1994. Customer loyalty: towards an integrated framework. *Journal of The Academy of Marketing Science*, **22** (2), pp. 99-113.

DiMingo, E., 1988. The fine art of positioning. *The Journal of Business Strategy,* **9**,pp. 34–38.

Dodds, W.B., Monroe, K.B. & Grewal, D., 1991. Effects of price, brand, and store information on buyers' product evaluations. *Journal of Marketing Research,* **28** (3), pp. 307-319.

Doyle, P., 2001. Shareholder-value-based brand strategies. *Brand Management*, **9** (1), pp. 20-30.

Drnmwright, M.E., 1996. Company advertising with a social dimension: the role of noneconornic criteria. *Journal of Marketing,* 60 (October), pp. 71-87.

Dutton, J.E, & Dukerich, J.M., 1991. Keeping an eye on the mirror: the role of image and identity in organizational adaptation. *Academy of Management Journal*, **34**, pp. 517-554.

Dutton, J.E., Dukerich, J.E. & Harquail, C.V., 1994. Organizational images and member identification. *Administrative Science Quarterly*, 39, pp. 239-263.

Dwyer, F.R., Schurr, P.H., & Oh, S., 1987. Developing buyer-seller relationship. *Journal of Marketing*, **51** (April), pp. 11-27.

Erdem, T., Swait, J. & Louviere, J., 2002. The impact of brand credibility on consumer price sensitivity. *International Journal of Research in Marketing*, **19** (1), pp. 1–19.

Ellen, P.A., Webb, D.J., & Mohr, L.A., 2006. Building corporate associations: consumer attributions for corporate socially responsible programs, *Journal of the Academy of Marketing Science*. **34** (2), pp. 147-157.

Falkenberg, A.W., 1996. Marketing and the wealth of firms. *Journal of Macromarketing*, **16** (4), pp. 4–24.

Farquhar, P. H., 1989. Managing brand equity. Journal of *Marketing Research*, **1** (September), pp. 24-33.

Fennell, G.G., 1978. Perceptions of the product-in-use situation. *Journal of Marketing*, **42**, pp. 39–47.

File, K.M., Mack, J.L., Prince, R.A., 1994. Marketing to the family firm: a new consideration for business-to-business marketers. *Journal of Business & Industrial Marketing*, **9** (3), pp. 64-72.

Fisher, R.J. & Wakefield, K., 1998. Factors leading to group identification: a field study of winners and losers. *Journal of Psychology & Marketing*, **15**, January, pp. 23-40.

Fombrun , C . & Shanley, M., 1990. What's in a name? reputation building and corporate strategy. *Academy of Management Journal*, **33** (2) , pp. 233-258 .

Fournier, S., 1998. Consumers and their brands: developing relationship theory in consumer research. *Journal of Consumer Research*, **24**, pp. 343–373.

Fournier, S. and Yao, J.L., 1997. Reviving brand loyalty: a reconceptualization within the framework of consumer brand relationships. International Journal of Research in Marketing, **14**, pp. 451-472.

Garbarino, E. & Johnson, M.S., 1999. The different roles of satisfaction, trust, and commitment in customer relationships. *Journal of Marketing*, ***63*** (April), pp. 70-87.

Gibson , D., Gonzales , J.L. & Castanon , J., 2006. The importance of reputation and the role of public relations, *Public Relations Quarterly*, **51** (3), pp. 15-18 .

Gill, M.S. & Dawra, J., 2010. Evaluating Aaker ’ s sources of brand equity and the mediating role of brand image. *Journal of Targeting, Measurement and Analysis for Marketing*, **18** (3/4), pp. 189–198.

Gray , E.R. & Balmer, J.M.T., 1998. Managing corporate image and corporate reputation. *Long Range Planning,* **31** (5), pp. 695-702.

Gwinner, K. and Swanson, S., 2003. A model of fan identification: antecedents and sponsorship outcomes. *Journal of Services Marketing*, **17**, pp. 275-294.

Hall, D.T., Schneider, B. & Nygren, H.T.,1970. Personal factors in organizational identification. *Administrative Science Quarterly,* **17**, pp. 340-350.

Harris, F. & De Chernatony, L., 2001. Corporate branding and corporate brand performance. *European Journal of Marketing*, **35** (3), pp. 441–456.

Hatch, M.J. & Schultz, M., 2003. Bringing the corporation into corporate branding. *European Journal of Marketing*, **37** (7/8), pp. 1041-1064.

Hayes, J.B., Alford, B.L., Silver, L., & York, R.P., 2006. Looks matter in developing consumer-brand relationships. *Journal of Product & Brand Management*, **15** (5), pp. 306-315.

Heaton, C. & Guzzo, R., 1997. Delivering on the brand promise: making every employee a brand manager. *Mercer Management Journal*, pp. 61-78.

Heider, F., 1958. *The Psychology of Interpersonal Retations.* New York: John Wiley & Sons.

Hibbard, J.D., Brunei, F.F., Dant, R.P., & Iacobucci, D., 2001. Does relationship marketing age well? *Business Strategy Review*, **12** (Winter), pp. 29-35.

Hoeffler, S. & Keller, K.L., 2002. Building brand equity through corporate societal marketing. *Journal of Public Policy and Marketing*, **21** (1), pp. 78-89.

Hogg, M.A., Hardie, E.A., & Reyrolds, K.J., 1995. Prototypical similarity, self-categorization, and depersonalized attraction: a perspective on group cohesiveness. *European Journal of Social Psychology*, **25**, pp. 159–177.

Howard, J.H. & Sheth, J.N., 1969. *The Theory of Buyer Behavior.* New York: John Wiley.

Hoyer, W. D. & Brown, S.P., 1990. Effects of brand awareness on choice for a common, repeat-purchase product. *Journal of Consumer Research,* **17** (September), pp. 141-148.

Hsu, C.H.C., Oh, H., and Assaf, A.G., 2011. A customer-based brand equity model for upscale hotels. Journal *of Travel Research,* (January 5), pp. 1-13.

Hunt, S.D. & Morgan, R.M., 1995. The comparative advantage theory of competition. *Journal of Marketing,* **59** (2), pp. 1–15.

Jacoby, J., Syzabillo, G.J., & Busato-Schach, J., 1977. Information acquisition behavior in brand choice situations. *Journal of Consumer Research,* **3** (4), 209-216.

Johar, J.S. & Sirgy, M.J., 1991. Value-expressive versus utilitarian advertising appeals: when and why to use which appeal. *Journal of Advertising,* **20** (3), pp. 23-33.

Kahle, L.R., Poulos, B., & Sukhdial, A., 1988. Changes in social values in the united states during the past decade. *Journal of Advertising Research,* **28** (February/March), pp. 35-41.

Keller, K.L., 1993. Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing,* **57** (January), pp. 1-22.

Keller, K.L., 2000. The brand report card. *Harvard Business Review,* January-February, pp. 147-157.

Keller, K.L. & Aaker, D.A., 1992. The effects of corporate images and branding strategies on new product evaluations. *Stanford University Research Paper Series,* September.

Keller, K.L. & Aaker, D.A., 1998. The impact of corporate marketing on a company's brand extensions. *Corporate Reputation Review,* 1 (4), pp. 356-378

Keller, K.L. & Lehmann, D.R., 2006. Brands and branding: research findings and future priorities. *Marketing Science,* **25** (6), pp. 740–759.

Kennedy, S.H., 1977. Nurturing corporate images: total communication or ego trip. *European Journal of Marketing,* **11** (3), pp. 120-164.

Kerin, R.A. & Sethuraman, R. (1998) Exploring the brand value–shareholder value nexus for consumer goods companies. *Journal of the Academy of Marketing Science*, **26**, 4, pp. 260-273.

Kim, C., Han, D. & Park, S., 2001. The effect of brand personality and brand identification on brand loyalty: applying the theory of social identification. *The Japanese Psychological Research*, **43** (4), pp. 195–206.

King, S., 1991. Brand Building in the 1990's. *Journal of Marketing Management*, **7** (1), pp. 3-13.

Knox, S. & Bickerton, D., 2003. The six conventions of corporate branding. *European Journal of Marketing*, **37** (7/8), pp. 998-1016.

Kramer, R.M., 1991. Intergroup relations and organizational dilemmas: the role of categorization processes. *Research in Organizational Behavior*, **13**, pp. 191-207.

Larzelere, R. & Huston, T.L., 1980. The dyadic trust scale: toward understanding interpersonal trust in close relationships. *Journal of Marriage and the Family*, pp. 595-604.

Lassar,W., Banwari, M., & Sharma, A., 1995. Measuring customer-based brand equity. *Journal of Consumer Marketing*, **12** (4), pp. 11-19.

Lau, R., 1989. Individual and contextual influences on group identification. *Social Psychology Quarterly*, **52**, pp. 220–231.

LeBlanc, G. and Nguyen, N., 1998. The mediating role of corporate image on customers' retention decisions: an investigation in financial services. *International Journal of Bank Marketing*, **16** (2), pp. 52-65.

Lee, S. M., 1971. An empirical analysis of organizational identification. *Academy of Management Journal*, 14, pp. 213-226.

Levy, S. J., 1959. Symbols for sale. *Harvard Business Review*, **37** (4), pp. 117–124.

Lichtenstein, D. R., Drumwright, M.E., & Braig, B.M., 2004. The effect of corporate social responsibility on customer donations to corporate-supported nonprofits. *Journal of Marketing*, **68** (October), pp. 16-32.

Mahon, J.F., 2002. Corporate reputation: a research agenda using strategy and stakeholder literature. *Business and Society*, **41** (4), pp. 415-445.

Mangleburg, T.F., Sirgy, M.J., Grewal, D., Axsom, D., Hatzios, M., Claiborne, C.B., & Bogle, T., 1998. The moderating effect of prior experience in consumers' use of user-image based versus utilitarian cues in brand attitude. *Journal of Business and Psychology*, **13** (1), pp. 101-113.

Menon, S. & Kahn, B., 2003. Corporate sponsorships of philanthropic activities: when do they impact perception of sponsor brand? *Journal of Consumer Psychology*, **13** (3), pp. 316-327.

Merz, M.A. & He, Y., & Vargo, S.L., 2009. The evolving brand logic: a service-dominant logic perspective. *Academy of Marketing Science.*

Meyer, H., 1999. When the cause is just. *Journal of Business Strategy,* **20** (November-December), pp. 27-31.

Milgrom , P . & Roberts , J., 1982. Predation, reputation, and entry deterrence. *Journal of Economic Theory,* **27** , pp. 280 – 312 .

Moorman, C., Deshpande, R., & Zaltman, G., 1993. Factors affecting trust in market research relationships. *Journal of Marketing*, **57** (1), pp. 81.

Morgan, R.M. & Hunt, S.D., 1994. The commitment-trust theory of relationship marketing. *Journal of Marketing*, **58** (3), pp. 20.

Nedungadi, P., 1990. Recall and consumer consideration sets: influencing choice without altering brand evaluations. *Journal of Consumer Research*, **17** (December), pp. 263-276.

Newman, J.W., 1957. New insight, new progress for marketing. *Harvard Business Review*, **35** (November-December), pp. 95-102.

Oakes, P. & Turner, J.C., 1986. Distinctiveness and the salience of social category memberships: is there an automatic perceptual bias towards novelty? *European Journal of Social Psychology,* **16**, pp. 325-344.

O'Reilly, C., & Chatman, J., 1986. Organizational commitment and psychological attachment: the effects of compliance, identification and internalization on prosocial Behavior. *Journal of Applied Psychology*, **71**, pp. 492-499.

Park, C.W., Jaworski, B.J., & Maclnnis, D.J., 1986. Strategic brand concept-image management. *Journal of Marketing,* **50** (4), pp. 135-145.

Park, C. & Lessig, V.P., 1981. Familiarity and its impact on consumer biases and heuristics. *Journal of Consumer Research,* **8** (September), pp. 223-230.

Pitta, D.A. & Katsanis, L.P., 1995. Understanding brand equity for successful brand extension. *Journal of Consumer Marketing*, 12 (4), pp. 51-64.

Putrevu, S. & Lord, K.R., 1994. Comparative and noncomparative advertising: attitudinal effects under cognitive and affective involvement conditions. *Journal of Advertising*, **23** (2).

Raaijmakers, J.G.W. & Shiffrin, R.M., 1981. Search of associative memory. *Psychological Review,* **88** (9), pp. 3-134.

Raggio, R.D. &Leone, R.P., 2007. The theoretical separation of brand equity and brand value: managerial implications for strategic planning. *Journal of Brand Manegement*, **14** (5), pp. 380–395.

Rangaswamy, A., Burke, R.R. & Oliva, T.A., 1993. Brand equity and the extendibility of brand names. *International Journal of Research in Marketing*, **10** (1), pp. 61–75.

Rao, H., 1994. The social construction of reputation: certification, contests, legitmization and the survival of organization in the american automobile industry, 1895-1912. *Strategic Management Journal*, **15**, pp. 29-44.

Ratchford, B.T. New insights about the FCB grid. *Journal of Advertising*, **27**, (August-September), pp. 24-38.

Ratcliff, R. & McKoon, G., 1988. A retrieval theory of priming in memory. *Psychological Review,* **95** (3), pp. 385-408.

Reynolds, T. J. & Gutman, J., 1984. Advertising as image management. *Journal of Advertising Research*, **24**, pp. 27–38.

Reynolds, T.J. & Phillips, C.B., 2005. In search of true brand equity metrics: all market share ain't created equally. *Journal of Advertising Research*, **45** (2), pp. 171–186.

Rhee, M. & Haunschild, P.R., 2006. The liability of good reputation: a study of product recalls in the U.S. automobile industry. *Organization Science*, **17** (1) , pp. 101-117.

Rindova , V .P., 1997. Managing reputation: pursuing everyday excellence: the image cascade and the formation of corporate reputations. *Corporate Reputation Review*, **1** (2), pp. 188-194.

Rindova , V.P., Williamson, I.O., Petkova, A.P., & Sever , J.M., 2005. Being good or being known: an empirical examination of the dimensions, antecedents, and consequences of organizational reputation . *Academy of Management Journal*, **48** (6), pp. 1033-1049.

Roberts , P.W. & Dowling , G. R., 2002. Corporate reputation and sustained superior financial performance. *Strategic Management Journal* , **23** (12), pp. 1077-1093.

Roselius, T., 1971. Consumer ranking of risk reduction methods. *Journal of Marketing,* **35** (January). pp. 56-61.

Rossiter , J.R . & Percy , L ., 2001. Emotions and motivations in advertising . *Advances in Consumer Research*, **18** (1) , pp. 100 – 110.

Roth, M. S., 1995. The effects of culture and socioeconomics on the performance of *global* brand image strategies. *Journal of Marketing Research*, **32**(2), pp. 163–175.

Rotondi, T.Jr., 1975. Organizational identification: issues and implications. *Organizational Behavior and Human Performance,* **13**, pp. 95-109.

Scott, S.G. & Lane, V.R., 2000. A stakeholder approach to organizational identity. *Academy of Management Review,* **25**, pp. 43- 62.

Shamir, B., House, R.J. & Arthur, M.B., 1993. The motivational effects of charismatic leadership: a self-concept based theory. *Organization Science*, **4**, pp. 577-594.

Shamma, H. M. & Hassan, S. S., 2011. Integrating product and corporate brand equity into total brand equity measurement. *International Journal of Marketing Studies*, **3** (1), pp. 11-20.

Sharp, B., 1995. Brand equity and market-based assets of professional service firms. *Journal of Professional Services Marketing*, **13** (1), pp. 3–13.

Sheth, J.N. & Parvatiyar, A., 1995. Relationship marketing in consumer markets: antecedents and consequences. *Journal of the Academy of Marketing Science,* **23** (4), pp. 255-71.

Shocker, A.D., Srivastava, R.K., & Rueckert, R.W. 1994. Challenges and opportunities facing brand management: an introduction to a special issue. *Journal of Marketing Research*, **31** (May), pp. 149-158.

Simon, J. & Sullivan, M.J., 1993*. The measurement and determinants of brand equity: a financial approach. Marketing Science,* **12** (Winter), pp. 28-52.

Simonson, I., Huber, J., & Payne, J., 1988. The relationship between prior brand knowledge and information acquisition order. *The Journal of Consumer Research*, **14** (4), pp. 566-578.

Sirgy, M.J., Grewal, D., Mangleburg, T.F., Park, J.O., Chon, K.S., Claiborne, C.B., Johar, J.S., & Berkman, H., 1997. Assessing the predictive validity of two methods of measuring self-image congruence. *Academy of Marketing Science Journal*, **25** (3); pp. 229-241.

Sirgy, M.J. & Su, C., 2000. Destination image, self-congruity, and travel behavior: toward an integrative model. *Journal of Travel Research*, **38** (4), pp. 340-352.

Solomon, M.R., 1983. The role of products as social stimuli: a symbolic interactionism perspective. *The Journal of Consumer Research*, **10** (3), pp. 319–329.

Srivastava, R .K . , Crosby , J.R. , McInish, T.H. , Wood, R.A. & Capraro, A.J., 1997. How do reputations affect corporate performance? The value of corporate reputation: evidence from the equity markets. *Corporate Reputation Review*, **1** (1), pp. 62-68 .

Tolman, E.C., 1943. Identification and the post-war world. *Journal of Abnormal and Social Psvchologv,* **38**, pp. 141-148.

Turban , D .B. & Greening , D.W., 1997. Corporate social performance and organizational attractiveness to prospective employees. *Academy of Management Journal*, **40**, pp. 658-672 .

Turner, J. C., & Oakes, P., 1986. The significance of the social identity concept for social psychology with reference to individualism, interactionism and social influence. *British Journal of Social Psychology*, **25**, pp. 237–252.

Urde, M., 2003. Core value-based corporate brand building. *European Journal of Marketing*, **37** (7), pp. 1017–1040.

Vallaster, C. & De Chernatony, L., 2006. Internal brand building and structuration: the role of leadership. *European Journal of Marketing*, **40** (7), pp. 761–784.

Van Riel, C.B.M., Stroeker, N.E., Maathuis, J.M., 1998. Measuring corporate images. *Corporate Reputation Review*, **1** (4), pp. 313-326.

Varadarajan, P.R. and Menon, A., 1988. Cause-related marketing: a coalignment of marketing strategy and corporate philanthropy. *Journal of Marketing*, **52** (July), pp. 58-74.

Vogel, V., Evanschitzky, H., & Ramaseshan, B., 2008. Customer equity drivers and future sales. *Journal of Marketing*, **72** (November), pp. 98–108.

Walker, K., 2010. A systematic review of the corporate reputation literature: definition, measurement, and theory, *Corporate Reputation Review*, **12** (4), pp. 357–387.

Weiss, A., Anderson, E., & MacInnis, D., 1999. Reputation management as a motivation for sales structure decision. *Journal of Marketing*, **63** (4), pp. 74-89.

Whetten , D.A., 1997. Where do reputations come from? theory development and the study of corporate reputation. *Corporate Reputation Review*, **1** (1) , pp. 26-34.

Whetten, D.A. & Mackey, A., 2002. A social actor conception of organizational identity and its implications for the study of organizational reputation. *Business and Society*, **41** (4), pp. 393-414 .

Williams, S.L. and Moffit, M., 1997. Corporate image as an impression formation process: Prioritising personal, organisational, and environmental audience factors. *Journal of Public Relations Research*, **9** (4), pp. 237-258.

Wong, H.Y. & Merrilees, B., 2005. A brand orientation typology for SMEs: a case research approach. *Journal of Product & Brand Management,* **14** (3), pp. 155–162.

Wyer, R. & Srull, T., 1989. Person memory and judgment. *Psychological Review*, **96** (1), pp. 58-83.

Other References

Farquhar, P. H., Han, J.Y., & Iriji, Y., 1991. *Recognizing and Measuring Brand Assets*, Report, pp. 91-119, Marketing Science Institute, Cambridge, MA.

Gurhan-Canlı, Z., 1996. *Corporate Image as A Stereotype: The Effects of Motivation and Information Type on Evaluations*, Unpublished PhD Thesis, Leonard N. Stern School of Business, New York University, New York: USA.

Hohenstein, N., Sirgy, M.J., Herrman, A., Heitmann, M., 1997. *Self-congruity: antecedents and consequences*, Conference La Londe les Maures, (June 5-8), France.

Karaosmanoglu, E., 2006. *Determinants of Corporate Image Formation: A Consumer-Level Model Incorporating Corporate Identity Mix Elements and Unplanned Communication Factors*, PhD Thesis, Marketing and Strategic Management Group, Warwick Business School, University of Warwick, Coventry: UK.

Knox, S.D., 2000. *The marketing and branding of intangible assets: whose role is it anyway? Proceedings on managing across boundaries.* Paper No.266, British Academy of Management Conference, Edinburgh.

Power, J. & Whelan, S., 2006. *Antecedents of Consumer Trust with Ruthless Brand Leaders*, in: Thought Leaders International Conference on Brand Management, (March 28-29),The Centre for Research on Brand Management, University of Birmingham, Birmingham, UK.

Rodrigues, P., Real, E., Vittorino, F., & Cantista, I., 2011. *The importance of corporate social responsibility in the brand image.* 10th International marketing Trends Congress, (January 21-23).

Simoes, C.M.N., 2001. *Corporate Identity Management: The Construct, Some Business Antecedents and Outcomes*. Unpublished PhD Thesis, University of Warwick, Coventry, UK.

Stuart, H. J., 1995. *Moments of Truth: Exploring the Corporate Identity/Corporate Image Interface.* Unpublished PhD Thesis, University of New England, Armidale, Australia.

APPENDICES

APPENDIX 1 – Survey (English)

Company & Consumer

This survey is conducted to understand your general ideas about companies. Before you begin, we want to draw your attention to few points.

This is entirely an academic exercise, respondents’ responses or identities will not be used for private concerns; all data will be used to create the general groupings within the conceptual infrastructure.

1. Please answer the questions according to your” top-of-the-mind company when corporate companies you have used products and/or services of” are asked.
2. There is no right or wrong answer. Careful answering of the questions is important.

3. Your responses are completely on voluntary basis.

4. Your responses are kept strictly confidential in accordance with the principle.

To complete the survey takes only about 10 – 15 MINUTES.

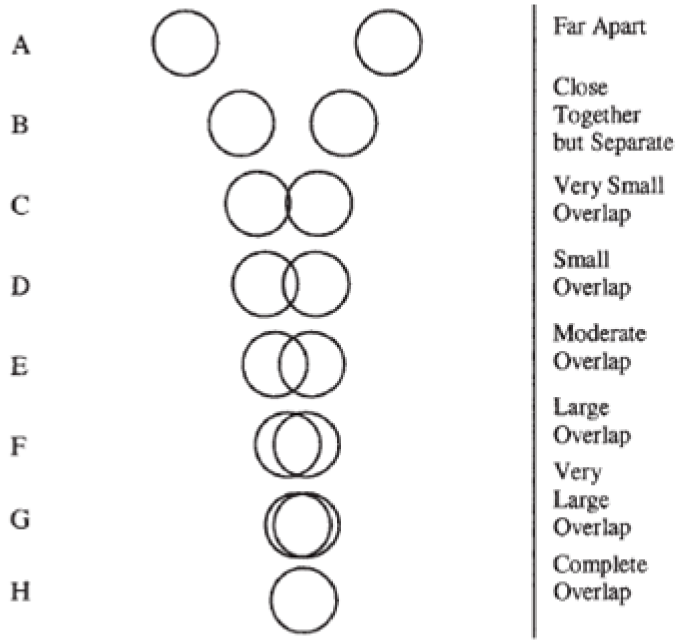
For any questions, please contact Selin Germirli by e-mailing selingermirli@gmail.com.

I. 1. Please indicate your top-of-the-mind company when corporate companies you have used products and/or services of are asked.

Please answer the questions below according to the company in your answer

2.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
The way I see myself fits in with what I perceive of this company.	1	2	3	4	5
I would be disappointed to read anything bad, although I have not yet.	1	2	3	4	5
When someone criticizes this company, it feels like a personal insult.	1	2	3	4	5
I do not perceive this company's style parallel to my own style.	1	2	3	4	5
This company's successes make me feel like they are my or my relative's successes.	1	2	3	4	5
If a story in the media criticizes this company, I would not feel embarrassed.	1	2	3	4	5
When I read positive stories about this company it makes me proud.	1	2	3	4	5
When someone praises this company, it feels like a personal compliment.	1	2	3	4	5
I can completely identify with this company.	1	2	3	4	5

3. We sometimes strongly identify with a company. This occurs when we perceive a great amount of overlap between our ideas about who we are as a person and what we stand for and of who company is and what it stands for. Imagine that the circle at the left in each row represents your own personal values and the other circle, at the right, represents the values of the company you named in the beginning of the questionnaire. Please indicate which case (A, B, C, D, E, F, G, or H) best describes the level of overlap between your and the company's identities. (Choose appropriate letter).



4.	Strongly disagree	Disagree	Neither / Nor	Agree	Strongly agree
The company is completely different from other companies.	1	2	3	4	5
This company has distinctive values.	1	2	3	4	5
The company has many features in common with other companies.	1	2	3	4	5
This company stands out from its competitors.	1	2	3	4	5
This company is not different from the other companies in the sector.	1	2	3	4	5
I can easily recognize this company among other competing companies.	1	2	3	4	5
5.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
I recognize myself as a part of this company.	1	2	3	4	5
This company's customers are much like me than people who use competitive companies'.	1	2	3	4	5
My sense of who I am matches my sense of this company.	1	2	3	4	5
I am not similar to what I think this company represents.	1	2	3	4	5
I feel a close connection to this company's customers.	1	2	3	4	5
If I were to establish a company, it would be that company.	1	2	3	4	5
Using this company's products reflects who I am.	1	2	3	4	5
The kind of person who typically uses this company's products is not much like me.	1	2	3	4	5
This company's image corresponds to my self-image in many respects.	1	2	3	4	5
6.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
From the first moment, I liked the company.	1	2	3	4	5
This company catches everybody's attention in my	1	2	3	4	5

community.					
This company does not catch attention among other competitive companies.	1	2	3	4	5
What this company represents attracts me.	1	2	3	4	5
This company has an attractive image.	1	2	3	4	5
I do not think this company is an attractive company.	1	2	3	4	5
7.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
This company's products/services meet my expectations.	1	2	3	4	5
My experience with this company will be consistent every time I use its brands.	1	2	3	4	5
My decision to choose this company is right all the time.	1	2	3	4	5
This company's products/services will not meet my expectations every time.	1	2	3	4	5
This company always gives me what I want to get from its products/services.	1	2	3	4	5
This company will meet my expectations every time in the future.	1	2	3	4	5
To use this company's products/services shows me financially wealthy.	1	2	3	4	5
This company will never disappoint me.	1	2	3	4	5
To use this company's products/services does not make me feel that I belong to a certain exclusive socioeconomic group.	1	2	3	4	5
This company's products/services meet my expectation of quality/price.	1	2	3	4	5
8.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
I know this company well.	1	2	3	4	5
I know what the company stands for	1	2	3	4	5
I have an opinion about the company	1	2	3	4	5
I know what this company's symbol or logo looks like.	1	2	3	4	5
I know this company's products/services.	1	2	3	4	5
I can tell about this company to others in detail.	1	2	3	4	5
9.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
I trust this company.	1	2	3	4	5
In regard to consumer interests, this company seems to be very caring.	1	2	3	4	5
I believe this company does not take advantage of consumers.	1	2	3	4	5
I do not consider this company and people who stand behind it to be very trustworthy.	1	2	3	4	5
I feel in good hands when I use this company's products/services.	1	2	3	4	5
I trust the this company's management.	1	2	3	4	5
This company implements good management practices that other companies can learn from.	1	2	3	4	5
10.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
Compared to competitive companies, this company is one of the leading companies.	1	2	3	4	5
This company has a great amount of experience.	1	2	3	4	5

Compared to competitive companies, this company is growing in popularity.	1	2	3	4	5
This company knows how to implement products/services very well.	1	2	3	4	5
Compared to competitive companies, this company is not a leading company.	1	2	3	4	5
Compared to competitive companies, this company is innovative, first with advances in products/services.	1	2	3	4	5
This company is not skilled in what it does.	1	2	3	4	5
This company has expertise.	1	2	3	4	5
11.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
This company fulfills its social responsibilities.	1	2	3	4	5
This company gives back to society.	1	2	3	4	5
This company is not more beneficial to society's welfare than other companies.	1	2	3	4	5
This company contributes to society.	1	2	3	4	5
This company is not aware of environmental issues.	1	2	3	4	5
12.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
People in my community think highly of this company.	1	2	3	4	5
This company is considered one of the best by reputation.	1	2	3	4	5
This company does not have a high prestige in my community.	1	2	3	4	5
It is considered prestigious in my community to be use this company’s products/services.	1	2	3	4	5
People in my community do not think that this company is an admirable company.	1	2	3	4	5
This company is a first-class, high-quality company.	1	2	3	4	5
People in my community think that this company is a respected company.	1	2	3	4	5
II. 13.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
I prefer this company to other companies in the sector.	1	2	3	4	5
I might not use this company’s products/services in case of competitors’ deals.	1	2	3	4	5
I like to try new products/services this company introduces.	1	2	3	4	5
I consider myself to be a loyal customer of this	1	2	3	4	5

company.					
I can not say this company's products/services would be my first choice all the time.	1	2	3	4	5
I would like be this company's customer for a long time.	1	2	3	4	5
I will prefer this company's products over and over again without hesitation.	1	2	3	4	5
I would purchase other companies' products if this company's are not available at the store.	1	2	3	4	5

14.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
I try to get my friends and family to buy this company's products.	1	2	3	4	5
I would not suggest people I meet while shopping, to try this company's products.	1	2	3	4	5
I like to purchase or keep the promotion items or gifts this company gives.	1	2	3	4	5
I like to have a visible logo of this company on the product I purchase.	1	2	3	4	5
Many of my friends started to use this company's products after my advice.	1	2	3	4	5
I would let this company's sales representative know if a competitor was badmouthing his/her company.	1	2	3	4	5
I would volunteer in events sponsored by this company.	1	2	3	4	5
I would not fill in this company's sales representative on competitive initiatives.	1	2	3	4	5
I would recommend that a close friend or relative accept a position at this company.	1	2	3	4	5
I would tell about experience about this company to other people.	1	2	3	4	5
I tell about this company to my friends and colleagues in a positive way.	1	2	3	4	5
I like to give this company's products/services as gifts to other people.	1	2	3	4	5

15.	**Strongly disagree**	**Disagree**	**Neither / Nor**	**Agree**	**Strongly agree**
I can forgive this company when it makes mistakes.	1	2	3	4	5
If I see something I do not like, I would not give this	1		3		5

company another chance.		2		4	
I can forgive this company for an unfavorable media coverage.	1	2	3	4	5
16.	**Very below Average**	**Below average**	**Average**	**Above above erage**	**Very average**
Rate your satisfaction level of this company's products/services.	1	2	3	4	5
Rate your satisfaction level of this company compared to other similar companies that you purchased products/services of.	1	2	3	4	5
Rate your overall satisfaction level of this company based on its characteristics, excluding ones of its products/services.	1	2	3	4	5

III.

17. Gender:

☐ Female

☐ Male

18. Age:

☐ 20 and below ☐ 21 - 30

☐ 31 - 40 ☐ 41 - 50

☐ 51 - 60 ☐ 61 and above

19. Marital status:

☐ Single
☐ Married
☐ Living with partner
☐ Widow
☐ Divorced

20. Education level:

☐ Primary / Middle school ☐ Highschool
☐ College ☐ University
☐ Masters ☐ Ph.D.

21. Occupational status:

☐ Unemployed
☐ Student
☐ Self-employed
☐ Retired
☐ Corporate employed

Job Title. ______________________
22. How would you define socioeconomic status your /your family?
☐ Lower
☐ Lower-middle
☐ Middle
☐ Middle-upper
☐ Upper

APPENDIX 2 - Survey (Turkish)

Şirket & Tüketici

Bu çalışma şirketler hakkındaki genel fikirlerinizi anlayabilmek için yapılmaktadır.

Başlamadan önce dikkatinizi çekmek istediğimiz birkaç nokta:

Tamamen AKADEMİK bir çalışma olup, cevaplayıcıların kimlikleri veya verdikleri cevaplar bireysel olarak kullanılmayacak, tüm veriler genel gruplamalar içinde kavramsal altyapı oluşturmak için kullanılacaktır.

1. Soruları, 'ürün ve/veya hizmetini kullanmış olduğunuz kurumsal şirketler' dendiğinde aklınıza ilk gelen şirketi göz önünde bulundurarak cevaplayınız.

2. Doğru veya yanlış cevap yoktur. Sadece cevaplarınızın özenli olması çok önemlidir.

3. Katılımınız tamamen gönüllülük esasına dayalıdır.

4. Cevaplarınız kesinlikle gizlilik esasına uygun olarak saklanacaktır.

Tüm anketin cevaplandırılması SADECE 10 dakika sürmektedir.

Tüm sorularınız için Selin Germirli'ye selingermirli@gmail.com e-mail adresinden ulaşabilirsiniz.

I. 1. Lütfen 'ürün ve/veya hizmetini kullanmış olduğunuz kurumsal şirketler' dendiğinde aklınıza ilk gelen şirketin ismini yazınız.

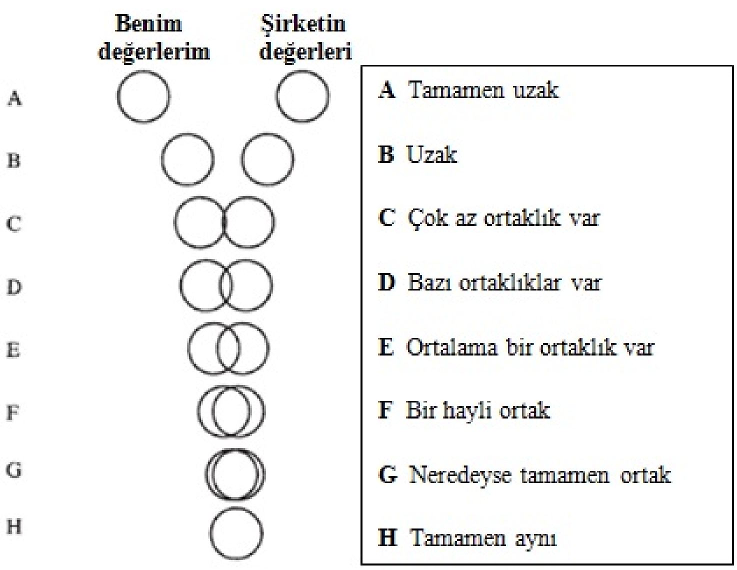
____

Aşağıdaki soruları lütfen bu şirket/şirketleri göz önünde bulundurarak cevaplayınız.

2.	Kesinlikle katılmıyorum Ka	Katılmıyorum	Ne katılıyorum / Ne katılmıyorum	Katılıyorum	Kesinlikle katılıyorum
Bu şirket hakkında düşündüğümde benim değerlerime sahip bir şirket diyebiliyorum.	1	2	3	4	5
Henüz öyle bir şey okumamış olsam da, bu şirket hakkında negatif şeyler okumak beni üzer.	1	2	3	4	5
Birileri bu şirketi eleştirdiğinde kendimi eleştirilmiş gibi hissederim.	1	2	3	4	5
Kendi tarzımı bu şirket hakkında algıladıklarıma uygun bulmuyorum.	1	2	3	4	5
Bu şirket başarılı olduğunda kendim veya bir yakınım başarılı olmuşum gibi gurur duyuyorum.	1	2	3	4	5
Medyada bu şirket hakkında eleştiriler duyarsam, kendimi kötü HİSSETMEM.	1	2	3	4	5
Bu şirket hakkında iyi şeyler okuduğumda bu bana gurur verir.	1	2	3	4	5
Birileri bu şirket hakkında iyi şeyler söylediğinde, benim için güzel şeyler söylemişler gibi hissederim.	1	2	3	4	5
Bu şirket ile bütünüyle kendimi özdeşleştirebiliyorum.	1	2	3	4	5

3. Bazı zamanlarda kendimizi bir şirket ile özdeşleştiririz. Bu genellikle bizim kim olduğumuza dair kişisel fikirlerimiz ve değerlerimiz ile şirketinkiler güçlü bir şekilde örtüştüğünde gerçekleşir.

Aşağıda sol sütundaki dairelerin sizin kişisel değerlerinizi, sağ sütundaki dairelerin anketin başında söylemiş olduğunuz şirketin değerlerini temsil ettiğini düşünün. Lütfen sizin değerleriniz ile şirket değerlerinin örtüşme durumuna göre A, B, C, D, E, F, G veya H seçeneklerinden birini seçiniz.



4.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu şirket diğer şirketlerden tamamen farklıdır.	1	2	3	4	5
Bu şirket diğer şirketlerden ayırt edici değerlere sahiptir.	1	2	3	4	5
Bu şirket diğer şirketler ile çok fazla benzer özelliğe sahiptir.	1	2	3	4	5
Bu şirket rakip şirketlerden kolayca sıyrılıp öne çıkar.	1	2	3	4	5
Bu şirket kendi sektöründeki diğer şirketlerden farklı DEĞİLDİR.	1	2	3	4	5
Bu şirketi rakip şirketlerinden kolaylıkla ayırt edebiliyorum.	1	2	3	4	5

5.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Kendimi bu şirketin bir parçası olarak görürüm.	1	2	3	4	5
Bu şirketin müşterileri, rakip şirketlerin müşterilerinden daha çok bana benzer.	1	2	3	4	5
Beni ben yapan değerler, bu firma için düşündüklerimle uyumludur.	1	2	3	4	5
Bu şirketin temsil ettikleri ile kendi değerlerimi benzer GÖRMEM.	1	2	3	4	5
Bu şirketin tipik müşterilerini kendime yakın hissediyorum.	1	2	3	4	5
Eğer bir gün bir şirket kurarsam, bu şirkete benzemesini isterim.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini kullanmak benim kim olduğumu yansıtır.	1	2	3	4	5
Bu şirketin tipik müşterileri bana benzer insanlar DEĞİLDİR.	1	2	3	4	5
Bu şirket bir insan olsaydı, benim gibi bir insan diye tanımlardım.	1	2	3	4	5

6.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu şirketi ilk duyduğum andan beri beğeniyorum.	1	2	3	4	5
Bu şirket çevremdeki herkesin ilgisini çekiyor.	1	2	3	4	5

Bu şirket, rakip şirketler arasında daha dikkat çekici DEĞİLDİR.	1	2	3	4	5
Bu şirketin temsil ettiği değerler bana çekici geliyor.	1	2	3	4	5
Bu şirketin çekici bir şirket imajı vardır.	1	2	3	4	5
Bu şirketi ilgi çekici bir şirket olarak GÖRMÜYORUM.	1	2	3	4	5
7.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu şirketin ürünleri/hizmetleri beklentilerimi karşılar.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini kullandığımda, sonuç her seferinde aynı olacaktır.	1	2	3	4	5
Bu şirketi seçmekte her zaman haklı olduğumu gördüm.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini her zaman beklediğim performansta gerçekleştireceğine İNANMIYORUM.	1	2	3	4	5
Bu şirketin ürünleri/hizmetleri beklediğim kullanım faydalarını sağlamaktadır.	1	2	3	4	5
Bu şirketin beklentilerimi ileride de her seferinde karşılayacağına inanıyorum.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini kullanabiliyor olmak beni finansal açıdan varlıklı gösterir.	1	2	3	4	5
Bu şirket beni hiçbir zaman hayal kırıklığına uğratmaz.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini kullanınca, seçkin bir sosyoekonomik gruba ait olduğumu hissediyorum DİYEMEM.	1	2	3	4	5
Bu şirketin ürünlerinin/hizmetlerinin kalite/fiyatı beklentilerimi karşılamaktadır.	1	2	3	4	5
8.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu şirketi çok iyi biliyorum.	1	2	3	4	5
Bu şirketin temsil ettiği değerleri biliyorum.	1	2	3	4	5

Bu şirketi seçmekte her zaman haklı olduğumu gördüm.	1	2	3	4	5
Bu şirket hakkında genel bir fikrim var.	1	2	3	4	5
Bu şirketin logosunun neye benzediğini biliyorum.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini biliyorum.	1	2	3	4	5
Bu şirketi diğer kişilere detaylı bir şekilde anlatabilirim.	1	2	3	4	5
9.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu şirkete güveniyorum.	1	2	3	4	5
Müşteri hakları konusunda, bu şirket çok duyarlıdır.	1	2	3	4	5
Bu şirketin müşterilerinden haksız kazanç sağlamaya çalışmadığını düşünüyorum.	1	2	3	4	5
Bu şirketi ve arkasındaki insanları güvenilir BULMUYORUM.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini kullanınca kendimi iyi ellerde hissederim.	1	2	3	4	5
Bu şirketin yönetimine güvenirim.	1	2	3	4	5
Bu şirketin diğer şirketlerin de örnek alabileceği şirket politikaları izlediğini düşünüyorum.	1	2	3	4	5
10.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Rakip şirketler ile karşılaştırıldığında, bu şirket lider şirketlerden biridir.	1	2	3	4	5
Bu şirket çok deneyim sahibidir.	1	2	3	4	5
Rakip şirketler ile karşılaştırıldığında, bu şirketin artan bir popülaritesi vardır.	1	2	3	4	5
Bu şirket gelişmiş ürünler/hizmetler sunmayı çok iyi bilir.	1	2	3	4	5
Rakip şirketler ile karşılaştırıldığında, bu şirket öncü	1	2	3	4	5

bir şirket DEĞİLDİR.					
Rakip şirketler ile karşılaştırıldığında, bu şirket yenilikçidir, ürünler/hizmetler hakkında yenilikleri ilk o sunar.	1	2	3	4	5
Bu şirket yaptığı işte yetkin DEĞİLDİR.	1	2	3	4	5
Bu şirket büyük uzmanlığa sahiptir.	1	2	3	4	5
11.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu şirket sosyal sorumluluklarını yerine getirmektedir.	1	2	3	4	5
Bu şirket kazandıklarından topluma da geri kazandırır.	1	2	3	4	5
Bu şirket sosyal konularda diğer şirketlerden daha sorumluluk sahibi DEĞİLDİR.	1	2	3	4	5
Bu şirket topluma katkıda bulunur.	1	2	3	4	5
Bu şirket çevre sorunlarına duyarlı DEĞİLDİR.	1	2	3	4	5
12.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Çevremdeki insanlar bu şirket hakkında iyi şeyler düşünürler.	1	2	3	4	5
Bu şirket itibar açısından en iyi şirketlerden biri olarak görülür.	1	2	3	4	5
Bu şirketin itibari yüksek DEĞİLDİR.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini kullanmak çevremdeki insanlar tarafından prestijli olarak görülür.	1	2	3	4	5
Bu şirket çevremdeki kişiler tarafından takdire değer bir şirket olarak ALGILANMAMAKTADIR.	1	2	3	4	5
Bu şirket birinci sınıf, yüksek kaliteli bir şirkettir.	1	2	3	4	5
Bu şirket çevremdeki kişiler tarafından saygıdeğer görülür.	1	2	3	4	5
II. 13.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu şirketi sektördeki diğer şirketlere	1	2	3	4	5

tercih ederim.					
Rakip şirketler kampanya yaparsa, bu şirketin ürünlerini/hizmetlerini almaya devam ETMEYEBİLİRİM.	1	2	3	4	5
Bu şirketin çıkardığı yeni ürünleri/hizmetleri denemek isterim.	1	2	3	4	5
Kendimi bu şirketin sadık bir müşteri olarak görüyorum.	1	2	3	4	5
Bu şirketin ürünleri/hizmetleri hep ilk seçimimdir DİYEMEM.	1	2	3	4	5
Uzun süre bu şirketin müşterisi olarak kalmak isterim.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini tereddüt etmeden tekrar tekrar tercih ederim.	1	2	3	4	5
Eğer bu şirketin ürünleri mağazada yoksa diğer şirketlerin ürünlerini satın alırım.	1	2	3	4	5
14.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Arkadaşlarımı ve ailemi bu şirketin ürünlerini almaya teşvik etmeye çalışırım.	1	2	3	4	5
Alışveriş ederken, gördüğüm insanlara bu şirketin ürünlerini almalarını tavsiye etmeyi DÜŞÜNMEM.	1	2	3	4	5
Bu şirketin verdiği hediyeleri, promosyonları vb. satın almaktan ve saklamaktan hoşlanırım.	1	2	3	4	5
Bir ürün satın aldığımda üzerinde bu şirketin görünen bir logosu olmasına dikkat ederim.	1	2	3	4	5
Çok sayıda arkadaşım benim tavsiyelerimden sonra bu şirketin ürünlerini kullanmaya başladı.	1	2	3	4	5
Bu firmanın satış uzmanlarını rakiplerin kendileri hakkında yaptıkları ters politikalar hakkında bilgilendiririm.	1	2	3	4	5
Bu şirket tarafından sponsor olunan organizasyonlara gönüllü olarak katılmayı isterim.	1	2	3	4	5
Bu firmanın satış uzmanlarını rakiplerini faaliyetleri hakkında BİLGİLENDİRMEM.	1	2	3	4	5
Yakın bir arkadaşımın veya akrabamın bu şirkette bir iş	1	2	3	4	5

pozisyonunu kabul etmesini tavsiye ederim.					
Bu şirket hakkındaki deneyimlerimi diğer kişilere anlatırım.	1	2	3	4	5
Bu şirketten arkadaşlarıma ve meslektaşlarıma genellikle olumlu şekilde bahsederim.	1	2	3	4	5
Bu şirketin ürünlerini/hizmetlerini çevreme hediye etmekten hoşlanırım.	1	2	3	4	5
15.	**Kesinlikle katılmıyorum Ka**	**Katılmıyorum**	**Ne katılıyorum / Ne katılmıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu şirket bir hata yaptığında affedebilirim.	1	2	3	4	5
Hakkında hoşlanmadığım bir şey görürsem, bu şirkete yeni bir şans vermeyi DÜŞÜNMEM.	1	2	3	4	5
Medyada çıkan negatif bir haber veya bilgi konusunda bu şirketi affedebilirim.	1	2	3	4	5
16.	**Ortalamanın Ortalamanın çok altında**	**altında**	**Ortalama**	**Ortalamanın Ortalamanın**	**üstünde çok üstünde**
Bu şirketin ürünlerinden/hizmetlerinden memnuniyet derecenizi ortalamaya göre değerlendiriniz.	1	2	3	4	5
Ürünlerini/hizmetlerini aldığınız diğer benzer şirketlerle karşılaştırınca, bu şirketten memnuniyet derecenizi ortalamaya göre değerlendiriniz.	1	2	3	4	5
Ürün ve hizmetleri DIŞINDAKİ tüm özelliklerini göz önünde bulundurarak bu şirketten memnuniyet derecenizi ortalamaya göre değerlendiriniz.	1	2	3	4	5

III.

17.

Cinsiyetiniz:

☐ Kadın

☐ Erkek

18. Yaş aralığınız:

☐ 20 yaş ve altı ☐ 21 - 30

☐ 31 - 40 ☐ 41 - 50

☐ 51 - 60 ☐ 61 yaş ve üstü

19. Medeni durumunuz:

☐ Bekar

☐ Evli

☐ Partneriyle yaşıyor

☐ Dul

☐ Boşanmış

20. Öğrenim durumunuz:

☐ İlköğretim / Ortaokul ☐ Lise

☐ Ön lisans ☐ Lisans (Üniversite)

☐ Yüksek lisans (Master) ☐ Doktora

21. Mesleğiniz:

☐ Çalışmıyor

☐ Öğrenci

APPENDIX 3 - Company marketing performance indicator concepts, items and sources

Company marketing performance indicator concepts	Items	Sources
Loyalty / Repeat Purchase	I prefer this company to other companies in the sector. I might not use this company’s products/services in case of competitors’ deals. (R) I like to try new products/services this company introduces. I consider myself to be a loyal customer of this company. I can not say this company’s products/services would be my first choice all the time. (R) I would like be this company’s customer for a long time. I will prefer this company’s products over and over again without hesitation. I would purchase other companies’ products if this company’s are not available at the store. (R)	Putrevu and Lord (1994); Aaker (1996); Ratchford (1987); Kim (1998); Hohenstein et al. (2007); Bhattacharya and Sen (2003); Hsu et al. (2011)
Extra Role Behavior	I try to get my friends and family to buy this company's products I would not suggest people I meet while shopping, to try this company’s products. (R) I like to purchase or keep the promotion items or gifts this company gives. I like to have a visible logo of this company on the product I purchase. Many of my friends started to use this company’s products after my advice. I would let this company’s sales representative know if a competitor was badmouthing his/her company. I would volunteer in events sponsored by this company. I would not fill in this company’s sales representative on competitive initiatives. (R) I would recommend that a close friend or relative accept a position at this company. I would tell about experience about this company to other people. I tell about this company to my friends and colleagues in a positive way. I like to give this company’s products/services as gifts to other people.	File, Judd, and Prince (1992); Gwinner and Swanson (2003); Bhattacharya and Sen (2003); Kim (1998); Hohenstein et al. (2007); Aaker (1996)
Resilience to Negative Information	I can forgive this company when it makes mistakes. If I see something I do not like, I would not give this company another chance. (R) I can forgive this company for an unfavorable media coverage.	Bhattacharya and Sen (2003)
Satisfaction	Rate your satisfaction level of this company’s products/services. Rate your satisfaction level of this company compared to other similar companies that you purchased products/services of. Rate your overall satisfaction level of this company based on its characteristics, excluding ones of its products/services.	Hohenstein et al. (2007); Aaker (1996); Gwinner and Swanson (2003)

APPENDIX 4 - Factor analysis results for consumer based corporate brand equity indicators and company marketing performance outcomes

Factor analysis results for consumer based corporate brand equity indicators

Factors and Related Items		Factor Loadings	Cronbach's Alpha
	Corporate Brand Promise / Trustworthiness (PROMISE)		
PROM1	This company's products/services meet my expectations.	0,674	
PROM2	My experience with this company will be consistent every time I use its brands.	0,672	
PROM3	My decision to choose this company is right all the time.	0,772	
PROM4	This company's products/services will not meet my expectations every time. (R)	0,623	
PROM5	This company always gives me what I want to get from its products/services.	0,702	
PROM6	This company will meet my expectations every time in the future.	0,733	
PROM8	This company will never disappoint me.	0,625	0,952
PROM10	This company's products/services meet my expectation of quality/price.	0,809	
TRUS1	I trust this company.	0,654	
TRUS2	In regard to consumer interests, this company seems to be very caring.	0,626	
TRUS4	I do not consider this company and people who stand behind it to be very trustworthy. (R)	0,607	
TRUS5	I feel in good hands when I use this company's products/services.	0,619	
TRUS6	I trust this company's management.	0,593	
	Corporate Leadership / Expertise (LEAD)		
LEAD1	Compared to competitive companies, this company is one of the leading companies.	0,714	
LEAD2	This company has a great amount of experience.	0,755	
LEAD3	Compared to competitive companies, this company is growing in popularity.	0,553	
LEAD4	This company knows how to implement products/services very well.	0,763	0,898
LEAD5	Compared to competitive companies, this company is not a leading company. (R)	0,629	
LEAD6	Compared to competitive companies, this company is innovative, first with advances in products/services.	0,649	
LEAD8	This company has expertise.	0,757	
	Organizational Identification (OID)		0,901
OID2	I would be disappointed to read anything bad, although I have not yet.	0,602	
OID3	When someone criticizes this company, it feels like a personal insult.	0,710	
OID5		0,747	

Factors and Related Items		Factor Loadings	Cronbach's Alpha
	relative's successes.		
OID6	If a story in the media criticizes this company company, I would not feel embarrassed. (R)	0,564	
OID7	When I read positive stories about this company it makes me proud.	0,767	
OID8	When someone praises this company, it feels like a personal compliment.	0,817	
OID9	I can completely identify with this company.	0,638	
	Corporate Social Responsibility (SOC)		
SOC1	This company fulfills its social responsibilities.	0,837	
SOC2	This company gives back to society.	0,854	
SOC3	This company is not more beneficial to society's welfare than other companies. (R)	0,802	0,918
SOC4	This company contributes to society.	0,810	
SOC5	This company is not aware of environmental issues. (R)	0,722	
	Consumer-Company Value Congruence / Similarity (CONG)		
CONG2	This company's customers are much like me than people who use competitive companies'.	0,708	
CONG3	My sense of who I am matches my sense of this company.	0,605	
CONG5	I feel a close connection to this company's customers.	0,766	0,880
CONG7	Using this company's products reflects who I am.	0,641	
CONG8	The kind of person who typically uses this company's products is not much like me. (R)	0,658	
CONG9	This company's image corresponds to my self-image in many respects.	0,562	
	Corporate Brand Attractiveness / Distinctiveness (ATTRAC)		
ATTR2	This company catches everybody's attention in my community.	0,552	
ATTR3	This company does not catch attention among other competitive companies. (R)	0,706	
DIST4	This company stands out from its competitors.	0,732	0,833
DIST5	This company is not different from the other companies in the sector. (R)	0,694	
DIST6	I can easily recognize this company among other competing companies.	0,712	
	Corporate Brand Knowledge (KNOW)		
KNOW1	I know this company well	0,702	
KNOW2	I know what the company stands for	0,650	
KNOW3	I have an opinion about the company	0,671	0,832
KNOW5	I know this company's products/services.	0,548	
KNOW6	I can tell about this company to others in detail.	0,692	
	Corporate Reputation / Prestige (REP)		
REP2	This company is considered one of the best by reputation.	0,600	
REP3	This company does not have a high prestige in my community. (R)	0,595	0,881
REP6	This company is a first-class, high-quality company.	0,524	
REP7	People in my community think that this company is a respected company.	0,528	

Factor analysis results for company marketing performance outcomes

	Extra Role Behavior (ERB)		
ERB3	I like to purchase or keep the promotion items or gifts this company gives.	0,667	0,844
ERB4	I like to have a visible logo of this company on the product I purchase.	0,709	
ERB5	Many of my friends started to use this company's products after my advice.	0,668	
ERB6	I would let this company's sales representative know if a competitor was badmouthing his/her company.	0,813	
ERB7	I would volunteer in events sponsored by this company.	0,743	
ERB8	I would not fill in this company's sales representative on competitive initiatives. (R)	0,657	
	Satisfaction (SAT)		
SAT1	Rate your satisfaction level of this company's products/services.	0,773	0,899
SAT2	Rate your satisfaction level of this company compared to other similar companies that you purchased products/services of.	0,776	
SAT3	Rate your overall satisfaction level of this company based on its characteristics, excluding ones of its products/services.	0,765	
	Loyalty / Repeat Purchase (LOY)		
LOY1	This company is not more beneficial to society's welfare than other companies. (R)	0,630	0,865
LOY2	I might not use this company's products/services in case of competitors' deals. (R)	0,652	
LOY4	I consider myself to be a loyal customer of this company.	0,659	
LOY5	I can not say this company's products/services would be my first choice all the time. (R)	0,810	
LOY7	I will prefer this company's products over and over again without hesitation.	0,560	
	Resilience to Negative Information (RTNI)		
RTNI1	I can forgive this company when it makes mistakes.	0,798	0,797
RTNI2	If I see something I do not like, I would not give this company another chance. (R)	0,780	
RTNI3	I can forgive this company for an unfavorable media coverage.	0,753	

APPENDIX 5 - Correlations

SOC	**0,918**											
PROMISE	0,512	**0,952**										
LEAD	0,373	0,577	**0,898**									
OID	0,414	0,635	0,343	**0,901**								
CONG	0,372	0,584	0,471	0,627	**0,880**							
ATTRAC	0,262	0,526	0,592	0,391	0,493	**0,833**						
KNOW	0,386	0,490	0,552	0,463	0,523	0,396	**0,832**					
REP	0,530	0,663	0,697	0,473	0,505	0,523	0,467	**0,881**				
ERB	0,479	0,482	0,223	0,557	0,497	0,229	0,416	0,292	**0,844**			
SAT	0,448	0,757	0,545	0,451	0,385	0,470	0,336	0,593	0,387	**0,899**		
LOY	0,396	0,770	0,543	0,556	0,541	0,552	0,479	0,578	0,444	0,689	**0,865**	
RTNI	0,440	0,628	0,439	0,473	0,487	0,462	0,467	0,474	0,389	0,522	0,589	**0,797**
	SOC	**PROMISE**	**LEAD**	**OID**	**CONG**	**ATTRAC**	**KNOW**	**REP**	**ERB**	**SAT**	**LOY**	**RTNI**