



## China's reputation in the USA: strategies for consumers

AREA: 1  
TYPE: Application

*La reputación de China en EEUU: estrategias para los consumidores*  
*Reputação da China nos EUA: estratégias para consumidores*

*This research aimed to analyze China's reputation by measuring its Country Brand Equity's (CBE). A survey was undertaken with American consumers and structural equation modelling was conducted. Findings indicated the following dimensions of China's CBE: Country Brand Perceived Quality (CBQua) – the highest measure related to CBE, followed by Country Brand Loyalty (CBLoy), Country Brand Reputation (CBRep), and Country Brand Awareness (CBAw). Theoretically, this research contributes to studies on China's reputation, especially in strategic management in order to stimulate business drivers. Furthermore, this study encourages brand managers, executives to focus on international business strategies based on positioning a country reputation.*

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*Esta investigación tuvo como objetivo analizar la reputación de China midiendo el valor de Country Brand Equity (CBE). Se realizó una encuesta con consumidores estadounidenses y se realizó un modelado de ecuaciones estructurales. Los resultados indicaron las siguientes dimensiones del CBE de China: Calidad percibida de la marca del país (CBQua): la medida más alta relacionada con el CBE, seguida de Lealtad de la marca del país (CBLoy), Reputación de la marca del país (CBRep) y Conocimiento de la marca del país (CBAw). Teóricamente, esta investigación contribuye a estudios sobre la reputación de China, especialmente en la gestión estratégica para estimular los impulsores económicos y de mercados. Además, este estudio alienta a los gerentes de marca y ejecutivos a centrarse en estrategias comerciales internacionales basadas en el posicionamiento de la reputación de un país.*

*Esta pesquisa teve como objetivo analisar a reputação da China, medindo o valor da sua marca-país. Uma pesquisa tipo levantamento foi realizada com consumidores americanos analisada com modelagem de equações estruturais. Os resultados indicaram as seguintes dimensões referente à China: Qualidade percebida pela marca do país (CBQua) - a medida mais alta relacionada à CBE, seguida por Lealdade à marca do país (CBLoy), Reputação da marca do país (CBRep) e Reconhecimento da marca do país (CBAw). Teoricamente, esta pesquisa contribui para estudos sobre a reputação da China, especialmente em gestão estratégica, a fim de fomentar fatores-chave econômicos e de mercado. Além disso, este estudo incentiva os gerentes de marca e executivos a se concentrarem em estratégias de negócios internacionais com base no posicionamento da reputação de um país.*

DOI  
10.3232/GCG.2020.V14.N2.06

RECEIVED  
11.10.2019

ACCEPTED  
08.02.2020

## 1. Introduction

This study investigates the formation of China’s reputation using a country brand equity model, as this huge nation continuously trades at the global market (both in exports and imports) and for being a fast-moving developing economy projected to a sustained progress in the coming years (IMF, 2017). Furthermore, China is a top trade partner with the U.S. and Brazil (WTO, 2018).

Robust work is part of the substantial academic research regarding China’s reputation, reputation and brand (Fan, 2010), such as an international media coverage during and after the Beijing Olympics 2008 (Zeng, Go and Kolmer, 2011); China’s reputation (Loo and Davies, 2006; Kang and Yang, 2010), and place branding studies (Zhao, Sun, and Kakuda, 2017). In this sense, Loo and Davies (2006) argue that China not only can be a coherent brand, given the nation’s complexity, but also an opportunity in terms to explore its image. Overall, more research is required on China’s reputation, and brand as its importance is expanding in the world stage (Loo and Davies, 2006; Fan, 2010; Kang and Yang, 2010). We also follow this call.

Thus, the purpose of this research is to analyze China’s reputation theoretically and methodologically founded on a country brand equity model. At this point, country brand equity represents the value of the country brand beyond the functional purpose as it is “mirrored” in perceptions, preferences, and behavior related to all aspects of a brand (Kapferer, 1992; Pappu and Quester, 2010), in this case, related a country level and its national brands, products, and services.

Theoretically, this research contributes to studies on China’s reputation, especially in strategic management in order to stimulate economic drivers. Furthermore, it encourages brand managers, executives to focus on international business strategies based on positioning a country reputation.

**KEYWORDS**  
**brand equity;**  
**place brand equity;**  
**China’s reputation;**  
**Strategy;**  
**International**  
**Business.**

**PALABRAS CLAVE**  
 valor de marca;  
 colocar valor de  
 marca; reputación  
 de China;  
 Estrategia; Negocios  
 Internacionales.

**PALAVRAS-CHAVE**  
 valor da marca;  
 valor da marca de  
 país; reputação da  
 China; Estratégia;  
 Negócios  
 internacionais.

## 2. Theoretical Framework

### 2.1. Country Brand Equity

Theoretically, foremost concepts of brand equity (Aaker, 1992; Keller, 1993; Kapferer, 1992) have been signposted to studies about countries while researchers have been attempting to investigate the conceptualization of CBE (Zeugner-Roth, Diamantopoulos and Montesinos, 2008; Pappu and Quester, 2010; Ebrahimi, Kashani and Shojaei, 2012; Yamanaka and Girdali, 2013; Queiroz and Girdali, 2015; Herrero-Crespo, Gutiérrez, Garcia-Salmones, 2016; Mariutti and Girdali,

**JEL CODES**  
**M14; M16; M30**

2019). Country Brand Equity was first measured by Zeugner-Roth *et al.* (2008, p.578), who summarizes that CBE “captures the (aggregate) customer-perceived value of products originating from a specific country” as a predictor of consumer behavior. Their scale was based on Yoo and Donthu’s CBBE scale (2001), which was the first measurement for brand equity focused on consumers’ perceptions, previously adapted from the conceptual principles of consumer-based brand equity (CBBE) by Aaker (1992) and Keller (1993). Their CBE dimensions were further applied by Yamanaka and Giraldi (2013), Herrero-Crespo, Gutiérrez, Garcia-Salmones (2016) and Mariutti and Giraldi (2019).

Pappu and Quester (2010) also used Yoo and Donthu’s CBE scale with adaptations (2001) and applied Aaker’s and Keller’s conceptualizations – loyalty, perceived quality, awareness of the country, two new constructs were added – macro-image of the country (political, technological and development) and micro-image of the country (social approval feelings). One convergence with this current study regards to the grouping of country brand associations with the country image and country reputation. Formerly, we do consider the same dimensions as the classical models – i.e., brand loyalty, perceived brand quality, brand awareness and brand associations yet within an original sub-construct (associating brand reputation and country image). This study was reproduced, and these dimensions extended in other countries by Ebrahimi, Kashani and Shojaei (2012) and Queiroz and Giraldi (2015).

In order to extend the authority of this prolific theory in literature, we introduce Country Brand Reputation (CBRep) as a new sub-construct of CBE, in a similar approach adopted by Mariutti and Giraldi (2019). A brand reputation-driven construct (Anholt, 2010) is an additional measure of CBE, along with the status provided by country image and country brand associations. For Fan (2010), a country brand concerns the country’s image, reputation, and positioning. So, their organizations. Furthermore, as countries seek to enhance their country image country reputation becomes important to maintain, drive and improve international business (Roth and Diamantopoulos, 2010). However, the literature lacks studies in international brand equity (Zeugner-Roth *et al.*, 2008; Pappu and Quester, 2010) and the reputation of countries (Fan, 2010).

## 2.2. Hypotheses Development

This manuscript suggests a hypothetical multidimensional model structured by the focal construct Country Brand Equity, which is formed of the latent variables (Country Brand Reputation - CBRep, Country Brand Awareness - CBAw, Country Brand Perceived Quality - CBQua, and Country Brand Loyalty-CBLoy). In this model, brand associations and brand image (Keller, 1993, 1998) are conceptually attached to the new construct Country Brand Reputation, as elucidated next. The positive relationships assumed by the following hypotheses were based on previous studies by Zeugner-Roth, Diamantopoulos and Montesinos (2008), Pappu and Quester (2010), Ebrahimi, Kashani and Shojaei (2012), Queiroz and Giraldi (2015), Herrero-Crespo, Gutiérrez, Garcia-Salmones (2016) and Mariutti and Giraldi (2019).

### 2.2.1. Country Brand Reputation

For configuring Country Brand Reputation (CBRep) as a ground-breaking construct for this model on China’ CBE, it was required to theoretically be founded on the literature related to ‘reputation’. By integrating CBRep into CBE, we also combined brand associations with the country to this additional sub-construct. Specifically, brand associations (Aaker, 1992; Keller, 1993, 1998) with the country remain theoretically to anything linked to a CBRep in the U.S. consumers’ memory in meaningful way (Aaker,

1992; Keller, 1993, 1998) as being favorable (desirable and deliverable), strong (relevant and consistent), and unique (Keller, 1993; 1998); thus, country brand associations may expand 'directions' towards the value of the country (Pappu and Quester, 2010) as per an image is a set of associations organized in a meaningful way (Keller, 1993). Moreover, by identifying country associations, it orients country branding strategies (Steenkamp, 2017) from potential negative short- and long-term consequences with the country image (Papadopoulos and Heslop, 2002). Both reputation and image are related to the brand knowledge (Keller, 1993, 1998).

Fan (2010, p.102) points out, however, that identity, image and reputation are related to "mental associations generated by knowledge and past experience"; according to her, a nation image refers to what is projected to the other target-country or stakeholder whereas reputation is the feedback received by the other concerning the credibility of the nation's identity claims. Therefore, reputation means the long-term aggregated images that stakeholders towards country (Passow, Fehlmann and Grahlow, 2005). Moreover, the literature settles that brand equity is measured through poll indicators based on the country perceived value of associations (Aaker, 1992; Keller, 1993) from previous scales on the brand equity (Yoo and Donthu, 2001; Sarstedt, Wilczynski and Melewar, 2013), from previous scales on CBE (Zeugner-Roth *et al.*, 2008); from debates on the dimensionality of brand equity (Pappu *et al.*, 2006; Buil *et al.*, 2008), and past studies on country brand associations (Fan, 2010). Thus, we integrated Country Brand Associations as being part of Country Brand Reputation, e. g., image as a part of reputation. Then, in order to produce a consistent sub-construct (CBRep), country image was required; it is acknowledged that brand image is an element of brand equity element (Keller, 1993; Kapferer, 2008) and a key precursor related to the reputation of a country. Furthermore, a country image is part of the country reputation and works "as an essential driver of brand equity" (Zeugner-Roth *et al.*, 2008, p.594); also supported by Pappu *et al.*'s findings (2006) in which country image is one component of the CBE (Papadopoulos and Heslop, 2002; Pappu and Quester, 2010; Herrero-Crespo *et al.*, 2016). We also follow Pappu and Quester's recommendations (2010) to examine 'associations' and 'awareness' as distinct dimensions of Country Brand Equity. Moreover, as stated by Churchill (1979), the observable measures should be related to the same construct. The total poll indicators of CBRep (sixteen items) were built based on previous research on the topic (Kapferer, 2008; Selnes, 1993; Roth and Diamantopoulos, 2009). Thus, this contemporary rationale fills a gap in the literature by merging two core constructs for the further measurement – country image into country reputation – after applying deductive approach theoretical formations and inductive approach through the experts' data as both are previously explained. Moreover, the reputation of the country can help the reputation of the products and brands coming from this country, that is, the consumers benefit from the identification of the country of origin of the products, using those from countries with a reputation for quality (Maheswaran, Chen and He, 2013), which increases the value of the country's and country-name offers. Therefore, this leads to the first hypothesis of this study, below. H1. Country Brand Reputation positively influences China's Country Brand Equity.

### 2.2.2. Country Brand Awareness

The Country Brand Awareness (CBAw) dimension indicates a causal factor linked to the ability of the stakeholders to recognize or recall the country brand and its features (Aaker, 1992); without country awareness, consumers are unable to have perceptions of quality, associations or loyalty towards the country (Pappu and Quester, 2010), and therefore, this awareness of a country should be emphasized in country branding (Montanari and Giraldi, 2018) in order to improve country brand equity.

Nine items were developed from previous scales on the topic (Zeugner-Roth *et al.*, 2008); from classical debates (Aaker, 1992; Kapferer, 1992; Keller, 1993, 1998; Aaker *et al.*, 1995); and from previous scales on

brand equity (Buil *et al.*, 2008) to measure its influence on China's CBE. Thus, the second hypothesis is proposed.

*H2. Country Brand Awareness positively influences China's Country Brand Equity*

### 2.2.3. Country Brand Perceived Quality

The dimension of Country Brand Perceived Quality (CBQua) outlines the stakeholders' perception of the overall quality or superiority of a country brand regarding to their intended purpose (Aaker, 1992; Keller, 1993, 1998; Selnes, 1993; Aaker *et al.*, 1995), which can improve country image and increase exports (Montanari and Giraldi, 2018), enhancing country brand equity. CBQua indicators were based on scales (Pappu *et al.*, 2006; Zeugner-Roth *et al.*, 2008; Buil *et al.*, 2008; Pappu and Quester, 2010). This rationale reveals hypothesis 3 below.

*H3. Country Brand Loyalty positively influences China's Country Brand Equity.*

### 2.2.4. Country Brand Loyalty

Country Brand Loyalty (CBLoy) represents behavior intentions that stakeholders have to a country as their first choice when committed to the country (Buil, de Chernatony, and Martinez, 2008) or the tendency to buy products from the country as a primary choice" (Yoo and Donthu, 2001), which positively impacts on country brand (Pappu and Quester, 2010). Fifteen items were determined to measure this construct, leading to the fourth hypothesis of this study, next.

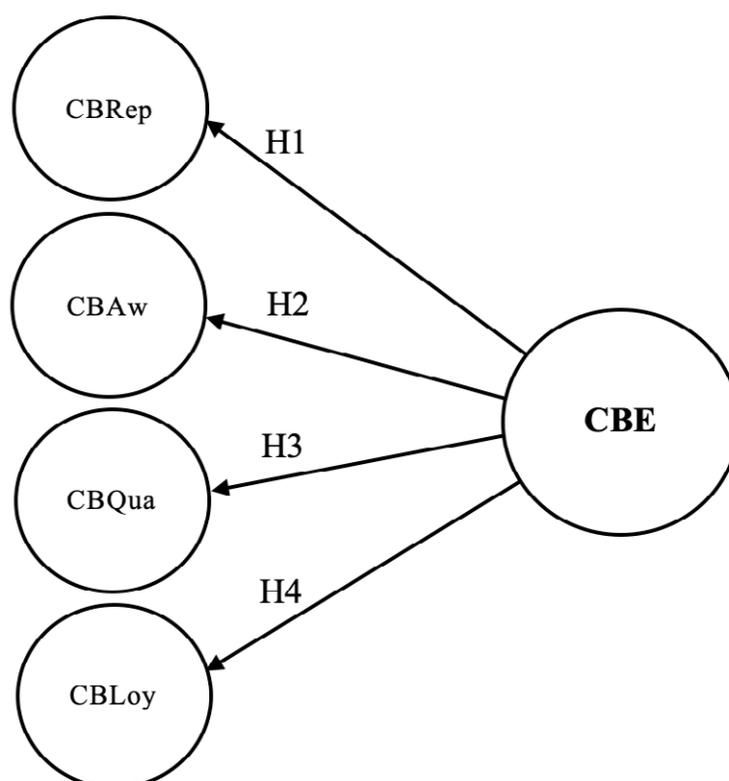
*H4. Country Brand Perceived Quality positively influences China's Country Brand Equity.*

## 3. Method

To measure CBE, we adopted mixed methods. Firstly, primary data collection was collected from ten experts' interviews referring to the qualitative phase (Hair, Black, Babin, and Anderson, 2010). The second phase, in line with the quantitative approach concerning the development of the scale (Hair *et al.*, 2010; Churchill, 1979), resulted in a pool of fifty-one indicators composed by the previous studies and experts' dataset. To generate indicators for our study (Hair *et al.*, 2010), three procedures were adopted namely: (1) substantial literature review was lengthily accessed on brand equity, Country Brand Equity, country reputation and country image using grounded theory strategy; (2) in-depth interviews among international research experts were conducted using inductive approach; and then, (3) the pre-test application. This study explores the correlations between Country Brand Equity and three second-order sub-constructs (Figure 1) in relation to China's CBE. We rely on our second-order model that is consistent with previous multidimensional models in brand equity (Yoo and Danthu, 2001; Buil *et al.*, 2008) and in country brand equity (Zeugner-Roth *et al.*, 2008; Pappu and Quester, 2010). A hypothetical model is proposed as showed at Figure 1. This multidimensional model presumes that the focal construct

Country Brand Equity, which is a dependent variable, is formed of four independent variables (Country Brand Reputation - CBR<sub>ep</sub>, Country Brand Awareness - CBA<sub>w</sub>, Country Brand Perceived Quality - CBQ<sub>ua</sub>, and Country Brand Loyalty - CBL<sub>oy</sub>).

Figure 1 – Country Brand Equity Structural Model



To address methodological inferences while building the questionnaire, pool indicators were adjusted based on previous investigations and grounded on the experts' data with the purpose of shaping the main constructs and adding a brand reputation-driven scheme as a new variable for the Country Brand Equity setting. These adaptations are structural, contextually and analytically coordinated to a country setting instead of a product or service. For further content validity purposes and purification issues, two academics (business professors) initially reviewed the questionnaire indicators (Hair *et al.*, 2010). Linguistic changes were applied regarding the construct's relationships, then, a few indicators were rewritten and deleted after these previous stages for the final structure of the questionnaire (Appendix 1. Country Brand Equity's Multidimensional Scale). Psychometric procedures were adopted to ensure that the new measurement model is structured appropriately to the construct that is being measured and guarantee that it is reliable and valid (Kline, 2015), in this case: CBE. According to Sarstedt *et al.* (2013), when investigating the measures for reputation studies, both theoretically and empirically, psychometric properties are notable guidance for reasonable application in business research and practice (Kline, 2015) as these types of measures enhance the scale quality within high validity and high reliability (Hair *et al.*, 2010).

To measure China's Country Brand Equity by the perceptions of 400 U.S.'s consumers, this study employed an online questionnaire based on a 7-point Likert scale from June 1st, 2018 until July 31st, 2018. The sample was non probabilistic and by convenience, composed by respondents from ten metropolitan cities in the U.S. Instead of producing representative and accurate estimations, this research was focused on testing theoretical hypotheses and on examining relationships among constructs, which can justify a convenience sampling according to Roth and Diamantopoulos (2009). Data analysis employed structural equation modelling (SEM).

## 4. Results

### 4.1. Sample Profile

Initially, no missing data was identified and only three outliers were dropped from the sample. The final sample included 304 females (76.6%), 80 males (20.2%), 7 LGBT (1.8%) and 6 who preferred not to say (1.5%). Most participants 253 or 63.7% were until 40 years old. Furthermore, respondents were on average educated: 209 (52.6%) have at least a diploma or certificate.

### 4.2. Measurement model

At this stage, to ensure convergent validity, considering the factorial loads, twelve measures were not higher than 0.7 (Hair *et al.*, 2010) and therefore, its respective items were deleted (CBRep1, CBRep2, CBRep3, CBRep4, CBRep5, CBRep7, and CBRep13; CBAw3 and CBAw5; CBQua1, CBQua2, and CBQua3). After the model was rotated again, the results were positive and significant.

**Table 1** indicates the values of the convergent and discriminant validity as the average variances extracted (AVE higher than 0.5), composite reliability (CR higher than 0.7), and AVE square were appropriate (Hair *et al.*, 2010).

**Table 1 – Covariances of Exogenous Variables**

	CBRep	CBAw	CBQu	CBLoy
CBRep	1			
CBAw	0.87*	1		
CBQua	0.76*	0.69*	1	
CBLoy	0.67*	0.64*	0.90*	1

\*p<0.05

Therefore, it is possible to conclude that CBE is formed of all four sub-constructs due to the valid model's results presented. China's CBE presented CBQua as the highest measure related to CBE ( $\beta = .9745$ ), followed by CBLoy ( $\beta = .8925$ ), CBRep ( $\beta = .7873$ ), and CBAw ( $\beta = .7745$ ). Thus, the hypotheses (H1, H2, H3, and H4) were confirmed by demonstrating positive relationships among Country Brand Reputation, Country Brand Perceived Quality, Country Brand Awareness, and Country Brand Loyalty. These results agree with previous studies on this research domain explained before. **Table 2** displays the tests:

**Table 2 – Psychometrics tests**

<i>Fit Statistics</i>	
<i>Chi-squared</i>	5327.58
<i>Degrees of Freedom</i>	941
<i>Information criteria</i>	
<i>AIC (Akaike's information criterion)</i>	67073.860
<i>BIC (Bayesian information criterion)</i>	67496.157
<i>Baseline comparison</i>	
<i>CFI (Comparative fit index)</i>	0.734
<i>TLI (Tucker-Lewis index)</i>	0.722
<i>Size of residuals</i>	
<i>SRMR (Standardized root mean squared residual)</i>	0.247
<i>CD (Coefficient of determination)</i>	0.999
<i>Population Error</i>	
<i>RMSEA (Root mean squared error of approximation)</i>	0.110
<i>CBRep &lt;-&gt; CBE</i>	0.83*
<i>CBAw &lt;-&gt; CBE</i>	0.77*
<i>CBQua &lt;-&gt; CBE</i>	0.97*
<i>CBLoy &lt;-&gt; CBE</i>	0.89*

\* $p < 0.05$

## 5. Discussion

**Hypothesis 1: Country Brand Reputation positively influences China's Country Brand Equity:** A positive relationship was indicated between CBRep and CBE, just as in Mariutti and Giraldi (2019) study. The first one is a reputation-driven construct associated with brand equity models and it demands more investigations attempts in further research; as per we shadowed Papadopoulos and Heslop's recommendations (2002) regarding that the combination of the several research sub-schemes under the conception of CBE by employing a sibling construct of brand equity. Regarding Country Brand Reputation, the following indicator was the highest score of the CBRep construct and the model itself: **CBRep14**.

*China holds a high reputation in the global market; followed by CBRep15.* China holds powerful name in the global market. These results confirm the expanded magnitude of China in the global economy and its potential growth (IMF, 2017), particularly with consumers from the U.S. (WTO, 2018).

**Hypothesis 2: Country Brand Awareness positively influences China's Country Brand Equity:** The CBAw's construct represented the least significant antecedent CBE; the highest measure was the following: *CBAw6. Some characteristics of Chinese culture (music, dance, art, etc.) come to my mind quickly; followed by CBAw7. China is very famous as a location for investment.* These results are in line with previous studies on country's reputation (Loo and Davies, 2006; Kang and Yang, 201; Fan, 2010; Zhao et al., 2017).

**Hypothesis 3: Country Brand Perceived Quality positively influences China's Country Brand Equity:** The results show that perceived quality is a distinct dimension of Country Brand Equity, supporting Zeugner-Roth et al. (2008), Pappu and Quester (2010). However, Zeugner-Roth et al.'s (2008) study, quality comes in the second significance of their model after awareness with the country. Furthermore, these outcomes are also consistent with recent findings from the brand equity literature which observed 'awareness' and 'associations' as separate dimensions of brand equity (e.g. Pappu et al., 2006; Pappu and Quester, 2006; Zeugner-Roth et al., 2008). This sample indicated that CBQua's construct acts as the key antecedent of the model as it represents the highest significance on Country Brand Loyalty, in which the highest measure was regarding that *CBQua11. China offers products with excellent features; followed by CBQua10. Chinese brands hold superior quality.* These scores agree with Fetscherin and Toncar's study (2009).

**Hypothesis 4: Country Brand Loyalty positively influences China's Country Brand Equity:** U.S. consumers' intention to buy or to commercially interact with the country seems to be based on the loyalty regarding the China; this is explained by the top significant measure *CBLoy10. I recommend Chinese products; followed by CBLoy15. I am committed to Chinese's brands.* These results imply that the sample does not only recognize Chinese products among but also perceives Chinese products high quality characteristics; furthermore, they do recommend Chinese traveling experiences. These results are also in accordance to Fetscherin and Toncar's findings (2009).

## 6. Conclusion

This study aimed to contribute to this growing area of research (Zeugner-Roth et al., 2008; Pappu and Quester, 2010; Mariutti and Giraldi, 2019) by measuring China's reputation by investigating its indicators related to brand equity of a country level. Furthermore, quality displayed as the highest attribute, followed by loyalty, reputation, and awareness. The results corroborate the previous work in this field, as mentioned previously. Moreover, some of the issues emerging from each variables' score could relate specifically to the improvement of global strategies for target consumers, for instance.

Regarding the purpose of this research, after investigating China's reputation, it can be said that China does designate the value-added brought forth by the associations of a product or a brand with the

country name as it is significantly perceived by the individual U.S. consumer (Zeugner-Roth *et al.*, 2008). However, China's reputation does represent a complex reputational phenomenon which requires more investigation (Loo and Davies, 2006; Kang and Yang, 2011; Fan, 2010; Zhao *et al.*, 2017). Hence, there are several important scopes where this study makes an original contribution to literature and practice. This model applied to China, which is a cutting-edge work for the state of the art of the topic, adds more empirical evidence on the complex framework of the multidimensionality of indicators of a country brand equity multidimensional construct, specifically about China's CBE. Decision-making and strategic planning are suitably executed by organizations after assessing and highlighting the high-level and low-level effects on a country brand equity in terms of the perceptions and preferences of target consumers. Furthermore, government institutions, consultancies offices, and place brand executives can apply this model not only for assessing the place brand equity (e.g., city, region, or country) but also to identify the significance of its dimensions (i.e., perceptual antecedents and behavioral consequences); then, linked to the accurate results, a practical implication is that through place branding and marketing communications, any city's, region's, or country's brand equity can be enhanced when referred to its intrinsic value by its renowned brand name (Aaker, 1992, 1992; Keller, 1993, 1998). Likewise, academics and practitioners can determine the effect of each sub-construct on place brand equity (country, region, or city) for development and implementing their business via branding, marketing, communication strategic and tactic plans; thus, be able to more effectively plan the internal and external strategies in terms of the branding activities and trade initiatives (Steenkamp, 2017). Another implication regarding this original model of place brand equity is to expand these recommendations in research tanks, university research groups, and private consultancies.

The findings in this report are subject to at least four limitations; thus, we describe them accompanied by recommendations for future studies in order to advance in research based on Strategy literature:

- Firstly, a natural progression of this work regards to advance on investigations about specific products or services applied into cross-national trade based on strategic choice (Whittington, 1988);
- Secondly, not only consumer-based studies but also other stakeholders are suggested in specific markets (e.g., creative industry; agrobusiness; tech; etc.) to evaluate and plan appropriate country-choice strategies abroad (Rugman, 2009);
- Thirdly, although the sample was robust and diverse, studies about U.S.' consumers focusing on etc.) are required; it is generation groups (e.g., baby boomers, millennials, etc.); it is also suggested to outline reputation management-orientated business models founded on value triple-scheme (Meirelles, 2015); and
- Fourthly, these findings are limited to China, in which comparisons between or among other geographical places (business hubs, trading blocks, cities or countries) may uphold diverse and/or sharp influential implications - regarding internationalization and global sourcing (Rugman, 2009).

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*Appendix 1. Multidimensional Scale with Measures Results*

Questionnaire	Dispersion measures	
	variance	standard deviation
<i>Items * refers to the deleted items of the model</i>		
*CBRep1. I like China.	4,13244536	2,032841696
*CBRep2. I respect China.	4,38624278	2,094335881
CBRep3. I trust China.	3,269101595	1,808065705
CBRep4. China is a democratic country.	3,755044144	1,937793628
*CBRep5. China has a highly developed economy.	3,968501132	1,992109719
CBRep6. China is an appropriate choice for mega-events.	3,872172608	1,967783679
*CBRep7. Strong mental associations with (this country) come to my mind.	4,076330051	2,018992336
CBRep8. Favorable associations with (this country) come to my mind.	3,332048444	1,825389943
CBRep9. Unique associations with (this country) come to my mind.	3,436048139	1,853658043
CBRep10. I know China well because I hear or read about it a lot.	3,558506984	1,886400537
CBRep11. China is exotic, there is no substitute.	3,421252831	1,849662896
CBRep12. Brands from China are reputable.	3,404294838	1,845073125
CBRep13. Brands from China are trustworthy.	3,264114699	1,80668611
CBRep14. China holds a high reputation in the global market.	3,484110628	1,866577249
CBRep15. China holds a powerful name in the global market.	3,543088314	1,882309303
CBRep16. China offers valuable experiences	3,385466758	1,839963793
CBAw1. I can quickly recall tourism destinations from China.	3,720657456	1,928900582
CBAw2. I can quickly recall main cities located in China.	3,587576012	1,894089758
*CBAw3. I can quickly recall celebrities (athletes, models, actors, etc.) from China.	3,722858306	1,929470991
CBAw4. I have no difficult on imagining Chinese products in my mind.	3,445513065	1,856209327
CBAw5. I know how the flag of China looks like.	4,343599725	2,084130448
CBAw6. Some characteristics of Chinese culture (music, dance, art, etc.) come to my mind quickly.	3,681843625	1,918813077
CBAw7. China is very famous as a location for investment.	3,51283617	1,874256165
CBAw8. I have heard of Chinese brands.	3,424496858	1,850539613
CBAw9. I can recognize Chinese brands among other brands.	3,515405949	1,874941585
CBQua1. China offers very good quality products.	3,190710633	1,786256038
CBQua2. China offers well-educated citizens.	3,173714475	1,781492205
CBQua3. China offers hard-working professionals.	3,147685927	1,774171899
CBQua4. China offers talented researchers.	3,134353612	1,770410577
*CBQua5. China offers reliable politicians.	3,184120805	1,784410492
CBQua6. China offers wellbeing to its residents.	3,155357097	1,776332485
CBQua7. Chinese fuel called ethanol has extremely high quality.	2,757830191	1,660671608
CBQua8. Chinese aircrafts industry has extremely high quality.	2,676742233	1,636075253
CBQua9. Products made in China are very durable.	3,402831845	1,844676623
CBQua10. China offers products with excellent features.	3,121110348	1,766666451

<i>CBQua11. Chinese brands hold superior quality.</i>	3,261417703	1,805939563
<i>CBLoy1. I feel loyal to Chinese brands.</i>	3,754853319	1,93774439
<i>CBLoy2. China's fruits are my first choice.</i>	3,493562832	1,869107496
<i>CBLoy3. China's drinks are my first choice.</i>	3,618705951	1,90228966
<i>CBLoy4. China's meats are my first choice.</i>	3,863407373	1,965555233
<i>CBLoy5. China's fashion brands are my first choice.</i>	3,811846424	1,952395048
<i>CBLoy6. China's cosmetics brands are my first choice.</i>	3,570223647	1,889503545
<i>CBLoy7. China's technology brands are my first choice.</i>	3,834198407	1,958110928
<i>CBLoy8. China's electronics brands are my first choice.</i>	3,616072564	1,901597372
<i>CBLoy9. China's culture brands are my first choice.</i>	3,797458209	1,948706804
<i>CBLoy10. I recommend Chinese products.</i>	3,459875836	1,860074148
<i>CBLoy11. I recommend doing business with China.</i>	3,449774826	1,857356946
<i>CBLoy12. I recommend immigrating to China.</i>	3,893265145	1,973135866
<i>CBLoy13. I recommend studying in China.</i>	3,844095871	1,960636598
<i>CBLoy14. I recommend travelling to Chinese destinations.</i>	3,712019439	1,926660177
<i>CBLoy15. I am committed to Chinese's brands.</i>	3,800714958	1,949542243