

PREVENTING BRAND NAME BLUNDERS IN DOING BUSINESS ACROSS CULTURES: THEORY AND RESEARCH

ABSTRACT

This paper contributes to international business literature by integrating firms' product competition, consumers' brand congruence, and contextual enculturation into one framework of analysis. The authors propose and empirically demonstrate how the effectiveness of international branding strategy can be scaled by ethno-linguistic (in)consistency (EL(i)C). The study compares domestic vs. foreign brand assessments on the nexuses of product-brand fit and brand relevance congruence with their respective ethno-linguistic context in two dissimilar cultures in Asia. The findings offer practical implications for international business managerial actions. This study provides evidence that brand value starts from a firm's offering, is co-created through consumers' congruence process, and is enhanced by enculturation conformance or diminished by non-conformance within a given context of market culture.

Key words: brand, culture, international, congruence, enculturation

INTRODUCTION

International business starts its development through palpable observations on differences in geographic location, legal system, and cultural cradle across nations (Cunningham and Jones 1997). When products are marketed in another nation, consumers' attitudes can vary (e.g., Dimofte, Johansson, & Ronkainen 2008; Holt, Quelch, & Taylor 2004), inter alia, due to their inability to accurately assess related information such as product origin, manufacture location,

quality, and usage (e.g., Balabanis & Diamantopoulos 2008; Samiee, Shimp, & Sharma 2005).

The disparity in such brand assessment across cultures is, in part, due to the different context determinacy and confinement of consumers in their respective nation. People often take for granted culture related issues in context as a constant, resulting in insufficient information for assessing a brand.

Woodside (2014, 2016) has advocated for a major shift in research from conventional directional predictions to somewhat precise outcome testing (SPOT) with complexity theory and contrarian case analysis for business phenomena we all face in multiple realities. Woodside (2017) suggests that the current mainstream tools relying on somewhat linearity analyses with null hypothesis statistical testing (NHST) at a $p < .05$ level in social science and business research are too naïve and insufficient to reflect truth in a multiple layered real world. We agree with his insight and astute observation as our studies support that the superimposed real world should be scaled by a better way of reasoning with clarity. This paper takes a deductive approach by dissecting business process from its basic elements and modeling a dyadic structure of entanglement in brand establishment and development. Our model suggests an “enculturation determinant logic” be integrated with the “competitive advantage” logic (Porter 1985) from his structural analysis of industries (1974) and the “service dominant logic (Vargo & Lusch 2004) evolved from brand “association” (e.g., Keller 1993), because the enculturation logic underlies both for a successful business.

Products offered across cultures often invite regrettable pitfalls, particularly in the naming process of a product in another language and/or host culture. The Coca Cola Company’s narrative (2014) provides a classic example of how its Chinese name, “bite the wax tadpole,” was later changed to “drink tasty and drink happy.” Best Buy, American retailing giant for

electronics and home appliance, is branded in America to etymologically encourage a speedy purchase for best value proportionate to product functionality and quality. However, Best Buy's phonetically equivalent in Chinese serves just an opposite. When transliterated back into English, it refers to a purchase that should be made after hundreds of thoughtful deliberations (i.e. buy after hundreds of thinking). As Best Buy's CEO has indicated it will stay in China (Lee 2013), it would be wise to rebrand its store name in Chinese characters in addition to the firm's operational considerations. A Chinese car maker made a similarly embarrassing blunder at an auto show in Sao Paulo (Southern Sea Net 2006). The car was named as "CHANA," derived from "CHANGAN" (Eternal Peace) and CHINA (origin of manufacturer), thought as an ideal product trademark in English linguistic based global market. But it became a big joke overnight among Brazilian consumers who attended the show because CHANA and XANA (female genitalia) are homonyms in Portuguese. The inappropriate moniker was such incongruent with any local ethno-linguistic context!

Insert Figure 1 about here.

Thus, we adopt a three-prong premise on which "firms compete over products, consumers conceive and identify with brands, and enculturation defines business" (cp. acculturation defines international business) (e.g., Pan et al. 2015, Pan et al. 2016). We use a conceptual comparative assessment model integrating product competition and brand congruence by enculturation/ acculturation conformance to empirically demonstrate how consumers respond to the paired primers of local versus international brands in two different cultures. The empirical evidence of this study supports our proposition that the "enculturation determinant logic" per context be integrated with "competitive advantage" logic of firms (Porter 1985) and "service dominant logic" of market (Vargo and Lusch 2004) in business. This paper contributes to

international business literature by integrating firms' product competition, consumers' brand congruence, and contextual enculturation into one framework of analysis and offering practical implications for international brand management.

CONCEPTUAL FOUNDATION

Product Competition

Firms compete over products primarily in two directions: differentiation for distinction or imitation for similarity. Leading firms often rely on a variety of strategies to have their product be different from others, but preferred by consumers. This often indicates a deliberate planning process to balance tasks entangled in two aspects; distinctive product development and brand association (Keller 1993).

Firms trailing behind, on the other hand, often want to either unseat or follow the leaders in competitive marketplace. Their strategies range from differentiation to imitation. While differentiation requires time consuming innovation and creativity, also a risk with high investment, imitation often is a quick and much less expensive alternative to leverage a market leader's established position. Some offer a product in a less similar way of mimicking (e.g., Elmer-DeWitt 2015), while others, in a more similar way of copycatting (e.g., *Two Pesos, Inc. v. Taco Cabana, Inc.* 1992). A few even go much further in blatantly counterfeiting from manufacturing to retailing (*ad idem*, International Trademark Association 2015). In maintaining the established product distinction for firms' competitiveness, the improvement of tacitness, complexity, and specificity in a firm's skills and resources can raise barriers to imitation (Reed & DeFillippi 1990).

Product (P) is what a firm offers to be merchandisable in a marketplace. A firm designs

and/or produces P according to specifications in form, substantive content, and structure of arrangement within P and its relation with others for intended benefits. P thus takes an engineered modality P_{modality} as follows.

$$P_{\text{modality}} = (P_{\text{substantiveness}} + P_{\text{trademark}}) \quad (1)$$

where P is expressed by $P_{\text{substantiveness}}$ in attributes, features, and utilities in a structural relationship with $P_{\text{trademark}}$ in name, logo, and alike with a legally protectable meaning from being imitated in marketplace.

Insert Figure 2 about here.

Product Positioning is a placement of marketable P_{modality} for differentiation or similarity in relation with others by which an intended impression is created in the mind of consumers. P_{modality} , when being positioned and further comparatively developed in relation with others, is expressed as follows.

$$\chi = f(\text{Product Competition or Product Extension}) / X \quad (2)$$

Insert Figure 3 about here.

Brand Congruence

As illustrated in Figure 4, only when P_{modality} is offered in a trade, communicated to, and perceived by consumers does $P_{\text{trademark}}$ get recognized and $P_{\text{substantiveness}}$ get experienced with a probability to form a brand (B). P_{modality} is thus transcended by congruence process γ to become a B and occupy a place in the repertoire of knowledge and experience κ of consumers. $P_{\text{trademark}}$ by its representation of $P_{\text{substantiveness}}$ is therefore a referent κ_{referent} to a mental location within κ .

$$\gamma = f(P \cong \kappa) \quad (3)$$

In brand congruence process γ , P , through similarity categorization (Rosch & Mervis 1975; Tversky 1977), attempts to be placed, though often misplaced or misaligned in distance (Pan et al. 2016) from its intended B , for brand establishment and development within an individual. This process is two-layered: *specific-aimed brand* (SAB) fit (a.k.a. *brand perceived fit* by Park, Milberg, & Lawson 1991, or a classical logical layer *by* Aerts 2009) and *general context brand* (GEEB) consistency (a.k.a., a quantum conceptual interference layer by Aerts 2009) for brand establishment and development (Pan & Pan 2017; Pan et al. 2016). P_{modality} is therefore through brand congruence γ transcended into B_i that is apportioned for SAB fit in κ with one's *demand* by *affordability*, *want*, and *need* (DAWN) κ_{DAWN} , and for GEEB consistency with one's *value*, *identity*, and *belief systems* (VIBS). As κ_{VIBS} is an “umbrella” layer with the layer of κ_{DAWN} as one entanglement structure for humans of social being, often in a quantum manner (i.e. $|0\rangle$ and $|1\rangle$), it dictates and modifies the nature and range of individuals' action, or inaction of κ_{DAWN} in γ , for being insensitive to product functionality itself.

To illustrate, when people are asked if they would have fish (P) as their meal choice, many will respond affirmatively, a seemingly good SAB fit between what is offered $P_{\text{substantiveness}}$ (i.e., fish) and what is preferred for acceptance in one's κ_{DAWN} (i.e., want to have fish). When

being further prompted with how about a “pet fish” meal, most people who responded affirmatively, would most likely change to reject because of the additional layer of information being someone’s “pet.” Although $P_{\text{substantiveness}}$ still remains the fish, it invokes a GEEB inconsistency with their κ_{VIBS} that dictates and modifies consumer responses toward a primer. In the same vein, the sales on Amazon of novelty toilet papers featuring the headshot photos or previous tweets by publicly elected persons in the United States demonstrate the dyadic entanglement function orthogonally. The toilet papers are marketed with a concomitant primer at a quantum layer of GEEB consistency which is usually absent or weak in a staple good. Depending on the determinacy of a polarized enculturation in κ ($P_{\text{toilet paper}} \cong \kappa_{\text{vibs}}$), some are sold out much faster than others (Reilly 2017).

As an individual’s cognitive result is part of collective κ , a particular brand accumulated (ΣB) among many individuals is a brand of prominence in marketplace in a given culture. Any product can achieve its wide range of brand prominence as long as it taps into a suitable layer of SAB fit or GEEB consistency with others that is commonly shared. For example, the high number of viewable commercials in social media is created by Key Opinion Leaders (KOLs) whose VIBS resonates with that of many others in γ , or the apparel models in fashion industry exhibit with a part of DAWN that can be commonly shared on a spectrum ranging from prettiness to beauty of personality and style in γ . In the similar vein, luxury product becomes brand prominence because its GEEB consistency with some determinants in *shared* VIBS is

beyond basic functionality of *individualized* SAB fit with κ_{dawn} in γ , *not* because its additional degree of P_{modality} distinction in χ . This is because the latter is often highly fungible or imitable in product competition.

For an illustration, we let B be one κ_{modality} in the mind of consumers as it should be congruently reflective of or approximately congruent (\cong) with P_{modality} as an offering by a firm minus a distance in assessing competing ones in comparative assessment. κ_{modality} in the mind of consumers is in one direction transcended from P_{modality} as offered by a firm that is appropriated through κ_{referent} . It is in the other modified and dictated for partial to full alignment with an individual's layered cognitive κ . The latter is cultivated through enculturation to host the nature and limit the range of the assessors' ratings in comparative brand evaluation of γ .

Insert Figure 4 about here.

Enculturation Conformance

Enculturation is generally established and developed through accumulative learning of κ in a culture. It is the process of enculturation conformance ψ over time in a given culture (Z_i), acculturation conformance ψ_n in others (Z_n). It also determines and confines a given P_{modality} that

is transcended into κ_{modality} per brand congruence relevancy. On enculturation conformance, we adopt the concept of emic-etic dichotomy in cultural anthropology by Pike (1967). The emic account of conformance is uniquely reserved to an assessor self. Etic account is commonly shared with others, from a third party's viewpoint. The emic-etic account of enculturation on an elliptic plane is relative in a temporal and processive manner. Both accounts are defined and confined within a culture, embedded with subjective and objective information, and transformable by content and nature between accounts due to the essence of elliptic plane law. The distinction is important because the nature of etic-emic account is relative to consumer κ from a point of time in procession regardless of being objective or subjective.

The study applies a chaotic dynamic system theory (Devaney 2003) to view that consumers are highly interactive and sensitive to the GEEB environment, while marketers have focused on SAB strategies by taking the cultural-linguistic context monolithically (i.e., so-called one-fit-all global strategies) for granted. Applying this generally asymmetric and nonlinear proposition, we can see that doing business across cultures is highly dynamic due to (1) preconditioned GEEB's context that defines consumers of different cultures, (2) evolved SAB's goals chased by firms that would be inevitably fungible with competing products in a given market, and (3) contextual axis that is *periodically* orbiting to adjust the interactions between consumers and products in an ever mutually adapting manner (e.g., the respective, seemingly rotational trend of globalization or anti-globalization, a.k.a., nationalistic protectionism), such as reflected in the process of enculturation or acculturation, and depicted in different supply-demand curves across cultures. As a result, an offering will have either a large impact in marketplace, a limited market of fandom, or irrelevance to enculturized consumers (e.g., the

“Buy America Act” in the U.S.A. or the similar in other nations, effectively prompting for a GEEB consistency (i.e., national identity) with the consumers’ VIBS).

Brand Prominence

Brand prominence ω is thus defined by the congruity function (f) of product (P) relative to κ of consumers as determined and confined in conformance with a given enculturation (Z). A successful product has established brand prominence in κ relative to and within optimal conformance of enculturation.

$$\omega = \frac{f(P:k)}{f(Z)} \quad (3)$$

A brand B in prominence ω is therefore determined through P ’s positioning χ by product extensions or competition (X -axis) through brand congruence γ for its establishment and development (Y -axis) in an optimal enculturation conformance ψ of suitable cultural makeup (Z -axis). χ and γ are thus defined and further confined by ψ in terms of relative product position in distinction or similarity, brand space location in distance on congruence, and suitability in extent of firms’ offerings vis-à-vis acceptance or rejection by enculturation conformance in marketplace (Pan & Pan 2017).

We see no brand prominence without a given market’s receptive and further acceptable enculturation determinacy. We are at odds with an established construct of brand prominence to

reflect the conspicuousness of a brand's mark or logo on a product to signalize status with luxury goods (Han, Nunes, & Drèze, 2010). We redefine brand prominence as being to accumulate (ΣB) for its collective κ on a commonly shared account of enculturation on the basis of fact sufficiency.

Insert Figure 5 about here.

The above conceptual knowledge is to the key to formulate proper strategies in conducting business in a competitive setting. Brand has represented product on many aspects, including its equity (e.g., Keller & Lehmann 2006; de Oliveira, Silveira, & Luce 2015), image (e.g., Park, Jaworski, & MacInnis 1986; Syed, Faridah, & Kitchen 2014), signs (e.g., Le Roux, Bobrie, & Thébault 2015), association (e.g., Keller 1993), and loyalty (e.g., Johnson 1984; Dawes, Meyer-Waarden, & Driesener 2015) without a precise identity of its location. Brand can also be examined by our conceptual and integrated framework through three primary perspectives. One refers to the design and creation of a product/company's identity on its related form, modality, semiotics, and utilities -- a firm-based approach of product competition. The second refers to consumers' subjective and intangible assessment or experience of the former on their affective, cognitive, or behavioral dimensions -- a customer-based approach of brand congruence. And the third refers to how both competing products and primed consumers would interact through enculturation conformance, by which a dominant account would control in a comparative cross-culture setting. Consumers conceive and identify with brands that derive from firms' product offerings in a competitive industry, take a mental space in the assessors' mind, and are affected by enculturation or acculturation conformance of marketplace. When product becomes brand, it is malleable in a given context of culture. Brand function is therefore a process

in which a product transcends the firm's intent, subject to determinacy and confinement in the context of culture.

Culture refers to a context of shared general conduct and thinking process which people have developed in a given location, group, or organization. Culture further refers to: (1) an integrated pattern of knowledge, belief, and behavior that depends upon the capacity for symbolic thought and social learning, and (2) the set of shared attitudes, values, goals, practices, and languages that characterizes a group, organization, institution, nation, or geo-political entity. The enculturation process defines and confines how a product takes a mental location within people's κ in their home culture. However, the acculturation process transcends a comparative foreign product to be adapted into a guest one or host culture.

When cultural factors, inclusive of ethnological and linguistic ones, are invariant in a home culture, consumers unequivocally rely on their own cultural knowledge and linguistic ability to select a product from competition and attach meaning to it as a brand in their mind. Douglas and Craig (2011) suggest that international business research should shift to the knowledge of dynamic interactions between firms and customers across global exchange system to understand the nuances of convergence and divergence of local, regional, and global markets. To be effective in another culture, product branding strategies should adaptively converge with the host ethno-linguistic context characterizing that market.

Studies related to ethno-linguistic issues or ethnocentrism in business across cultures have long been conducted (e.g., Berch, Adler, & Oliver 1987; Mehrabian 1992), but the conceptual understanding with empirical support is still in advancing (e.g., Feuer, Baumbach, & Woodside 2017). As economies become further globally intertwined, and the interest of

individual businesses is deemed to be mutually “excluded” from one another (i.e., Brexit, or the trend of nationalistic protectionism), products in one nation are seeking for a market of another, often making head-on competition against locals. The need for better knowledge of how to conduct cross-cultural business in branding drives this study.

PURPOSE OF STUDY

This purposes of study are: (1) identifying the structure and diversity of underlying factors that dictate the assessment of product-brand functionality to varying degrees of similarity, fit, or consistency in a comparative setting, (2) examining whether the differences for competing assessments are explainable by the congruity framework for their nexuses with the primed per enculturation or acculturation context, and (3) assessing whether the identified underlying factors vary by the selected demographic and behavioral variables to formulate suitable business strategies across cultures.

The adopted framework is the grounding for the following propositions and hypotheses to help assess the effectiveness of international branding strategy. They are as follows.

Proposition 1: Brand function is an arrangement of mental spaces that are scalable in distance by a range of similarity assessments between the primers offered in viewing and the primed in the mind of assessors. The assessment is defined by socio-psychological probability distributions, subject to a set of underlying factors used for conceptual reasoning or referenced framing. Hypothesis 1: The more dissimilar the primed competing assessments are, the more diversified the underlying factors for conceptual reasoning or referenced framing will be.

Proposition 2: The identified underlying factors is a collection of independent random variables (i.e. fields) in the mind of assessors corresponding to various nexuses of congruence for a given brand function, being pliable and determinable by pertinent κ of the consumers per

context. Hypothesis 2: The difference in the identified underlying factors of assessment on κ per context is either positively or negatively accountable in explaining the nexuses of brand congruence per relevance.

Proposition 3: The differences in assessing the congruence nexuses, being segmented, manifest the mirror-imaged differences through the selected variables. Hypothesis 3: The segmentation of demographic-behavioral variables, being either ascribed biologically or inscribed from enculturation, provides a basis for formulating informed business segmentation strategies across cultures.

METHOD

Research Design

The study proposes brand meaning as dependent on κ per local context. Therefore, we hypothesized international brands to be more independent of κ in a guest culture than in their home one because it starts anew in a different context. Our study was a design of 2 (nations) x 2 (competing product-to-brand assessments) x 2 (brand-product functionality by contextual relevance) in a 3-step analysis. The first step was to inquire the underlying factors dictating the assessment of product-brand functionality fit and brand relevance consistency in two paired sets of domestic-generic and foreign brand primers. The second was to exam the effect of brand-product ethno-linguistic congruence on the underlying factors of the assessment for conceptual reasoning or referenced framing. The third was to reveal if there were demographic-behavioral differences as manifested by main or interaction effects on the

assessments. The aforementioned were conducted in IT industry for comparative assessments of brand primers between two sets of tangible goods offerings for a price (i.e. computers) as in Study 1, and intangible services for no fee (i.e., information search) (Clark, Rajaratnam, and Smith 1996) as in Study 2 respectively. Both studies were designed for the same assessment in comparison between two nations.

Participants

University students from two distinct non-native English ethno-linguistic cultures were recruited. One has a phonetic and letter based language (e.g., Turkish, n=126), and the other is ideographic based with pictographic characters (e.g., Chinese, n=275).

Instrument

The questionnaire was initially developed in English as it was the native language of many international brands from North America, and native/working language of the authors. The Chinese version was translated into Chinese pictographic characters by the author of native Chinese language speaker. The primed brands in a twin set were in English as being marketed in Turkey as verified by the author of native Turkish speaker. To ensure the questions in both versions were conveying the comparable meaning in a cross-cultural context, the commonly acceptable procedure of reversed translation was used (Aaker and Williams 1998; Hui and Traindis 1985). The cross-validation was also conducted by bilingual native speakers with doctoral degrees in research and linguistics granted by Carnegie Classification research IA universities in America. The entire study has evolved from the conceptualization of theoretical perspectives, research design and data collection, to completion of manuscripts in several versions over recent 4-5 years.

Measurement

The Likert scale 1-5 was used to scale 24 items that were developed from a review of more than three-dozen items identified by previous studies and then further refined through a pilot study. They were used to measure respondents' assessment with their best knowledge, belief, feeling, value, or experience on the items presented to a paired competing brand.

Procedure and Data

After the initial informed consent, participants viewed paired brand name/logo primers, followed by questions in a series of section blocks. They are product-brand, brand-perception, brand-culture, and brand-language compatibility respectively. Responses from 401 participants were further screened for data suitability, 242 (60.4%) questionnaires were considered usable for analysis (Chinese, n=149; Turkish, n=93).

In Study 1, Chinese students responded to Chinese domestic “Lian-Xiang” in Chinese character that is offered as Lenovo internationally. Etymologically, Lian-Xiang in Chinese has the transliterated meaning of “Associative Thinking.” Lenovo was originated from the “legend” and Latin root “de novo.” Its paired competing international brand was Dell, whose Chinese character is pronounced as Dai-er, with no transliterated meaning, but for a foreign brand primer.

Turkish students responded to IBM as it has evolved into a generic term for a computer in Turkish culture. With no prominent Turkish national brand, Lenovo has kept the IBM brand in Turkey along with Lenovo products after acquiring IBM's PC division. Its paired competing brand was also Dell in English.

In Study 2, Chinese responded to Chinese domestic “Baidu” in Chinese characters. Baidu is transliterated to mean “hundreds of times in search” in English. Within Chinese culture, “Baidu” was inspired by a poem of 800 years ago. The literary root came from “...hundreds and thousands of times, for her I searched in chaos, suddenly, I turned by chance, to where the lights

were waning, and there she stood." Baidu thus represents the persistent search for an ideal answer per local context. Its paired foreign brand was Google in its Chinese characters, phonetically as "Gu-Ge," transliterated as "Grain's Song" in English. According to the former Google China, the Chinese name was created to anticipate the harvest with joy in China. Google has dropped the use of its Chinese characters in China. Its generic version "Google" in English is being maintained, but not marketed because of its exit from mainland China a few years ago.

Turkish students responded to Turkish brand "Arama" in Roman letters, as being nationally prominent for a web information search engine. "Arama" in Turkish has a transliterated meaning "to call for," or "to find." Its paired foreign brand was also Google. All data was extracted with a further check of its completeness and validity for data analysis.

Analysis

The first step of analysis was to identify the underlying factors dictating evaluation assessments primed by selected competitive brands displayed. This represented the factor reduction through factor analyses of two sets of 12 items.

The second step was to determine whether a differing ethno-linguistic effect would account for the explainability of product-brand evaluations. This represented the adoption of multiple regression using general linear model (GLM) analyses to estimate the explainability of nexuses with brand-product functionality and brand-culture relevancy respectively.

The third step was to determine the effect of demographic and behavioral orientation variables on the factors identified in the first step of the analysis. This represented the main and/or interaction effects of market characteristics on the hypothetical congruent nexus between product-brand functionality fit and brand relevancy consistency, along with their evaluations in cross ethno-linguistic context prescribed in the aforementioned comparative framework. A series

of Multivariate Analysis of Variance (MANOVA) procedures were performed to compare main or interaction effects. ANOVA analyses followed to reveal the detailed results on the main and/or interaction effect of the selected demographic and behavioral orientation variables on the factors identified. The strength of the respective effect size (η^2) was reported. F was used to determine if significant differences existed between groups of participants for a main or interaction effect. The established rejection level for all analyses was $p < .05$ unless being worthy for a notation otherwise.

RESULTS AND DISCUSSION

Underlying Factors

Data were factor-analyzed to have identified two sets of underlying factors for conceptual reasoning and referenced framing in assessment. The descriptors of “brand functionality fit (BFF),” “brand relevance consistency (BRC),” or “brand relevance inconsistency (BRiC)” were adopted for one set. The descriptors “brand,” “product,” “brand-product,” “cultural,” “linguistic,” or “ethno-linguistic,” along with “consistency,” or “inconsistency” were variably used or combined (e.g., product ethno-linguistic consistency [ELC] or brand ethno-linguistic inconsistency [ELiC]) for the other. We adopt the “ethno-linguistic” to combine both cultural and linguistic effects together, or separate them apart to differentiate from either effect individually. We initially pondered the adoption of either “brand association” (Keller 1993) or “perceived brand fit” (Park, et al 1991) as our domain label but the data manifestation called for a further distinction between BFF and BRC respectively under the two-layered cognitive quantum structure (Aerts 2009). We variably use domestic or foreign with BFF or BRC to denote their respective construct whenever applicable.

Ethno-Linguistic Effect

Multiple regression of general linear model (GLM) analyses were conducted to determine the explainability of the nexuses of brand congruence per ethno-linguistic effect on BFF or BRC respectively. The statistically significant results are reported and explained as follows.

Study-1. The ethno-linguistic effect was accountable for assessment variability of both comparative brands respectively (i.e., $F(3,131)=24.37$, $p<.001$ for BFF, and $F(1,133)=36.80$, $p<.001$ for domestic BRC, and $F(1,129)=7.43$ $p<.01$ for BFF, $F(1,132)=10.56$, $p<.001$ for BRC, and $F(1,133)=7.19$, $p<.01$ for BRiC on foreign brand). Specifically, both brand and product ELCs were qualified as a predictor for domestic BFF, additional to a negation of brand ELiC effect on domestic BFF, with the total of 36% explainability for its variance. For the domestic BRC that links the primed brand concept with κ , only brand ELC effect was found with the 22% explainability for a favorable assessment. Brand ELC effect was found to predict foreign BFF, $F(1,129)=7.43$ $p<.01$, with 5% explainability. Brand ELiC was found for foreign BRC, $F(1,132)=10.56$, $p<.001$ with 7% explainability, and for foreign BRiC, $F(1,131)=7.19$, $p<.01$ with 5% explainability.

We treated that the endogenous conformance of P_{modality} in branding process as a superposed layered structure with contextual interferences. There is an order in which the assessed information can be superposed above one another in sedimentary strata by alteration, negation, modification, or augmentation. For example, a sandwich styled “burger,” rather than “hamburger,” is preferable by consumers of the Islam or Judaism religion because of the prefix “ham” is not conformant with their theological belief.

Our viewpoint of this dynamic entanglement process extends from one that views culture as situated cognition (Oyserman 2011). Our analysis treated the degree of congruence with a

respective ethno-linguistic context in general to provide a conceptually referenced point, and in particular to attribute to a variation that is constituted in comparative assessments. When entering into a market of another different culture, $P_{\text{trademark}}$ may be deemed to be congruent with a linguistic setting embedded in that culture. But the conceived brand by consumers may not necessarily be congruent with the at-large cultural context (e.g., Dell), thereby rendering the trademark to be viewed just a “foreign” or “inappropriate.” Paradoxically, $P_{\text{substantiveness}}$ may be congruent with a cultural setting (e.g., a beef burger in a Muslim nation), but the product itself does not represent a needed linguistic congruence nexus before the P can be merchandized through the original name (e.g., a hamburger in an Islamic culture). The prefix “ham” does render as a linguistic inconsistency in its adopted product name. Another illustration is a restaurant chain named as Church’s Chicken in the United States to become Texas Chicken when it is expanded into Saudi Arabia. The word “Church,” although it is just a family name and has nothing to do with the theological church in Christianity in American culture, has been conveniently changed to be congruent with the exclusive Islamic culture in Saudi Arabia.

The results reveal that both domestic and foreign products require ethno-linguistic consistency (ELC) through brand function. The domestic ones possess a much better account of explainability for both brand and product than their foreign competitors. When foreign ones enter a guest market, the results showed that $P_{\text{substantiveness}}$ suitability is less relevant than its $P_{\text{trademark}}$ such as name/logo through brand function. In other words, no matter of how foreignness of one’s imported product is, $P_{\text{trademark}}$ should have an ELC with the host ethno-linguistic requirement. The embodied $P_{\text{substantiveness}}$ would be accepted or rejected depends on whether there is an endogenous alignment of ELC in brand function. We have seen many examples such as American Coca Cola aforementioned. The finding suggests when entering a foreign market, the most important

element in formulating a strategy should go beyond product functionality, but for brand relevance in $P_{\text{trademark}}$.

The result also indicates that although the reduction of brand ethno-linguistic inconsistency (B_ELiC) is required for both domestic and foreign products, the foreign one in particular will have to do better in this regard. For domestic products, ELC is conveniently invariant for consumers in their own culture. While for foreign ones, a sophisticated marketing entry scheme is required to take into account of whether a foreign $P_{\text{trademark}}$ is congruent with the intended consumers' κ in terms of BRC.

Study-2. The ethno-linguistic effect was found for both comparative assessments (i.e., $F(1, 152) = 74.08$, $p < .001$ for BFF, and $F(2, 150) = 8.49$, $p < .001$ for BRC on domestic one, and $F(4, 150) = 9.81$, $p < .001$ for BFF, $F(3, 150) = 22.86$, $p < .001$ for BRC, and $F(1, 153) = 4.73$, $p < .05$ for BRiC on foreign one). However, when we look into further for specific effects, only product ELC was found with 33% explainability for domestic BFF, $F(1, 152) = 74.08$, $p < .001$). Brand and product ELCs plus product ELiC were found with 10% explainability for domestic brand. Brand and product ELiCs plus brand ELC and brand LiC were found with 21% explainability for foreign BFF. Brand and product ELiC plus brand ELC are found with 31% explainability for foreign BRC. Last, only product ELC was found with only 3% explainability for foreign BRiC.

Considering Google's dominance over English information search, our findings are quite intriguing. It is obvious that information search is language-specificity based. A domestic-native language based service has the ostensible linguistic advantage over foreign ones for a market of a given ethno-linguistic context. As the business model is commonly free of charge in usage, therefore, no brand ELC effect was found for domestic BFF. This suggests that BFF assessment be conducted on a price-value basis for assessing whether a brand would fit its product.

The findings of a brand ELC effect on BRC for both domestic and foreign assessments in Study 2 offer another perspective. Service suitability in form ($P_{\text{trademark}}$) and substantiveness ($P_{\text{substantiveness}}$) with the ethno-linguistic context is a key in assessment. The better fit between service and its ethno-linguistic context, the more preferable by service users (i.e., *esse est percipi*, or consumer ethnocentrism effect, Nijssen and Douglas 2011). Both Chinese Baidu and Turkish Arama information services have the cultural meaning of “to search, check, or call for” something distant, while neither “Gu Ge” nor Google would mean anything similar to that in the market of its guest or local host culture. For a foreign one on BFF, international brand managers have to overcome consumer cynicism in a different ethno-linguistic context. This is a matter of whether and how a foreign brand truly can achieve what it has claimed, because product name itself does not come naturally into the mind of consumers from a strategic intent alone, but its brand strategies and actions must be proportioned by consumers’ κ in an ethno-linguistic context that has been unfortunately so taken for granted.

The findings provide further evidence to support the lower relevance of a foreign product’s substantiveness ($P_{\text{substantiveness}}$) itself in a guest culture. Consumers of a given ethno-linguistic context tend to take a foreign product itself for granted unless it is bluntly inconsistent with their own conventional wisdom (e.g., McDonald’s beef hamburger to Hindus who view cows as part of the sacred Divine). However, they tend to be savvy with their native products, since they can tell the nuances. In the example of CHANA by Chinese Changan car maker who thought it as a genius Global car brand, the best valued functionality of a car itself was negated by the ethno-linguistic inconsistency in the ethno-linguistic context of Portuguese.

Brand ELiC effect on foreign BFF and BRC shows the requirement that a foreign brand reduce inconsistent expectation (i.e., a conflict) of local users with the host ethno-linguistic

context. Managers also have to learn how to increase the expected consistency (i.e., a fit). The findings are also intriguing as they do suggest that either a fit or a conflict should operate on its own respective spectrum, perhaps paralleled, but different as being hypothesized -- a reduction of an ELiC does not necessarily equate to an improvement of an ELC by a foreign brand.

Similar findings follow from product ELiC effect on BFF and BRC for a foreign brand and BRC for a domestic brand. This is to suggest that it may be okay for a foreign product itself not to be totally consistent with its host cultural context such as the content of Coca Cola in Chinese market as it tastes quite different from the typical beverages in Chinese culture. However, it is vital not to violate the norms of that host context! (e.g., no beef burgers for Hindus in India). Google as a top information service in English can enter a market of different context with its advanced functionality such as searching in both English and any host language, but it should not violate the host culture's dictation or requirement. The content and adapted practices by Google's own home context (i.e., American) may be inconsistent with those of the Google's intended host markets. Google's recent frictions with both Turkey and China exemplify this finding. This result is also in line with the findings (Dogerlioglu-Demir & Tansuhaj 2011; Kjeldgaard & Askegaard 2006) that international brands do not homogenize local identities. Rather, they should be adapted into local contexts.

Further, brand linguistic inconsistency on foreign BFF (i.e., "Grain's Song" in China and Google in Turkey) indicates the inappropriately transliterated usage of Google in Chinese or Turkish linguistic context. As most worldly renowned brands are developed in English ethno-linguistic context, marketers have taken granted for their usage in others without acculturation conformance. Analogous to the propensity of old-timer colonialism, the strategy of "entering and standardizing" seems to fade as intended in today's global marketplace, although it

has produced desirable results in past. In today's dynamic competition of globalization between domestic and foreign firms for a given local market, our findings suggest that for a successful business expansion into a market other than one's own, it is strongly advisable to adopt a strategy of "entering and adapting" to align with those of intended market's ethno-linguistic context, and let "standardizing" be evolved on its own. (For a review of the debate and research between standardization and adaptation strategies, see the work by Agarwal, Malhotra, & Bolton 2010; Agrawal 1995; Alden, Steenkamp, & Batra 1999; Ryans, Griffith, & White 2003; Theodosiou & Leonidou 2003; Papavassiliou & Stathakopoulos 1997).

The development of any product or service is always subject to a process of product emergence at a different rate of speed and constrained by its host ethno-linguistic context. The findings of inconsistency between a domestic and foreign one in its own context can best predict and formulate the most suitable strategy to speed up product entry and brand development in a market other than its own.

Demographic-Behavioral Effect

MANOVA procedures were performed to determine if there were main or interactions effects due to individual demographic characteristics or behavioral orientation variables. Except for those reported as follows, no other significant effect was found.

Study-1. For domestic BFF and BRC, an interaction effect of nation by gender was found ($\Lambda(2,67)=.891, p=.021$). Follow-up univariate ANOVAs indicated that BRC assessment was significantly different by gender cross nation, $F(1,44)=7.312, p=.009$). Turkish females assessed on domestic brand more similarly than males (i.e., $M=2.97, SE=.14$ for females, and $M=2.70, SE=0.15$ for males), while Chinese males evaluated it more similarly than females (i.e., $M=3.19, SE=0.17$ for females, and $M=3.32, SE=0.20$ for males). Chinese rated more similarly

than their Turkish counterparts.

Turkish females and Chinese males are respectively better connected of $P_{\text{substantiveness}}$ with their κ_{DAWN} . Further marketing effort for brand equity insufficiency should focus on Turkish males and Chinese females respectively. Comparatively, Chinese have a better brand relevance consistency on product with their κ than their Turkish counterparts. This is perhaps attributable to the fact Chinese Lenovo is developed in *native* marketplace while Turkish IBM, in *nurture* marketplace as a generic one because of no domestic one in Turkey. As Lenovo has acquired IBM PC but still maintained IBM in Turkey, it suggests that (1) IBM brand maintenance strategy needs much work if Lenovo wants to keep that way, particularly on males, and (2) a brand replacement seems practical and could serve better if a new name will best fit with Turkish ethno-linguistic context as the Coca Cola company did its own in China.

For domestic brand and product ethno-linguistic (in)consistencies, a nation effect, $\text{Lambda}(3,65)=.862$, $p=.021$, and two interactions of behavioral orientation (BO) cross nation, $\text{Lambda}(3,65)=.886$, $p=.048$ and age group, $\text{Lambda}(3,65)=.872$, $p=.030$ were found. Follow-up univariate ANOVAs indicated that a nation effect exist for brand ELC, $F(1,44)=6.281$, $p=.015$) and product ELC, $F(1,44)=4.423$, $p=.039$) and an interaction by BO cross age-group on brand cultural-inconsistency, $F(1,44)=4.374$, $p=.040$.

Turkish respondents assessed domestic-generic goods of both brand and product ethno-linguistic elements significantly less similar than Chinese (i.e., for B_ELC, $M=2.49$, $SE=0.12$ for Turkish, and $M=3.52$, $SE=0.15$ for Chinese, and for P_ELC, $M=2.99$, $SE=0.12$ for Turkish, and $M=3.66$, $SE=0.16$ for Chinese). Segmenting BO by age, younger respondents of both types generally viewed a significantly higher level of cultural-inconsistency on

domestic-generic brands than that assessed by elder groups (e.g., for idealists $M=3.16$, $SE=0.25$, for respondents of age group of 18-22, and $M=2.66$, $SE=0.19$ for age group of 23-30, and for realists $M=2.80$, $SE=0.52$ for age of 18-22, and $M=2.39$, $SE=0.23$ for Chinese).

The result suggests that Lenovo should consider a brand replacement strategy, rather than to continue the IBM maintenance strategy in Turkey. Turkish students viewed IBM to be somewhat inconsistent with their context (i.e., generic use, but foreign). Additionally, the results also reflect a trend in two nations that younger people generally see their own domestic-generic brand be *inconsistent* with their own view. As they age, their view on the inconsistency decreases. This perhaps is universally true to any young generation as their mindset has either lesser ethno-linguistic context construed as a confinement, or more diversified and content orientated in search for a guide. From a domestic brand, it is a challenge of how to reduce its perceived inconsistency with home ethno-linguistic context as young consumers are less confined or apt for new ideas. This is perhaps where Steve Job's business success on Apple products rested with: he adopted product successions to successively cut into the age range of younger consumers as a trend for general public.

Study-2. For domestic BFF and BRC, a significant effect of nation was found, Lambda $(2,86)=.625$, $p=.000$). Follow-up univariate ANOVAs indicated that BFF assessment was significantly different cross nation, $F(1,47)=49.135$, $p=.000$). Turkish respondents assessed BFF significantly less than that of their counterparts in China (i.e., $M=1.65$, $SE=0.12$ for Turkish, and $M=4.30$, $SE=0.14$ for Chinese). This reflects their much less favorableness toward what the domestic information search engine "Arama" may have claimed. Chinese seemed to be happy with what Chinese "Baidu" can do for them, perhaps their reliance with "Baidu" also serves a

high entry barrier to “Google” in Chinese market, additional to Google’s not-so-fit service name of “Grain’s Song.”

For foreign BFF and BRC, a nation effect was found, $\Lambda(2,84)=.860, p=.005$. Follow-up univariate ANOVAs indicated that both BFF, $F(1,47)=10.051, p=.002$ and BRC, $F(1,47)=7.658, p=.007$ assessment were significantly different cross nations. Turkish assessed on BFF of Google significantly better than Chinese (i.e., $M=4.73, SE=0.09$ for Turkish, and $M=3.95, SE=0.11$ for Chinese). They also showed a significant better BRC on Google than Chinese (i.e., $M=4.49, SE=0.12$ for Turkish, and $M=3.21, SE=0.14$ for Chinese). The results, comparatively with those of their domestic “Arama” and “Baidu” respectively, offered insight of the brand assessment and experience. Considering Turkish surveys were administered in English and Chinese survey in Chinese, the finding indicates that Turkish who are proficient in English have more fit with Google than Chinese who took the survey in Chinese and who are linguistically not fit with Google as a foreign brand, even though it does offer its service in Chinese.

The findings indicate that Google does have a competitive advantage over Arama to Turkish users who know English, but not over Baidu to Chinese users even though the service is also offered in Chinese. From Google’s viewpoint, it should focus on its new branding strategy in China. From “Arama” viewpoint, it should improve the service functionality quality. From Baidu’s viewpoint, it enjoys its market leading position with the assistance from both its government policy and Google’s own blunder in naming its product.

For domestic brand and product ethno-linguistic (in)consistencies, nation ($\Lambda(4,81)=.849, p=.009$) and gender ($\Lambda(4,81)=.878, p=.030$) effects were found. Follow-up univariate ANOVAs indicated that there was a nation effect respectively on brand,

$F(1,47)=5.467$, $p=.022$) and product ELiC, $F(1,47)=10.429$, $p=.002$), and no gender effect was detected.

Turkish assessed “Arama” of brand ELiC significantly higher than Chinese on “Baidu” (i.e., $M=4.44$, $SE=0.12$ for Turkish, and $M=3.02$, $SE=0.14$ for Chinese). Turkish respondents viewed a significant lower level of the product ELiC on Arama than Chinese on Baidu (i.e., $M=2.23$, $SE=0.15$ for Turkish, and $M=3.76$, $SE=0.17$ for Chinese). “Baidu” for Chinese has lesser brand ELiC than Arama for Turkish, showing that the former has aligned its brand strategy well in China, while the latter needs to reduce its brand inconsistency viewed at least by the users of proficiency in both Turkish and English languages.

For foreign brand and product ethno-linguistic (in)consistencies, nation ($\Lambda(5,81)=.851$, $p=.020$) and gender ($\Lambda(5,81)=.874$, $p=.049$) effects were found. Follow-up univariate ANOVAs indicated that there was a nation effect on brand ELC, $F(1,47)=11.675$, $p=.001$), and no gender effect was detected.

Turkish assessed Google of brand ELC significantly higher than Chinese (i.e., $M=4.02$, $SE=0.13$ for Turkish and $M=2.77$, $SE=0.14$ for Chinese). The result suggests a fit by Google in aligning its brand ELC with Turkish users of proficiency in English, but unfit in its brand in Chinese pictorial characters. Google has dropped its initial service name in Chinese. However, the adoption of its original English version may only work to some extent as to Turkish who are proficient in both languages. Our findings suggest that Google should adopt a name in Chinese pictorial characters that can be best aligned with Chinese ethno-linguistic context, similar to that of what Coca Cola has developed in China. As “Baidu” implies to find an answer in hundreds of searches, Google could consider a competitive mimicking name as “Wanxun” (transliterated as “searches in tens of thousands”) in Chinese pictorial characters, or a comparative one in much

differentiation but in alignment with Chinese enculturation context.

CONCLUSION

The purpose of this research was to investigate how comparative brand assessments were made on their status of proposed two-layered structure in brand function, and therefore market acceptance or rejection in a cross ethno-linguistic context. We used two pairs of prominent brands, renowned to both host markets. We adopted an integrated framework developed by mathematical deductions, to have empirically arrived at a two-layered brand congruence function of BFC and BRC relevant to brand or product ethno-linguistic (in)consistencies. We found that consumer responses can be primarily determined by brand-product congruence compatible with the host cultural-linguistic context collectively or individually, to be independent, regardless of the home ethno-linguistic context and BFC, particularly in marketplace of non-Western, and non-phonetic language-based cultures.

Both domestic and foreign products require ethno-linguistic consistency through brand function, while consumers assess domestic ones more savvy than foreign ones because of their better knowledge through enculturation than that through acculturation. $P_{\text{trademark}}$ of foreign products is more important than its $P_{\text{substantiveness}}$ when entering a market of another culture because the ethno-linguistic acculturation requirement in a host culture serves an overriding factor to a foreign product entering its host market. As long as either $P_{\text{substantiveness}}$ or $P_{\text{trademark}}$ itself does not conflict with the host ethno-linguistic cultural norms in the acculturation process, the appearance of foreignness in $P_{\text{trademark}}$ itself would be minimally sufficient for an entry of market of another culture, particularly in a host culture of non-English and/or typographic language, which should be sufficiently different from its home one. The newly transliterated $P_{\text{trademark}}$ that fits with the

guest acculturation context has a potential to perform better to build its brand equity in its host market than in its home market due to the independence of brand function that is ethno-linguistic context determined. This offers a rational basis supporting brand mobility through the designed plans of exporting/importing across cultures for multinational firms, *not necessarily a result of home market saturation*. The foreignness appearance of $P_{\text{trademark}}$ alone in a host market achieved from novelty has its limitations in competing with local ones due to the driving forces of adequacy and determinacy of cultural factors. A fit or consistency with the host ethnolinguistic context operates differently from a reduction of inconsistency with the same context. The improvement in the former appears not to decrease the latter, and vice versa.

LIMITATIONS

Acknowledged limitations include not specifying the level of κ of the participants with the paired brands, and (2) presenting brands to participants in classroom surveys, but not in real life situations. Both variables could have some effect on how a primed response is induced. Future studies should control these variables.

As we have made data analysis in a factorial design, the sample size in each cell at different levels is uneven. The more observations in data cells, the more effects of significance should be detected, particularly for the variable of self-construed economic status that showed on numerous instances just barely above a $\alpha = .05$ but below a $\alpha = .10$ level. This limitation partially supports the call to question the validity of regression analysis by Woodside (2014).

MANAGERIAL IMPLICATIONS

This study provides the empirical support to an integrated conceptual framework with

which the dyadic entangled brand function can be scaled in a cross cultural and linguistic setting. The results exhibit a layered dyadic structure for conceptual reasoning or referenced framing in consumer assessment, and the nexuses of congruencies of brand function that starts from firms' competitive product offerings, co-created by consumers, and enhanced or diminished by enculturation or acculturation conformance with a given market of cultural context. In a highlight, when entering a market of a different culture, international marketing managers should do the following to formulate an effective business strategy.

Alignment with the local host ethno-linguistic requirement through a proper P_{modality} acculturation process is critical, particularly focusing on $P_{\text{trademark}}$ that should not be incongruent with κ_{VIBS} of the local context. This is additional to the steps that have been taken for $P_{\text{substantiveness}}$ that is supposed to fit with κ_{DAWN} of the local market.

The appearance of foreignness in $P_{\text{trademark}}$ in local language itself would be *minimally* sufficient for an entry of market of another culture, particularly in a host culture of non-English or typographic language. This gives a rational basis for multinational firms to formulate their global and home market strategies simultaneously on brand mobility, rather than on a conventional wisdom with which to enter another after one market gets saturated.

The locally proper reformulated $P_{\text{trademark}}$ in a market of non-Latin letter-rooted language will have a great potential in building brand equity through acculturation to surpass its own in-home market because of the independence of context ethno-linguistic determinacy in brand function. Both phonetic annunciation and transliterated meaning should be coherently congruent with the acculturation requirement, and if further better off, resonate with or be part of the local cultural make-up.

A strategy to reduce the brand ethno-linguistic inconsistency does not necessarily result in an improvement of brand ethno-linguistic consistency because they seem to operate on two distinct and paralleled continuums, even with the same cultural context. Therefore, two separate considerations should be given in formulating a business strategy toward the same common goal.

This research has advanced the brand literature in a fashion of comparative assessment. Further investigation in this direction is suggested to advance brand knowledge for international business strategy development. Until being fully connected by the “signposts” in the international business “pathways,” we will remain skeptical of any result as everyone is just a discrete point of the overall knowledge advancement on this roadmap forward.

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Figure 1: Product Naming Blunders across Cultures

<p>American Best Buy's Store Name in Chinese Typographic Format.</p> 	<p>Chinese Car's Logo in Brazil Auto Show in 2006</p> 
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Figure 2. Product Defined

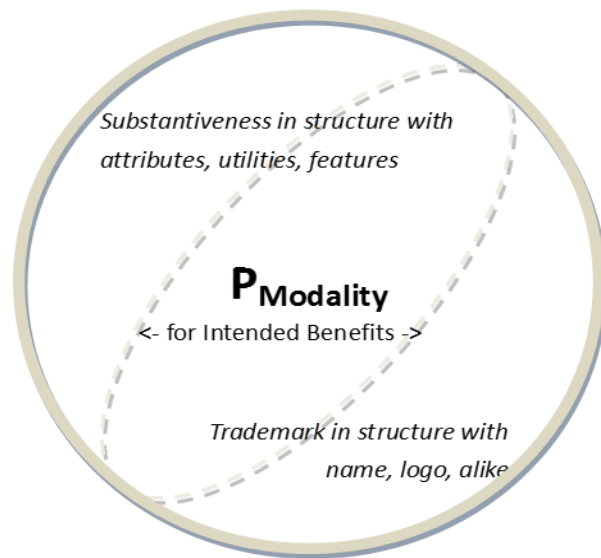


Figure 3. Product Development or Competition.

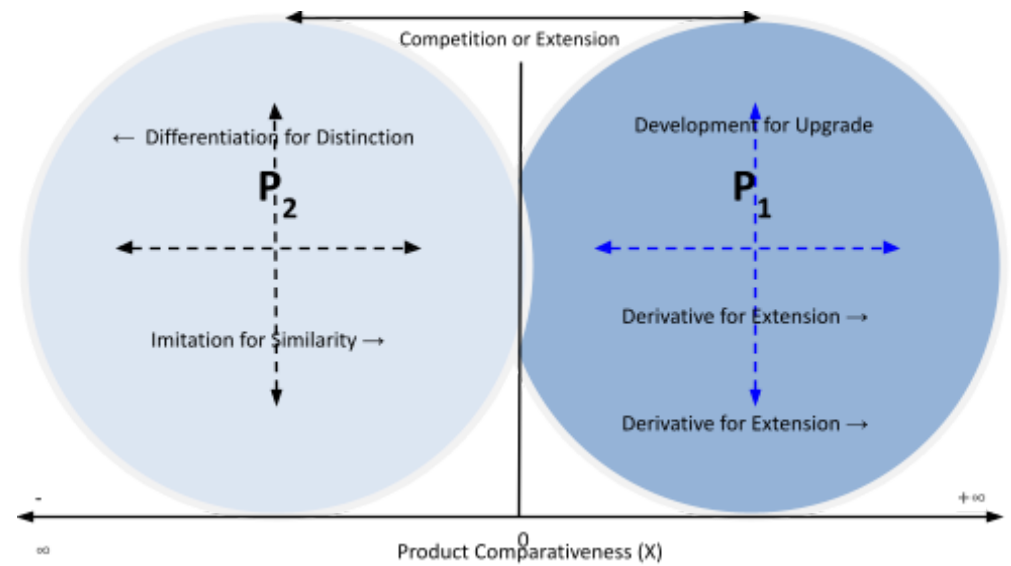


Figure 4. Brand Congruence

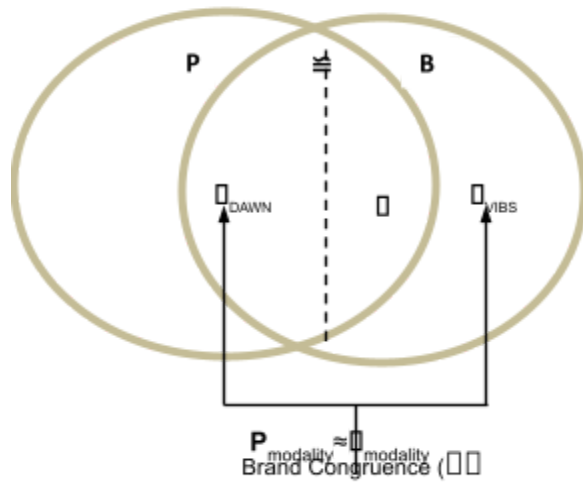


Figure 5. Brand in Prominence by Enculturation.

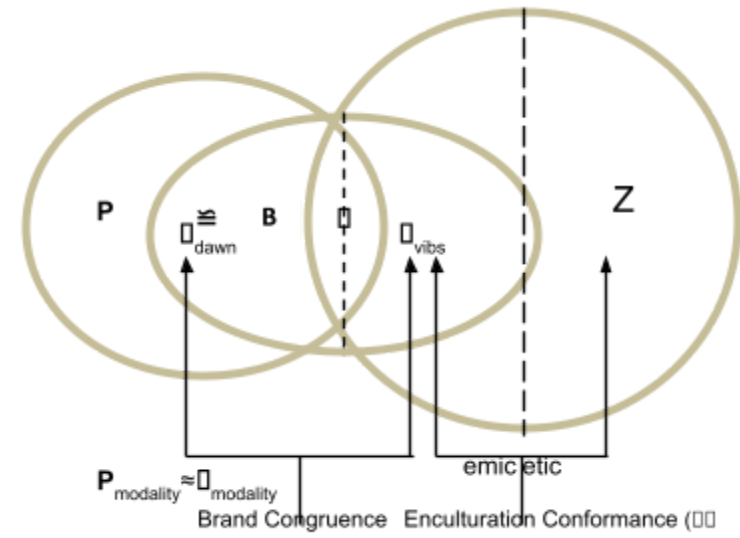


Table 1. Product-Brand Factors Dictating the Conceptual and Referenced Reasons in Competitive Assessment.

<i>Domestic or Generic Brand: Lian-Xiang in China/IBM in Turkey</i>				<i>Foreign Brand: Dai-er in China/Dell in Turkey</i>			
Factors and Attributes	Factor Loadings	% Variance Explained	Reliability Alpha	Factors and Attributes	Factor Loadings	% Variance Explained	Reliability Alpha
BFF (Factor 1)		41.40	.92	BFF (Factor 1)		26.8	.87
Brand Popularity	.76			Brand Prestige	.54		
Brand Prestige	.87			Brand Favorability	.69		
Brand Favorability	.87			Product Functionality	.79		
Product Functionality	.77			Product Benefits	.83		
Product Benefits	.77			Product Quality	.84		
Product Quality	.76						
BRC (Factor 2)		23.16	.69	BRC (Factor 2)		30.0	.87
Perceived Risk of Purchase	.60			Brand Preference	.74		
Brand Consciousness	.76			Brand Consciousness	.81		
Perceived Brand-Based Price	.61			Brand Compatibility with personality	.79		
Familiarity with Brand/Product	.67			Perceived Brand-Based Price	.63		
				Familiarity with Brand/Product	.80		
				BRiC (Factor 3)		10.8	-
				Perceived Risk of Purchase	.83		
Note: Brand Preference and Brand Compatibility with Personality have a moderate double loading on both factors and they were excluded from further analysis.				Note: Brand Popularity has a moderate double loading on Brand Functionality Fit and Uncertainty factors and they were excluded from further analysis.			

Note: BFF = Brand Functionality Fit; BRC = Brand Relevancy Consistency; BRiC = Brand Relevancy Inconsistency.

Table 2. Ethno-Linguistic Factors Dictating the Conceptual and Referenced Reasons in Competitive Assessment.

<i>Domestic or Generic Brand: Lian-Xiang in China/IBM in Turkey</i>				<i>Foreign Brand: Dai-er in China/Dell in Turkey</i>			
Factors and Attributes	Factor Loadings	% Variance Explained	Reliability Alpha	Factors and Attributes	Factor Loadings	% Variance Explained	Reliability Alpha
B_ELC (Factor 1)		31.28	.86	B_ELC (Factor 1)		21.04	.77
Brand Indicative of Product	.79			Brand Indicative of Product	.80		
Brand Fit with Native Usage	.82			Brand Fit with Native Usage	.80		
Brand Inducement of Pleasant Feeling	.69			Brand Inducement of Pleasant Feeling	.57		
Brand Culturally Appropriate	.80			Unique Product in Host Culture	.68		
Brand Similar to Other Native Brands	.60						
Unique Product in Host Culture	.71						
P_ELC (Factor 2)		16.87	.66	P_ELC (Factor 2)		14.33	.61
Product Culturally Appropriate	.58			Brand Similar to Other Native Brands	.56		
Product Similar to Other Native Ones	.80			Product Similar to Other Native Ones	.68		
Unique Brand in Host Culture	.76			Unique Brand in Host Culture	.79		
B_ELiC (Factor 3)		12.27	.49	B_ELiC (Factor 3)		14.21	.57
Brand Indicative of Foreignness	.76			Brand Indicative of Foreignness	.75		
Brand Inducement of Confusion	.66			Brand Inducement of Confusion	.84		
				P_ELiC (Factor 4)		11.87	.01
				Easily Spoken	.78		
				Product Culturally Appropriate	.69		
Note: Easily Spoken did not meet the selection criteria and was excluded from further analysis.				Note: Brand Culturally Appropriate did not meet the selection criteria and was excluded from further analysis.			

Note: B_ELC = Brand Ethno-Linguistic Consistency; P_ELC = Product Ethno-Linguistic Consistency; B_ELiC = Brand Ethno-Linguistic Inconsistency; P_ELiC = Product Ethno-Linguistic Inconsistency.

Table 3. Product-Brand Factors Dictating the Conceptual and Referenced Reasons in Competitive Assessment.

<i>Domestic or Generic Brand: Baidu in China/Ara in Turkey</i>				<i>Foreign Brand: Gu-Ge in China/Google in Turkey</i>			
Factors and Attributes	Factor Loadings	% Variance Explained	Reliability Alpha	Factors and Attributes	Factor Loadings	% Variance Explained	Reliability Alpha
BFF (Factor 1)		62.75	.98	BFF (Factor 1)		32.9	.94
Brand Popularity	.93			Brand Popularity	.78		
Brand Prestige	.93			Brand Prestige	.80		
Brand Favorability	.95			Brand Favorability	.87		
Product Functionality	.94			Product Functionality	.89		
Product Benefits	.92			Product Benefits	.85		
Product Quality	.93						
BRC (Factor 2)		18.83	.29	BRC (Factor 2)		33.1	.93
Perceived Risk of Purchase	.75			Brand Preference	.85		
Perceived Brand-Based Price	.63			Brand Consciousness	.88		
				Brand Compatibility with Personality	.86		
				Perceived Brand-Based Price	.75		
				Familiarity with Brand/Product	.83		
				BRiC (Factor 3)		9.5	-.14
				Product Quality	.71		
				Perceived Risk of Purchase	-.76		
Note: Brand Preference, Brand Consciousness, Brand Compatibility with Personality, and Familiarity with Brand/Product have a strong double loading on both factors and were excluded from further analysis.				Note: None were found to have a double loading. All attributed have met the selection criteria.			

Note: BFF = Brand Functionality Fit; BRC = Brand Relevancy Consistency; BRiC = Brand Relevancy Inconsistency.

Table 4. Ethno-Linguistic Factors Dictating the Conceptual and Referenced Reasons in Competitive Assessment.

<i>Domestic or Generic Brand: Baidu in China/Ara in Turkey</i>				<i>Foreign Brand: Gu-Ge in China/Google in Turkey</i>			
Factors and Attributes	Factor Loadings	% Variance Explained	Reliability Alpha	Factors and Attributes	Factor Loadings	% Variance Explained	Reliability Alpha
B_ELC (Factor 1)		21.3	.66	B_ELC (Factor 1)			
Brand Indicative of Product	.79			Brand Indicative of Product	.68	13.21	.54
Brand Fit with Native Usage	.86			Brand Inducement of Pleasant Feeling	.75		
Easily Spoken	.81						
P_ELC (Factor 2)		19.3	.78	P_ELC (Factor 2)		21.52	.71
Brand Culturally Appropriate	.68			Brand Similar to Other Native Brands	.81		
Brand Similar to Other Native Brands	.85			Product Similar to Other Native Ones	.79		
Product Similar to Other Native Products	.80			B_ELiC (Factor 3)		12.41	.53
B_ELiC (Factor 3)		15.5	.65	Brand Inducement of Confusion	.84		
Brand Indicative of Foreignness	.78			Unique Product in Host Culture	.86		
Brand Inducement of Pleasant Feeling	.63			P_ELiC (Factor 4)		15.15	.63
Brand Inducement of Confusion	.79			Product Culturally Appropriate	.84		
P_ELiC (Factor 4)		16.4	.78	Unique Brand in Host Culture	.59		
Unique Brand in Host Culture	.87			B_LiC (Factor 5)		9.15	
Unique Product in Host Culture	.83			Brand Indicative of Foreignness	.89		
Note: Product Culturally Appropriate had a double loading and did not meet the selection criteria; therefore, it was excluded from further analysis.				Note: Brand Fit with Native Usage, and Brand Culturally Appropriate had a moderate loading on two factors, and Easily Spoken did not meet the selection criteria. They were excluded from further analysis.			

Note: B_ELC = Brand Ethno-Linguistic Consistency; P_ELC = Product Ethno-Linguistic Consistency; B_ELiC = Brand Ethno-Linguistic Inconsistency; P_ELiC = Product Ethno-Linguistic Inconsistency; B_LiC = Brand Ethno-Linguistic Inconsistency.

Table 5. Model Estimation for Ethno-Linguistic Effect on Competitive Assessment of Computer Brands.

<u>Variables</u>	<u>Domestic/Generic</u>				<u>Foreign</u>					
	<u>Lian-Xiang in China/IBM in Turkey</u>				<u>Dai-er in China/Dell in Turkey</u>					
	<u>BFF</u>		<u>BRC</u>		<u>BFF</u>		<u>BRC</u>		<u>BRiC</u>	
	B	T	B	T	B	T	B	T	β	t
Constant	1.88	7.15***	1.87	10.05 ***	3.15	10.04 ***	2.08	8.87 ***	1.87	6.06 ***
B_ELC	.42	5.53 ***	.38	6.07 ***	.19	2.73 **	--		--	
P_ELC	.20	2.53 *	--		--		--		--	
B_ELiC	-.12	-2.07 *	--		--		.24	3.25 ***	.26	2.68 **
R ²	.36		.22		.05		.07		.05	
SE	.70		.70		.71		.85		1.13	
F (df)	24.37(3, 131) ***		36.80(1, 133) ***		7.43(1,129) **		10.56(1,132) ***		7.19(1, 131) **	

1. BFF = Brand Functionality Fit; BRC = Brand Relevancy Consistency; BRiC = Brand Relevancy Inconsistency.
2. B_ELC = Brand Ethno-Linguistic Consistency; P_ELC = Product Ethno-Linguistic Consistency; B_ELiC = Brand Ethno-Linguistic Inconsistency.
3. * p < .05, ** p < .01, *** p < .001.

Table 6. Model Estimation for Ethno-Linguistic Effect on Competitive Assessment of Internet Search Brands.

<u>Variables</u>	<u>Domestic</u>				<u>Foreign</u>					
	<u>Baidu in China/Ara in Turkey</u>				<u>Gu-Ge in China/Google in Turkey</u>					
	<u>BFF</u>		<u>BRC</u>		<u>BFF</u>		<u>BRC</u>		<u>BRiC</u>	
	B	T	B	T	B	T	B	T	β	t
Constant	.68	7.15**	1.62	5.75 ***	2.93	9.48 ***	1.68	4.92 ***	2.70	5.60 ***
B_ELC	--		.38	6.07 ***	.16	2.74 **	.33	4.55***	--	
P_ELC	.69	8.61***	.20	2.53*	--		--		.31	2.17*
B_ELiC	--		--		-.16	-2.03*	.45	5.34 ***	--	
P_ELiC	--		.15	2.06*	.27	3.57***	-.20	-2.78**	--	
B_LiC	--		--		.12	2.62**	--		--	
R ²	.33		.10		.21		.31		.03	
SE	1.25		1.03		.73		.88		1.95	
F (df)	74.08(1, 152) ***		8.49(2, 150) ***		9.81(4,150) ***		22.86(3,150) ***		4.73(1, 153) *	

1. BFF = Brand Functionality Fit; BRC = Brand Relevancy Consistency; BRiC = Brand Relevancy Inconsistency.

2. B_ELC = Brand Ethno-Linguistic Consistency; P_ELC = Product Ethno-Linguistic Consistency; B_ELiC = Brand Ethno-Linguistic Inconsistency; P_ELiC = Product Ethno-Linguistic Inconsistency; B_LiC = Brand Linguistic Inconsistency.

3. * p <.05, ** p <.01, *** p <.001

Table 7. MANOVA followed by ANOVA for Selected Demographic Effect for Computer Brands.

Source	Domestic/Generic										Foreign			
	Lian-Xiang in China/IBM in Turkey										Dai-er in China/Dell in Turkey			
	BFF		BRC		B-ELC		P_ELC		B_ELiC		BFF/BRC/BRiC		B_ELC/ P_ELC/ B_ELiC	
	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2
NA					6.28*	.09	4.42*	.06						
NA x GD			7.31**	.10										
BO x AGE									4.34*	.06				
BO x NA														
NA x GD Λ (df)	.891(2, 67) *													
NA Λ (df)					.862(3, 65) *									
BO x NA Λ (df)					.886(3, 65) *									
BO x AGE Λ (df)					.872(3, 65) *									

1. BFF = Brand Functionality Fit; BRC = Brand Relevancy Consistency; BRiC = Brand Relevancy Inconsistency.
2. B_ELC = Brand Ethno-Linguistic Consistency; P_ELC = Product Ethno-Linguistic Consistency; B_ELiC = Brand Ethno-Linguistic Inconsistency.
3. NA = Nation; GD = Gender; BO = Behavioral Orientation; AGE = Age.
4. Λ (df) = Wilks' Lambda (degree of freedom).
5. * $p < .05$, ** $p < .01$, *** $p < .001$;

Table 8. MANOVA followed by ANOVA for Selected Demographic Effect on Competitive Assessment for Internet Search Brands.

<u>Source</u>	<u>Domestic</u>										<u>Foreign</u>									
	<u>Baidu in China/Arama in Turkey</u>										<u>Gu-Ge in China/Google in Turkey</u>									
	BFF		BRC		B_ELC/P_ELC		B_ELiC		P_ELiC		BFF		BRC		BRiC		B_ELC		P_ELC/B_ELiC/ P_ELiC/B_LiC	
	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2	F	η^2
NA	49.14**	.36					5.47	.06	10.43**	.36	10.05**	.26	7.66*	.35			11.68***	.33		
	*						*	.					*							
GD																				
NA Λ (df)	625(2, 86) ***				.849(4, 81) **				.860(3, 84) **				.851(5, 81) *							
GD Λ (df)					878(4, 81) *								.874(5, 81) *							

1. BFF = Brand Functionality Fit; BRC = Brand Relevancy Consistency; BRiC = Brand Relevancy Inconsistency,
2. B_ELC = Brand Ethno-Linguistic Consistency; P_ELC = Product Ethno-Linguistic Consistency; B_ELiC = Brand Ethno-Linguistic Inconsistency; P_ELiC = Product Ethno-Linguistic Inconsistency; and B_LiC = Brand Linguistic Inconsistency.
3. NA = Nation; GD = Gender.
4. Λ (df) = Wilks' Lambda (degree of freedom).
5. * $p < .05$, ** $p < .01$, *** $p < .001$.