Industrial Marketing Management xxx (2015) xxx–xxx

Contents lists available at ScienceDirect

Industrial Marketing Management

Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior

Munyaradzi W. Nyadzayo [a], Margaret J. Matanda [b], Michael T. Ewing [c,*]

[a] Swinburne University of Technology, Department of Marketing, Tourism and Social Impact, Cnr Wakefield and William Streets, Hawthorn, VIC 3122, Australia
[b] Monash University, Department of Marketing, Peninsula Building D4, Room 24, McMahon's Road, Frankston, VIC 3199, Australia
[c] Deakin University, Faculty of Business & Law, 221 Burwood Highway, Burwood, VIC 3125, Australia

ARTICLE INFO

Article history:
Received 10 July 2014
Received in revised form 12 November 2014
Accepted 17 November 2014
Available online xxxx

Keywords:
Franchisee-based brand equity
B2B branding
Brand relationship quality
Brand citizenship behavior
Franchisor competence
Relationship duration

ABSTRACT

Despite the evidence that brand management is core to the success of franchising businesses, limited empirical work has focused on branding in such business-to-business (B2B) exchanges. Integrating social exchange theory and the identity-based brand management framework, this study proposes that brand relationship quality is crucial in promoting franchisee brand citizenship behavior that can enhance brand equity attributable to franchisees, thereby advancing a model of '*franchisee-based brand equity*' (FBBE). Survey results from 352 franchisees in franchised B2B exchanges suggest that brand relationship quality promotes brand citizenship behavior, thereby enhancing FBBE. Additionally, moderated mediation analysis indicates that the indirect effect of brand relationship quality on FBBE via brand citizenship behavior is stronger when franchisor competence is high. However, franchisor–franchisee relationship duration has no moderating effects on these relationships. The findings of this study have implications for franchising practitioners that are interested in understanding the role of brand relationship management in promoting franchisee brand citizenship behavior and FBBE.

1. Introduction

Franchising is increasingly becoming an important model for business growth across the globe. In this business arrangement the franchisor sells contractual rights to franchisees to distribute goods or services using the franchise brand name and business practices (Combs, Michael, & Castrogiovanni, 2004). Thus, much of the success of franchise business models is attributed to branding, as firms with high brand equity are able to attain a sustainable point of differentiation and gain more financial leverage than those without (Aaker, 1991). However, despite the importance attributed to the franchise brand, limited empirical research has focused on franchise branding (Zachary, McKenny, Short, et al., 2011) and business-to-business (B2B) branding in general (Leek & Christodoulides, 2012).

Literature indicates that channel members tend to gain competitive advantage through the co-creation of brand equity (Gordon, Calantone, & di Benedetto, 1993). Thus, both franchisors and franchisees share the incentive to promote and sustain franchise brand equity (Pitt, Napoli, & van der Merwe, 2003). Prior research confirms that successful franchise brand management is a reflection of the value addition of both B2B (franchisor–franchisee) and business-to-consumer (B2C) (franchisee–customer) relationships that nurture a shared objective, that is, building the franchise brand (Doherty & Alexander, 2006). While franchisees are expected to contribute to the development of the franchise brand, they may, in the absence of negative impacts on their short-term profits, have little incentive to safeguard brand equity (Dant & Nasr, 1998). Therefore, when compared to other traditional B2B models, brand management within franchise systems poses unique challenges and opportunities. For instance, even though the responsibility of developing and managing the franchise brand rests with all parties, neither franchisors nor franchisees have total control of the brand management process (Pitt et al., 2003). This situation presents unique challenges that require internal franchise branding activities to be well-coordinated and integrated between both parties. However, despite the above-recognized importance of B2B branding and internal branding in enhancing the franchise brand (Doherty & Alexander, 2006; Zachary et al., 2011), limited empirical work has focused on franchise brand management.

Internal branding literature suggests that a strong brand personality is important in brand building (Aaker, 1997). Thus, to be effective brand ambassadors or representatives it is essential for franchisees to align their behavior and identify with the franchise brand. Since the notion that franchisees can form relationships with their franchise brand is central to this study, there is therefore a need to assess the strength and effects of such a relationship on brand equity. This inference is based on the assumption that brands are imbued with human-like features that can lead to the development of self-brand relationships that are similar to the way individuals form personal relationships (Aaker,

* Corresponding author.
E-mail addresses: mnyadzayo@swin.edu.au (M.W. Nyadzayo), margaret.matanda@monash.edu (M.J. Matanda), michael.ewing@deakin.edu.au (M.T. Ewing).

http://dx.doi.org/10.1016/j.indmarman.2015.07.008

1997; Aggarwal, 2004; Fournier, 1998). However, while the concept of brand relationships has been explored in B2C markets, there is limited research investigating brand relationships in franchised B2B exchanges.

Brand equity is defined as the differential effect of brand knowledge on consumer response to the brand (Keller, 2003). Some B2B scholars have conceptualized brand equity as identity-based brand equity (Burmann, Jost-Benz, & Riley, 2009), retailer-perceived brand equity (Baldauf, Cravens, Diamantopoulos, & Zeugner-Roth, 2009), retailer-based brand equity (Samu, Lyndem, & Litz, 2012), customer-based retailer equity (Pappu & Quester, 2006) and B2B brand equity (Kuhn, Alpert, & Pope, 2008). In particular, the concept of brand equity from the retailer's perspective encapsulates three conceptual ideals, namely; (i) the equity associated with the retailer brand, (ii) the equity associated with the retailer's store brand, and (iii) the retailers' perceptions of the brand they sell (Baldauf et al., 2009, p.2). The current study builds on this research stream by proposing an alternative way of conceptualizing brand equity in franchising. Thus, to capture franchisees' perceptions of the franchise brand with which they are associated with we advance the term *franchisee-based brand equity* (FBBE). Even though various brand equity models exist, extant literature continues to call for the development of additional models that are grounded in empirical research on brand equity in various contexts (Broyles, Schumann, & Leingpibul, 2009). Therefore, drawing on social identity and identity-based brand management theories, our study investigates the potential antecedents of FBBE, and in so doing addresses the following question:

"*What role does brand relationship quality and brand citizenship behavior play in building FBBE in franchisor–franchisee relationships?*"

The remainder of the paper is structured as follows: First, insights from social exchange theory and the identity-based brand management view are integrated to provide a theoretical framework for the study. Then literature on FBBE, brand relationship management (BRM), brand relationship quality (BRQ), brand citizenship behavior (BCB), franchisor competence, and franchisor–franchisee relationship duration is reviewed. The research methodology, data analyses, and empirical findings are then presented. We conclude by discussing theoretical and managerial implications, limitations, and future research directions.

2. Theoretical framework, literature review and hypotheses

As Fig. 1 illustrates, our conceptual framework predicts that (i) the manner by which franchisors manage the franchise brand can affect BRQ, (ii) in turn, BRQ influences franchisees' BCB, (iii) BCB is posited to mediate the link between BRQ and FBBE, and (iv) the link between BCB and FBBE can be moderated by franchisor competence and franchisor–franchisee relationship duration. The solid lines specify the effects examined in this study, while the dotted line represents effects that have been established in prior literature, hence not tested in the current study.

2.1. Social exchange theory and Identity-based brand management

The decision to adopt and continue a franchising business model can principally be explained using various theoretical frameworks such as resource scarcity theory, agency theory, and search cost theory (Combs et al., 2004). In essence, "…franchising is seen as a reaction to resource constraints or as an efficient system to overcome the principal–agent problem, or is explained as having search cost benefits that increase channel effectiveness" (Hopkinson & Hogarth-Scott, 1999, p. 831). While these theories assist in explaining the motivations for franchising, they fail to fully capture behavioral issues that characterize such relationships (Combs et al., 2004; Hadjikhani & LaPlaca, 2013), as well as how franchisors' behavior can enhance franchisees' identification with the brand. Thus, our study is grounded in social exchange theory (SET) and an identity-based brand management (IBBM) view.

SET explains how behavioral or economic factors affect B2B relationships in franchising (Harmon & Griffiths, 2008), as it indicates how parties in a relationship would behave when they are bestowed with benefits by a business partner. According to SET, the intrinsic value of a relationship extends beyond its extrinsic or economic value, as social capital shapes the expectations and opportunities of B2B exchanges (Davis & Mentzer, 2008). Given that franchise relationships are characterized by self-seeking behavior, as well as cooperation and reciprocity in terms of mutually economic and non-economic benefits, SET provides suitable theoretical grounding to explain how franchise relationships are shaped (Frazier & Rody, 1991). SET has also been applied in franchise business relationships in which reciprocity is a key driver of relationship value (Harmon & Griffiths, 2008).

On the other hand, the IBBM view explains how the SET characteristics of reciprocity, cooperation, trust, mutual benefit are crucial in engendering franchisee BCB that can eventually enhance FBBE. The central premise of the IBBM view is that strong brands are a result of how internal stakeholders rationalize who they are within the organization and what is distinctive or enduring about that organization (Aaker, 1991; Kapferer, 2004). When individuals strongly identify with an organization, they are more likely to be intrinsically motivated and behave congruently with the organization's interests (Hughes & Ahearne, 2010). While the extent to which franchisees identify with the franchise brand they sell has not been well researched, we draw inferences from the brand identification literature stream (Hughes & Ahearne, 2010; Tuškej, Golob, & Podnar, 2013). This research stream suggests that people can be defined by what they consume, possess and associate with, which can lead to the formation of relationships with brands that reinforce their self-concept (Fournier, 1998; Hughes & Ahearne, 2010). Given the interdependent nature of franchisors and franchisees and the likelihood of a double-sided moral hazard (Combs et al., 2004); one of the primary objectives for franchisors should be to align franchisees' identities with the franchise brand values.

Scholars have called for the need to integrate theoretical frameworks so as to provide more appropriate underpinning to explain complex franchise relationships (Dant, Grünhagen, & Windsperger, 2011;

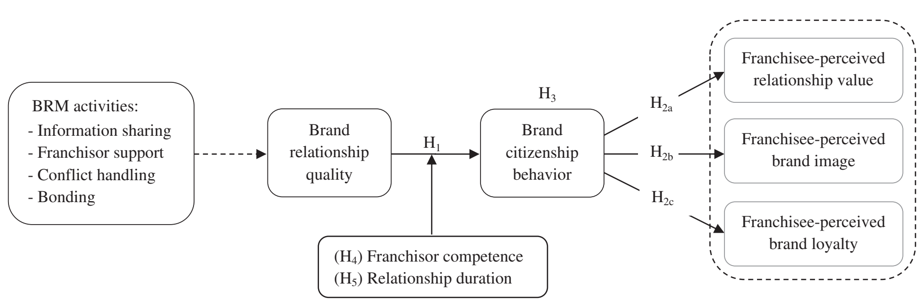

Fig. 1. Proposed conceptual model of FBBE.

Please cite this article as: Nyadzayo, M.W., et al., Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior, *Industrial Marketing Management* (2015), http://dx.doi.org/10.1016/j.indmarman.2015.07.008

Zachary et al., 2011), and to fully capture the role of branding in franchising. In our study, SET and IBBM frameworks have been used because both theories help to capture behavioral and economic issues that characterize franchise relationships. In essence, SET provides more appropriate theoretical explanations that are pivotal to the role of BCB in franchise relationships, while the IBBM view is appropriate in explaining how franchisees can be viewed as internal stakeholders that are likely to develop a psychological attachment to the franchise brand (Lawrence & Kaufmann, 2011; Zachary et al., 2011). Moreover, the IBBM view complements SET theory as it also explains how relationships can be translated into economic equilibrium among exchange partners. Overall, both SET and IBBM frameworks provide a sound theoretical explanation of how sustaining long-term relationships between franchisors and franchisees can engender positive behaviors that can promote franchisee BCB, thereby enhancing FBBE.

2.2. FBBE

Prior literature agrees on two main approaches to assessing brand equity: financial-based and customer-based (Keller, 2003). Brand equity has been conceptualized as notable financial gains that can be directly linked to brands, referred to as brand value (Farquhar, 1989). Whereas, customer-based brand equity models explain how consumers choose between branded and non-branded products with similar product features (Aaker, 1991; Keller, 2003). While prior research has mostly focused on brand equity in B2C markets, little attention has been paid to B2B brand equity (Leek & Christodoulides, 2011), and there is even less empirical work on brand equity in franchising.

As commercially interdependent partners, franchisors set performance standards and manage the franchise brand nationally, while franchisees manage the local environment and daily operations necessary in meeting franchisor requirements and profit goals (Combs et al., 2004). Thus in franchising businesses, branding and marketing activities depend on how well franchisees understand, interpret, articulate, and identify with the franchise brand (Nyadzayo, Matanda, & Ewing, 2011). Although conceptually similar to corporate branding, franchise branding is a distinct concept (Zachary et al., 2011). The target audience in franchise branding is the existing and potential franchisees, that purchase contractual rights to market goods and services under the franchise brand and business practices in return for royalties (Zachary et al., 2011). Therefore, central to the success of franchise businesses is the franchise brand – a crucial asset that can help franchise firms to differentiate themselves from rivals.

The current study investigates brand equity from the franchisees' perspective, hence the term *franchisee-based brand equity* (*FBBE*). In adapting Aaker's (1991) definition of brand equity we define FBBE as a set of assets and liabilities linked to a brand, its name and symbol that adds to or subtracts from the value provided by a product or service to a franchisee. We used Aaker's definition as it is one of the most comprehensive and acceptable definitions of brand equity (Leek & Christodoulides, 2011). The definition also suggests that B2B brand equity can be conceptualized and measured from various channel partners' perspective (Mudambi, Doyle, & Wong, 1997). This notion is central to our study since it supports the argument that franchisees are also crucial in enhancing franchise brand equity.

In prior literature, B2B brand equity has been evaluated in various ways, yet a number of research issues still remain unresolved (Keränen, Piirainen, & Salminen, 2012; Leek & Christodoulides, 2011). For example, brand equity has been conceptualized as a relational resource (Davis & Mentzer, 2008; Kuhn et al., 2008), brand value, brand image (Aaker, 1991) and brand loyalty (Yoo, Donthu, & Lee, 2000). Building on this prior research, we conceptualized FBBE as a three-dimensional construct that comprised franchisee-perceived relationship value, franchisee-perceived brand image, and franchisee-perceived brand loyalty, as discussed next.

2.2.1. Franchisee-perceived relationship value

The value of the relationship, as perceived by franchisees, can influence relationship performance as it is largely driven by the trade-off between the value accrued by franchisors and franchisees (Harmon & Griffiths, 2008). The relationship value concept is often used as a measure of B2B relationship performance (Athanasopoulou, 2009). Franchisees' perceptions of their relationship with franchisors can provide a proxy for evaluating the benefits of a franchise business system which can also affect franchisee participation levels thereby influencing brand equity (Grace, Weaven, Frazer, & Giddings, 2013).

2.2.2. Franchisee-perceived brand image

Brand image creates value for manufacturers as it makes it easy for customers searching for product information, thereby enhancing brand positioning in their mindset (Aaker, 1991). Also, brand image helps create associations that elicit positive feelings and attitudes that can spill over to other brands in the product line, making brand extension processes feasible (Keller, 2003). Even though, the concept of brand image was developed in a B2C context, it has since been adapted to B2B research (e.g., Bendixen, Bukasa, & Abratt, 2004; Mudambi et al., 1997). Brand image can be critical in competitive B2B markets such as franchising where it is difficult to differentiate products or services using tangible quality features.

2.2.3. Franchisee-perceived brand loyalty

Extant research concurs that brand loyalty is an important dimension of B2B brand equity (Aaker, 1991; Keller, 2003). In other B2B brand equity models, loyalty has been conceptualized as retailer loyalty (Baldauf et al., 2009), franchised dealer loyalty, manufacturer loyalty (Ewing, 2000) and B2B brand loyalty (Oliver, 1999). By definition brand loyalty is "[a] deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior" (Oliver, 1999, p.34). This definition assumes that brand loyalty has both behavioral and attitudinal dimensions. Behavioral loyalty entails repeated purchases of the brand over time, while attitudinal loyalty explains a dispositional commitment based on certain preferences of some unique value associated with the brand (Chaudhuri & Holbrook, 2001). This study focuses on both types of loyalty as franchisees are likely to maintain a relationship with the franchise brand (attitudinal) and repeatedly purchase the brand or own multiple units for economic reasons (behavioral).

2.3. BRM

The concept of brand relationships suggests that individuals and brands can establish relationships with each other (Aggarwal, 2004; Blackston, 1992; Fournier, 1998). In the context of this study, franchise owners represent industrial consumers that can form relationships with both the franchisor and the franchise brand they are associated with. This is in line with the IBBM view that suggests that strong brands are an outcome of how internal stakeholders rationalize who they are within the organization and what is distinctive or enduring about that organization (Kapferer, 2004). Given that brand identification between the brand and retailers can be leveraged through brand-building activities (Samu et al., 2012); it is important for franchisors to effectively manage brand relationships to enhance brand equity. In this study, we define BRM as the relationship management strategies that focus on developing and managing viable relationships between the franchisee and the franchise brand. Building on past literature, we identified four key BRM dimensions in franchising; (i) information sharing, (ii) conflict handling, (iii) franchisor support, and (iv) bonding.

First, prior research suggests that it is imperative to ensure consistent information sharing within franchise businesses to reduce uncertainty and information delays and improve transaction efficiency to optimize performance and profitability (Dwyer, Schurr, & Oh, 1987; Mendelsohn, 1999). Second, by providing adequate support, franchisors can avoid or minimize opportunistic and free-riding behavior that may lead to franchisee dissatisfaction and poor relationship quality (Kidwell, Nygaard, & Silkoset, 2007). Third, given that conflict is inevitable in franchise relationships, it is crucial to ensure equitable and fast conflict resolution to promote franchisee cooperative behavior since effective conflict handling is a crucial determinant of trust, commitment and satisfaction (Athanasopoulou, 2009). Finally, structural and social bonds (hereinafter referred to as bonding) are key precursors to relationship quality (Athanasopoulou, 2009). Structural controls are measures that create barriers to relationship termination, while social bonds entail informal interactions that signify a certain level of mutual friendship and liking among channel members (Wilson, 1995). Overall, well-managed brand relationships can enhance the strength of franchisees' relationship with the franchise brand, that is, BRQ.

2.4. BRQ

BRQ was initially proposed as a customer-based indicator of the relationship strength between a customer and brand (Fournier, 1998). Yet, there has been limited empirical research on the role of BRQ in B2B markets. Perhaps, this is because some scholars had questioned the relevance of emotions in B2B markets since conventional wisdom views organizational decision making process as rational, focusing only on functional qualities, rather than emotional issues (Leek & Christodoulides, 2012). However, other researchers argue that B2B brands can also elicit emotions, such as trust that can result in the development of affective and cognitive bonds with stakeholders (Hughes & Ahearne, 2010; Lynch & de Chernatony, 2007). Thus, both emotional and cognitive responses to marketing stimuli affect the way B2B marketers process brand information (Lynch & de Chernatony, 2007). A comprehensive review of the relationship quality literature by Athanasopoulou (2009) shows that trust, commitment, and satisfaction are major dimensions of relationship quality. We therefore posit that the quality of the relationship between the franchisee and the franchise brand can be captured through brand trust and brand commitment.

Brand trust represents confidence in the brand's reliability and intentions that will lead to positive behavioral outcomes (Delgado & Munuera, 2005). In B2B markets, trust is crucial to relationship building as it fosters cooperation and minimizes fear of opportunistic behavior and free-riding (Dickey, McKnight, & George, 2007). Trust has also been linked to franchisor competence, that is, a trusting belief in franchisor competence or competence-based trust (Dickey et al., 2007). Brand trust has major implications from a marketing perspective. For instance, since brands can be humanized, the relationship formation (based on trust) between the brand and the consumer entails the brand possessing unique characteristics compared with rival brands (Blackston, 1992). There are also implications for brand value from brand trust, as it reduces corporate and personal risk (Delgado & Munuera, 2005), resulting in the accrual of a positive effect, thereby giving a firm the reputation of a trustworthy partner in its trading network (Davis & Mentzer, 2008).

Similar to brand trust, *brand commitment* is also important for successful long-term B2B relationships as it allows partners to preserve the relationship, avoid switching behavior, and minimizes risk perceptions (Dwyer et al., 1987). Brand commitment refers to consumers' ultimate relationship disposition such as beliefs, attitudes, behaviors toward a brand, and their relationship with that brand (Chaudhuri & Holbrook, 2001). Brand commitment in B2B marketing is usually conceptualized as a bi-dimensional construct composed of behavioral and attitudinal dimensions (Tuškej et al., 2013). The behavioral facet relates to brand loyalty in terms of repeat purchases, whereas attitudinal reflects consumer's psychological attachment to the brand (Tuškej et al., 2013). Attitudinal commitment is also a bi-dimensional construct that comprises calculative and affective commitment (Gilliland & Bello, 2002). Affective commitment is central to our study as it reflects socio-psychological attachment to a B2B partner based on loyalty, identification, and affiliation (Gilliland & Bello, 2002).

Thus, we conceptualize BRQ as a higher-order construct composed of brand trust and brand commitment that can engender BCB which in turn leads to FBBE, as discussed below.

2.5. BCB

Extant literature has examined the concept of BCB from different, yet converging, viewpoints. For instance, brand extra-role behaviors can be described as "…proactive behaviors on the part of a salesperson that are outside the scope of the job description but that contribute to the viability and vitality of the brand" (Hughes & Ahearne, 2010, p.86). Other scholars conceptualize BCB as employees' discretionary activities that go beyond prescribed roles that benefit the corporate brand (Morhart, Herzog, & Tomczak, 2009). In line with Burmann, Zeplin, and Riley (2009), we define BCB as an aggregate construct that describes voluntary generic behavior that enhances brand identity: such as brand consideration, brand enthusiasm, sportsmanship, helping behavior, brand endorsement, self-development, and brand advancement. While such extra-role behaviors have been attributed to other positive outcomes such as enhancing competitive intelligence, in this study we specifically focus on its influence on franchise brand equity. Consistent with the IBBM viewpoint, we posit that franchisees that identify with the franchise brand can undertake positive BCB that can contribute to brand equity. We operationalize BCB as a franchisee's willingness, based on their identification with the franchise brand, to exert extra effort to serve end-customers and other stakeholders as well as help the franchisor achieve brand goals.

Prior B2B research has identified BCB as comprising; willingness for further development, willingness to help, and brand enthusiasm (Burmann, Zeplin, et al., 2009). Building on this prior research, we propose BCB to be a higher-order construct composed of brand endorsement, helping behavior, and brand enthusiasm. We suggest that brand endorsement is more crucial to franchise markets than willingness for further development, as positive word of mouth plays a major role in such highly competitive markets (Tuškej et al., 2013).

Brand endorsement involves recommending the brand to others, such as customers, friends, and family. Staff members that identify with the organization tend to advocate the brand to others; often recommend its products; defend it from criticism, and encourage others to focus on the brand (Hughes & Ahearne, 2010; Morhart et al., 2009). Prior research suggests a direct link between identification, commitment, and positive word of mouth (Brown, Barry, Dacin, & Gunst, 2005). *Helping behavior* entails positive attitudes, friendliness, helpfulness, and empathy toward internal and external customers. Helping behavior includes franchisees taking responsibility beyond their contract to promote positive perceptions of the franchise brand to stakeholders. Such behavior includes following up on customer complaints and taking corrective action, reporting or confronting colleagues for behavior that is detrimental to the brand or reporting rival initiatives that threaten the brand's competitive position. *Brand enthusiasm* involves taking extra initiatives, such as local marketing through charity events and sponsorships (Johnson & Rapp, 2010). The expression of brand enthusiasm by individuals may include passing on brand-related customer feedback, which in turn supports decisions that create a high quality brand (Morhart et al., 2009).

Relational-based practices (such as BRM) promote goal alignment between franchisees and franchisors leading to enhanced brand consistency and overall franchise value (Davies, Lassar, Manolis, et al., 2011). For instance, the ability of the franchisor to provide adequate information contributes to the franchisees' levels of satisfaction and cooperation (Dant & Nasr, 1998). Consequently, effective conflict resolution is crucial for the success of the relationship since it enhances franchisees' satisfaction, trust and commitment that can promote positive prosocial behaviors (Strutton, Pelton, & Lumpkin, 1993). Moreover, business partners with stronger personal attachments are more willing and committed to maintain the relationship than those without (Wilson, 1995), which can promote extra-role behavior. Similarly, in B2B markets, a retailer's positive attitude toward a manufacturer's brand is likely to result in functional behavior that can enhance brand equity (Glynn, 2010). Thus, given that franchisees play a crucial role in building and managing the brand, franchisors that engage in brand building activities are likely to promote franchisees' positive behavior and attitudes toward the franchise brand. Thus, we hypothesize that:

H1. BRQ is positively related to BCB.

2.6. Effects of BCB on FBBE dimensions

2.6.1. BCB and franchisee-perceived relationship value

As the success of the franchise system depends on profitable relationships, franchisors need to understand factors that enhance franchisees' value perception of the franchise brand (Blut, Backhaus, Heussler, et al., 2010). It can be deduced that franchisees' evaluations of the support provided by franchisors also influences their attitudes toward the franchisor–franchisee relationship. Thus, understanding the drivers of value creation in franchised B2B relationships can enhance the performance of both franchisees and franchisors. Previous research shows that the rate at which franchise relationships evolve depend on how each partner perceives the value of that relationship (Grünhagen & Dorsch, 2003). Additionally, franchisees' behavior toward the franchise brand has implications for brand equity, since the extra effort exerted by franchisees is crucial in achieving brand-related goals (Kimpakorn & Tocquer, 2008; Nyadzayo et al., 2011). Thus, extra-role behavior can promote value alignment, shared values, and relational bonds thereby empowering each party to make better-informed decisions that enhance payoffs to the individual and promote joint value creation (Maxham & Netemeyer, 2003). We therefore hypothesize that:

H2a. BCB is positively related to franchisee-perceived relationship value.

2.6.2. BCB and franchisee-perceived brand image

Prior research attests that B2B marketers can accrue the same benefits as B2C marketers by investing in building strong brand image among all stakeholders (Bendixen et al., 2004). When franchisees feel good about their association with a brand that has strong image, this can result in them influencing how other stakeholders view the franchise brand. According to Vallaster and de Chernatony (2006), brand consistent behavior is critical for the development of a coherent brand image, and is considered one of the crucial success factors in corporate brand management. Retailers' behavior during service delivery influences the value that is created by brand image as consumers usually evaluate retailers based on the brands they sell (Baldauf et al., 2009). Thus, franchisees that exhibit BCB are likely to create more value and positively influence franchise brand image. Hence, we anticipate that:

H2b. BCB is positively related to franchisee-perceived brand image.

2.6.3. BCB and franchisee-perceived brand loyalty

Brand loyalty has been conceptualized as a measure of brand equity that reflects a consumer's level of attachment to a brand (Aaker, 1991). The benefits of being loyal to a brand are explained in terms of profitability, as customers are more willing to pay premium prices when they perceive unique value in a brand compared to other brands (Chaudhuri & Holbrook, 2001). Existing research shows the importance of managing brand consistent employee behavior as this enhances brand benefits such as brand loyalty and brand equity (Burmann, Jost-Benz, et al., 2009). Baumgarth and Schmidt (2010) also found that the internal workforce that exhibit brand-supportive behavior fosters a strong B2B brand or internal brand equity. Given that brand endorsers are more likely to forgive negative experiences and support the organization through good or bad times (Johnson & Rapp, 2010); we expect franchisees that exhibit BCB to remain loyal to the franchise brand. Consequently, we expect BCB to mediate the link between BRQ and FBBE. Research indicates that brand identification enhances brand extra-role behavior that ultimately contributes to the viability of the brand (Hughes & Ahearne, 2010). Hence, we make the following hypotheses:

H2c. BCB is positively related to franchisee-perceived brand loyalty.

H3. BCB positively mediates the relationship between BRQ and (a) franchisee-perceived relationship value, (b) franchisee-perceived brand image, and (c) franchisee-perceived brand loyalty.

2.7. Moderating effects of franchisor competence and relationship duration

Key factors that engender FBBE might depend on other variables that surround franchise relationship contexts. Thus, in this study, two variables namely franchisor competence and franchisor–franchisee relationship duration are both expected to moderate the mediating effect of BCB on the link between BRQ and FBBE.

Franchisor competence is important in promoting franchisees' identification with the franchise brand, as franchisors' business skills can facilitate the success of the franchise firm (Prince, Manolis, & Tratner, 2009). Franchisor competencies that can enhance the success of franchise businesses include operational capabilities, technological skills, innovativeness, delivery, and customer responsiveness (Joseph, 1990). Conversely, franchisor incompetence can expose the franchise system to risks through inadequate capitalization, poorly conceived advertising and promotional programs, and non-compliance problems (Dickey et al., 2007). Franchisor incompetence can also lead to a zero-sum game that can inhibit relationship growth thereby leading to franchisee dissatisfaction (Prince et al., 2009).

Previous research in franchising has identified competence and integrity as precursors to trustworthiness (Dickey et al., 2007). In essence, franchisor competence is a prerequisite of relational variables such as franchisee trust that yield cooperative behavior thereby fostering healthy franchise systems and reputable brand names (Davies et al., 2011). Also, competent leaders are an important source of trust, confidence, security, satisfaction and other positive outcomes that enhance relationship performance (Dickey et al., 2007). Particularly, competent franchisors play a crucial role in promoting closely integrated and well-coordinated ties in franchise relationships, thereby promoting more cooperative behavior and relationship satisfaction (Davies et al., 2011; Joseph, 1990). Franchisor competence is likely to promote franchisee confidence, trust in the franchisor, reduce conflict, and facilitate long-term relationship development (Harmon & Griffiths, 2008; Hopkinson & Hogarth-Scott, 1999), thereby leading to increased brand equity (Samu et al., 2012). Thus, as two parties develop strong links, there is a likelihood that skills and expertise will be transferred from franchisors to franchisees and vice versa, so that each party takes advantage of learning from the domains in which other partners are highly competent, thereby reinforcing relational exchanges (Rulke & Rau, 2000). We therefore suggest that brand building efforts centralized on managing brand relationships per se are insufficient in enhancing BCB and FBBE. Hence, we propose that the indirect effect of BRQ on FBBE via BCB is stronger at higher franchisor competence levels. Thus, we specify a moderated mediation relationship and hypothesize that:

H4. The positive and indirect effect of BRQ on FBBE via BCB is stronger when franchisor competence is high. Specifically, BCB will strongly mediate this indirect effect at higher levels of franchisor competence than at lower levels.

Please cite this article as: Nyadzayo, M.W., et al., Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior, *Industrial Marketing Management* (2015), http://dx.doi.org/10.1016/j.indmarman.2015.07.008

Franchisor-franchisee relationship duration refers to the length of time of the franchisee's tenure as an owner of a franchise firm with a specific franchisor (Dickey et al., 2007). Relationship duration has been discussed as a moderating variable in prior studies (e.g., Athanasopoulou, 2009; Bordonaba-Juste & Polo-Redondo, 2008; Davis & Mentzer, 2008). While prior research provides divergent views on the direction of the moderation effect, generally, long-term relationships are viewed as more profitable than short-term ones (Dickey et al., 2007). Conversely, researchers also point to the dark side of long relationships which can be marred by increased opportunistic behavior and loss of objectivity (Grayson & Ambler, 1999). Thus, it is crucial for franchise managers to understand how duration affects relationship quality so that they can devise appropriate relationship management strategies that fit the age of the relationship (Davis & Mentzer, 2008).

In this study, we propose that with time, franchisees come to a better understanding of the franchise system, competence increases, adjustments are made, resulting in a better franchisor–franchisee relationship fit. Dant and Nasr (1998) found that longer franchise relationships provide more security to both parties regarding relationship continuation. Relationship duration has a positive influence on trust, commitment, and satisfaction (Davis & Mentzer, 2008). In long-term relationships parties have the opportunity to learn from past experiences, thereby informing future conflict handling strategies that promote stable relationships (Mellewigt, Ehrmann, & Decker, 2011). As franchisees in long-term relationships gain more experience, increased confidence, and trust that fosters commitment (Davis & Mentzer, 2008), we therefore expect the effect of BRQ on BCB that in turn impacts FBBE, to vary with franchisor–franchisee relationship duration. Thus:

H5. The positive and indirect effects of BRQ on FBBE via BCB are stronger in longer than in shorter franchise relationships. Specifically, BCB will more strongly mediate this indirect effect in long-term relationships than in short-term relationships.

3. Methodology

3.1. Sampling procedures

Survey data were collected from franchise owners (that is, franchisees) in Australia. The sampling frame was built from syndicated databases, franchise websites, and franchise magazines. To ensure generalizability, the sampling frame included 2200 franchisees from various industries consisting of 123 different franchise brands. Stratified random sampling based on industry category and geographic location was then used to draw the sample to ensure that the identified groups were proportionally represented.

A mixed-mode design combining online and mail surveys, was used to collect data as this procedure can help to maximize response rates and reduce costs (Deutskens, de Ruyter, & Wetzels, 2006). To ensure validity, the questionnaire was pretested on 25 franchisees to ensure that the questions would elicit appropriate responses, reduce ambiguous wording and errors. A survey package consisting of an explanatory statement (detailing the purpose of the study and assuring confidentiality and anonymity), the questionnaire, and a pre-paid return envelope was posted to 922 randomly selected franchisees. Additionally, 1278 email addresses were randomly generated from the list and an online questionnaire and an explanatory statement were emailed to the respondents. A total of 363 responses (135 mail and 228 online) were received. Eleven (11) mail responses were unusable due to excessive missing data. Due to its forced response nature there were no missing data from the online survey responses. The 352 usable responses received resulted in response rates of 14.6% (mail) and 17.8% (online), which compare favorably to other B2B online studies (e.g. Zaichkowsky, Parlee, & Hill, 2010).

To check for non-response bias, we contacted a random sample of 30 non-respondents via email and asked them to respond to non-demographic questions. The t-tests of group means showed no significant differences between respondents and non-respondents. Thus, it was assumed that non-response bias was not a problem in this study. Next, we compared online and mail survey responses in terms of accuracy, representativeness, and bias (Deutskens et al., 2006), using the distribution of responses (e.g., means). The results showed no statistically significant variances between online and mail responses.

On average, 86% of the respondents were above 35 years of age and (70%) were males. About 25% of the respondents had a tertiary qualification, while most respondents had either a high school or diploma qualification. Most respondents (53%) had more than five years franchising experience and about 49% indicated that they had been working with their current franchisor for five to ten years, and about 7% had been in the relationship for over 20 years. Table 1 shows the characteristics of the franchise organizations.

3.2. Measurement development

Analyses were conducted at the firm level, with franchisees as key informants, and reflective measures were used to capture franchising phenomena. All measures were adapted from past research and most (excluding franchisor–franchisee relationship duration) were Likert-type scales anchored at 1 = strongly disagree to 7 = strongly agree (see Appendix 1).

We operationalized BRQ as a higher-order construct composed of brand trust and brand commitment. To measure brand trust four measures assessing both reliability and intentions were adapted from Delgado and Munuera (2005) and Han and Sung (2008). Brand commitment was assessed using five items adapted from Kimpakorn and Tocquer (2008). These measures helped to capture franchisees' behavioral and attitudinal dimensions of commitment to the franchise brand.

BCB was measured as a higher-order construct composed of brand endorsement, helping behavior, and brand enthusiasm. Overall, 12 measurement items adapted from Johnson and Rapp (2010), and Lee and Allen (2002) were used to assess BCB. These measures required franchisees to rate the extent to which they engage in brand-

Table 1
Characteristics of participant organizations.

Variable		%
Franchise type	Retail	13.4
	Automotive	4.5
	Coffee	7.1
	Fast-food	9.7
	Food and beverage	6.3
	Building & utilities	2.8
	Computer & internet	2.3
	Mobile	3.4
	Furniture & homeware	3.1
	Office supplies	2.6
	Home-based	2.3
	Real estate & property	3.4
	Accounting services	4.3
	Business services	6.8
	Cleaning	3.1
	Sports & fitness	2.8
	Advisory & professional services	7.4
	Health & beauty	2.8
	Financial services	11.9
Number of part-time employees	<10	84.4
	10–20	8.5
	>21	7.2
Full-time employees	<10	85.8
	10–20	9.4
	>21	4.8
Value of franchise unit (AUD$).	Low (<300 k)	52
	High (>300 k)	48

Please cite this article as: Nyadzayo, M.W., et al., Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior, *Industrial Marketing Management* (2015), http://dx.doi.org/10.1016/j.indmarman.2015.07.008

supportive activities that are outside their contract but promote the identity of the franchise brand.

As discussed earlier, FBBE was operationalized as a three-dimensional construct composed of franchisee-perceived relationship value, franchisee-perceived brand image and franchisee-perceived brand loyalty. To measure franchisee-perceived relationship value a five-item measurement scale was adapted from Eggert, Ulaga, and Schultz (2006). We adopted the concept of relationship value as a dyadic function in terms of both tangible and intangible economic benefits based on franchisees' perspective. Franchisee-perceived brand image was assessed using five measures adapted from Yoo and Donthu (2001) that captured franchisees' associations with the brand. Franchisee-perceived brand loyalty was operationalized at firm level to capture the extent to which franchisees are behaviorally and attitudinally attached to the franchise brand. Five items from Pappu and Quester (2006)'s work were adapted to measure franchisee-perceived brand loyalty.

To measure franchisor competence, we adopted an operational approach to assess franchisees' perceptions of their franchisor's competence in performing the stipulated tasks. We measured franchisor competence as a first-order construct using six items adapted from Dickey et al. (2007) and Han and Sung (2008). Finally, franchisor–franchisee relationship duration was measured by a one-item scale from Bordonaba-Juste and Polo-Redondo (2008) assessing how long franchisees have been working with their franchisors.

3.3. Analyses and measurement models

Appendix 1 provides factor loadings and composite reliability for each variable. Factor loadings assess item reliability and loadings of .50 or more suggest adequate item reliability (Hair, Black, Babin, & Anderson, 2010). The composite reliabilities of the measurement scales ranged between .79 and .96, well above the recommended cut-off value of .70, in support of convergent validity (Hair et al., 2010). Table 2 shows the mean, standard deviation, and correlation of all study variables. Mean values indicate that most measures are generally above average, while revealing evidence of relatively low correlations among independent variables showing that multicollinearity was not a concern (Hair et al., 2010). Discriminant validity was assessed by comparing amount of variance extracted (AVE) estimates for each construct with the squared inter-construct correlations (Hair et al., 2010). The AVE estimates for each construct (all > .50) were greater than the squared correlation coefficient of the respective paired constructs, supporting discriminant validity (Bagozzi & Yi, 2012).

After conducting preliminary tests, we performed confirmatory factor analysis (CFA) using AMOS 20. An overall measurement model was computed with all items aggregated into a priori conceptualized constructs (see Appendix 1). This helped to address the adequacy of observed variables for measuring each construct by providing indications of overall model fit (Hair et al., 2010). The CFA model fit was acceptable ($\chi^2_{148} = 283.23$, $\chi^2/df = 1.91$, $p < .001$, Goodness-of-Fit Index (GFI) = .92, Normed Fit Index (NFI) = .96, Confirmatory Fit Index (CFI) = .98, Tucker-Lewis Index (TLI) = .98, Root Mean Square Error of Approximation (RMSEA) = .05), in support of construct validity.

To counter common method variance (CMV) problems that can arise from using data from the same source (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), both procedural remedies and ex ante approaches were used. First, during questionnaire design each measurement item was systematically examined to reduce ambiguity and vagueness, terms that were unfamiliar to the key informants were excluded and some questions were reverse-coded (Malhotra, Kim, & Patil, 2006; Podsakoff et al., 2003). Second, during questionnaire administration, respondents were verbally assured of anonymity and confidentiality of the study in the explanatory statement provided. Additionally, key informants were informed that there were no right or wrong answers, and were requested to respond to the questionnaire as honestly as possible to minimize CMV. Third, during questionnaire design, a marker variable that was theoretically unrelated to the other study variables was included. Post hoc CMV was then assessed by comparing the adjusted correlations after controlling for the lowest and second lowest correlations in the correlation matrix. The correlations of the marker variable with other constructs were relatively low and remained statistically significant after adjusting for CMV, suggesting that the study results cannot be accounted for by CMV (Malhotra et al., 2006). Finally, while various efforts were made to assess CMV, we could also assume that CMV may not be a major issue in our study as research suggests that the specification of complex regression models that include mediated, interaction, and other non-linear effects as the one used in this study minimizes CMV, since respondents are unlikely to use cognitive maps to visualize such relationships (see Harrison, McLaughlin, and Coalter (1996); Podsakoff et al. (2003)).

4. Data analysis and results

We tested the research hypotheses specified in Fig. 1 in two interlinked steps. First, we examined the direct relationships (H1, and H2a–c) and simple mediation effects (H3a–c). We then incorporated the proposed moderators into the conceptual model to test the moderated mediation hypotheses (H4 and H5).

4.1. Results of direct and mediating effects

To test direct effects between BRQ, BCB, and FBBE, we performed structural equation modeling (SEM) using AMOS 20. SEM provides a broad and integrative approach in dealing with multiple relationships while accounting for statistical efficiency (Bagozzi & Yi, 2012). The structural model demonstrated acceptable model fit ($\chi^2_{151} = 292.26$, $\chi^2/df = 1.94$, $p < .001$, GFI = .92, NFI = .96, TLI = .97, CFI = .98,

Table 2
Descriptive statistics and inter-construct correlations.

Constructs	1	2	3	4	5	6	7	8	9	10
1. Brand commitment	1									
2. Brand trust	−.23**	1								
3. Brand enthusiasm	−.01	.43**	1							
4. Brand endorsement	−.21**	.77**	.62**	1						
5. Helping behavior	−.07	.49**	.66**	.65**	1					
6. Relationship value	−.32**	.76**	.35**	.66**	.36**	1				
7. Brand image	−.18**	.80**	.43**	.69**	.47**	.74**	1			
8. Brand loyalty	−.25**	.77**	.45**	.71**	.48**	.74**	.67**	1		
9. Franchisor competence	−.24**	.68**	.25**	.59**	.32**	.76**	.62**	.57**	1	
10. Relationship duration	−.01	.07	.06	.06	.01	.13*	.08	.06	.13*	1
Mean	3.90	5.46	5.81	5.54	6.04	4.41	5.37	4.97	4.85	2.23
Standard deviation	1.34	1.26	.95	1.04	.82	1.64	1.25	1.51	1.64	.85
AVE	.59	.69	.59	.75	.68	.69	.53	.59	.82	–

Note: Two-tailed tests significant at $^{*}p < .05$. $^{**}p < .01$, AVE = average variance extracted.

Table 3
Results for direct relationships.

H	Direct relationships	β	SE	*t*	Conclusion
H1	BRQ → BCB	.98	.06	12.60***	Supported
H2a	BCB → FPRV	.86	.09	17.43***	Supported
H2b	BCB → FPBI	.95	.08	17.70***	Supported
H2c	BCB → FPBL	.89	.08	17.98***	Supported

Significant at ***$p < .001$.
Note: BRQ = brand relationship quality, BCB = brand citizenship behavior, FPRV = franchisee-perceived relationship value, FPBI = franchisee-perceived brand image, FPBL = franchisee-perceived brand loyalty.

RMSEA = .05). The results for H1 and H2 and the mediation results for H3 are shown in Tables 3 and 4, respectively.

As shown in Table 3, the results support H1 that predicted a positive relationship between BRQ and BCB (β = .98, t = 12.56). The link between BCB and franchisee-perceived relationship value was positive and statistically significant (β = .86, t = 17.43), in support of H2a. Further, positive significant effects also emerged between BCB and franchisee-perceived brand image (β = .95, t = 17.70), thus we accepted H2b. Finally, BCB had a positive influence on franchisee-perceived brand loyalty (β = .89, t = 17.98), supporting H2c. Overall, the results confirmed the relationship between BCB and FBBE (H2).

Next, we tested for mediation using non-parametric bootstrapping that helps to circumvent statistical power problems caused by asymmetric and non-normal sampling distributions of indirect effects (Zhao, Lynch, & Chen, 2010). We specified 5000 bootstrapping iterations at 95% confidence intervals to estimate direct, indirect, and total effects (Preacher & Hayes, 2008). The results are shown in Table 4. In support of H3, we found positive indirect effects of BRQ via BCB on (a) franchisee-perceived relationship value (β = .23, t = 10.95); (b) franchisee-perceived brand image (β = .17, t = 16.34); and (c) franchisee-perceived brand loyalty (β = .30, t = 13.40). This is because the 95% bootstrap CIs (lower and upper) for all indirect effects did not contain zero (see Table 4).

4.2. Alternative models: testing other direct and indirect effects

Since the main aim of the current study was to examine the role played by BRQ and BCB in influencing FBBE, it is imperative to disentangle other potential direct versus indirect effects to verify their interrelationships and model fit. Thus, two alternative models were tested. First, we specified a non-mediated model including only the direct effects of BRQ and BCB on the three FBBE dimensions. The resulted model failed to show acceptable model fit ($\chi^2_{164} = 990.88$, $\chi^2/df = 6.04$, $p < .001$, GFI = .79, NFI = .87, TLI = .87, CFI = .89, RMSEA = .12). Further, a non-significant positive relationship was found between BCB and franchisee-perceived relationship value (β = .06, t = 1.48). In the second model, we included the mediating effect of BCB on the relationship between BRQ and FBBE, but this time we treated FBBE as a summated scale. Despite showing better model fit when compared to the other alternative model, this model's fit was still poorer ($\chi^2_{162} = 708.39$, $\chi^2/df = 4.37$, $p < .001$, GFI = .82, NFI = .91, TLI = .91, CFI = .93, RMSEA = .10) when compared to the proposed model shown in Fig. 1. Thus, we concluded that BRQ influences each of the three dimensions of FBBE indirectly through BCB.

Table 4
Regression results for simple mediation tests.

Hypothesized mediated relationship		β	*t*	SE	Bootstrapping Percentile 95% CI		Conclusion
					Lower	Upper	
H3a	BRQ → BCB → FPRV	.23	10.95***	.07	.10	.36	Supported
H3b	BRQ → BCB → FPBI	.17	16.34***	.04	.09	.26	Supported
H3c	BRQ → BCB → FPBL	.30	13.40***	.07	.17	.45	Supported

Significant at ***$p < .001$, **$p < .01$, *$p < .05$, CI = confidence interval.
Note: BRQ = brand relationship quality, BCB = brand citizenship behavior, FPRV = franchisee-perceived relationship value, FPBI = franchisee-perceived brand image, FPBL = franchisee-perceived brand loyalty.

4.3. Moderated mediation results

To test for moderated mediation effects (H4 and H5), we employed a computational procedure for SPSS using PROCESS (see Hayes (2013)). This tool not only implements moderation or mediation analysis but also their combination in an integrated conditional moderated mediation or mediated moderation model and can ascertain the significance of the interaction effects at different values of the moderator (Hayes, 2013). In this study, we specify a moderated mediation model such that the path *X* (BRQ) to *M* (BCB), which constitute the indirect effect of *X* on *Y* (FBBE), will vary across the levels of the moderator variables *Z* (franchisor competence and franchisor–franchisee relationship duration) (Edwards & Lambert, 2007). The results of the moderated mediation tests are shown in Table 5.

The mediation analysis provided evidence of positive indirect effects of BRQ through BCB that in turn were positively associated with FBBE (see Table 4) suggesting that the mediation is moderated. As shown in Table 5, the indirect effects of BRQ on FBBE through BCB are stronger when franchisor competence is high (β = .06, t = 1.94). Moreover, a positive relationship between BCB and an aggregated FBBE construct is established (β = .37, t = 5.71) providing support for H4. However, H5 was rejected (β = .06, t = 1.20) indicating that the effect of BRQ via BCB on FBBE does not change with relationship duration.

Given that franchisor competence emerged as a moderator of the link between BRQ, BCB, and FBBE (supporting H4), we examined whether the nature of this interaction conforms to its hypothesized pattern. Thus, we employed simple slope analysis to derive the coefficients of focal predictors when franchisor competence equaled the mean; one standard deviation below the mean (−1SD, *low*); and one standard deviation above the mean (+1SD, *high*). The results in Table 5 and Fig. 2 show that at higher levels of franchisor competence (mean = 5.93, boot effect = .28, boot SE = .09), the effects of BRQ (via BCB) on FBBE increase at a relatively steady rate, compared to when franchisor competence is low (mean = 3.29, boot effect = .09, boot SE = .06). As can be seen in Fig. 2, the slope of the indirect and positive effect is steeper at higher levels of franchisor competence than at lower levels.

5. Discussion

As business markets continue to experience the intense pressures of globalization, commoditization, and growing consumer power, B2B firms are increasingly seeking to enhance their competitiveness through brand management (Keränen et al., 2012). Yet, extant literature on B2B branding remains fragmented indicating the need for more empirical work in the area (Keränen et al., 2012; Kuhn et al., 2008). In particular, limited empirical research addresses the role of B2B branding in franchising. Thus, to address this gap we examined the effects of BRQ on FBBE dimensions mediated by BCB. Further, we investigated if this mediated relationship is moderated by franchisor competence and relationship duration.

The results indicate that effective management of brand relationships enhances BCB, which helps to align franchisees' brand identity and motivate them to become more involved with the franchise branding strategy, thereby enhancing FBBE. The main finding of our study is that BCB mediates the link between BRQ and FBBE. That is, the effect of BRQ on the dimensions of FBBE was relatively higher when franchisees engage in functional BCB. Also, the effect of BRQ on FBBE via BCB was found to be relatively stronger when franchisors exhibited higher competence. This is in line with prior research that shows that franchisor competence is a prerequisite of relational factors such as trust that

Please cite this article as: Nyadzayo, M.W., et al., Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior, *Industrial Marketing Management* (2015), http://dx.doi.org/10.1016/j.indmarman.2015.07.008

Table 5
Conditional indirect effects of BRQ on FBBE through BCB at specific levels of franchisor competence and relationship duration.

H.	Y	Interactions	β	SE	t	Conclusion
H4	BCB	Constant	3.76	.58	6.48***	Supported
		BRQ (F)	.36	.13	2.81**	
		Franchisor competence (W)	.21	.14	.133(ns)	
		$F \times W$	.06	.03	1.94*	
	FBBE	Constant	−2.41	.30	−8.03***	
		BCB	.37	.07	5.71***	
		BRQ	1.06	.06	16.58***	
H5	BCB	Constant	3.26	.53	6.16***	Not supported
		BRQ (F)	.51	.11	4.62***	
		Relationship duration (W)	.25	.23	1.12(ns)	
		$F \times W$	.06	.05	1.20(ns)	

				Bootstrapping percentile 95% CIs	
Moderator	$M \pm 1$ SD	Boot effect	Boot SE	Lower CI	Upper CI
Franchisor competence	Low: −1SD (3.29)	.09	.06	−.02	.20
	Moderate: M (4.61)	.18	.06	.07	.30
	High: +1SD (5.93)	.28	.09	.13	.47

***$p < .001$, **$p < .01$, *$p < .10$, ns = not significant.
Notes: FBBE = franchisee-based brand equity, M = mean; CI = confidence interval. Y = outcome variable, F = focal predictor, W = moderator variable.

are likely to foster cooperative behavior that can promote healthy and reputable franchise brands (Davies et al., 2011).

However, it was surprising that the mediating effect of BCB on the BRQ–FBBE link was not found to vary with relationship duration. Thus, despite prior research purporting that brand outcomes increase with relationship growth (Mellewigt et al., 2011), our results suggest that 'age is nothing but a number' and regardless of relationship duration, franchisors need to keep track of the franchisor–franchisee relationship lifecycle and always manage BRQ effectively. Similarly, Davis and Mentzer (2008) pointed to the need for managers to understand how the impact of relational resources varies with relationship stages, so that they can develop relationship management strategies that suit every stage of the relationship.

Our findings established a positive association between BRQ and BCB suggesting that well-managed franchise relationships lead to franchisees developing a strong attachment to the brand, that engenders positive BCB and motivates franchisees to 'go the extra mile' in supporting the franchise brand. This is in line with prior research that shows the importance of strong brand attachment in enhancing one's willingness to use personal resources and engage in selfless behaviors that promote and maintain brand relationships (Park, MacInnis, Priester, et al., 2010). Moreover, a positive link between BCB and FBBE also emerged, suggesting that franchisees that exhibit positive BCB can enhance FBBE.

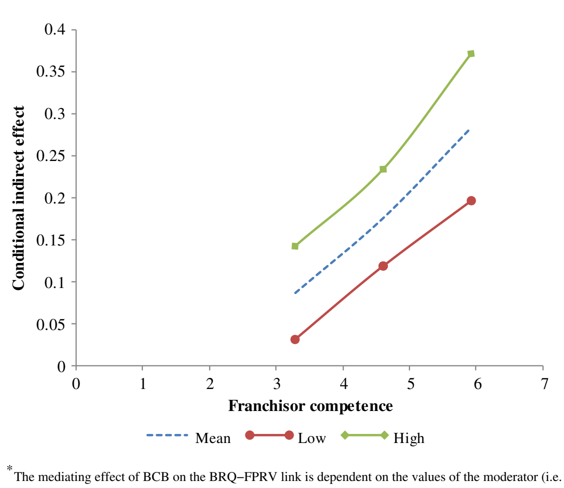

Fig. 2. Conditional indirect effects of BCB on the BRQ—FBBE link at specific levels of franchisor competence.

Vallaster and de Chernatony (2006) found brand-consistent behavior to be a key success factor in B2B brand management that is crucial in ensuring a coherent brand image. Overall, our study acknowledges that franchisee extra-role behavior toward the brand is crucial in enhancing franchise brand equity.

5.1. Theoretical implications

While extensive empirical work has focused on the nature and structure of franchise relationships, the role of behavioral factors in franchising is not well understood. There are recent calls for more B2B scholars to apply behavioral theory given the shortcomings of economic theory to capture business realities in B2B markets (Hadjikhani & LaPlaca, 2013) as well as franchising markets (Lawrence & Kaufmann, 2011; Zachary et al., 2011). Hence, we responded to the above calls by integrating SET and the IBBM view to provide insights on the determinants of FBBE. This integrative approach has been advocated in B2B literature (Dant et al., 2011). We also extend the IBBM view to industrial marketing by indicating how BRM practices can lead to brand identification that can engender positive behavioral outcomes, such as BCB, which in turn enhances FBBE.

Second, brand management in franchising remains a 'problem child' that presents unresolved complexities to both scholars and practitioners (Pitt et al., 2003). This study addresses this theoretical gap by proposing an empirically tested model that explains the role of brand relationships in promoting BCB and FBBE. Third, our study extends the concept of brand relationships that has dominated B2C markets but still remains underexplored in B2B markets. Fourth, given that one of the major methodological issues impeding the development of B2B branding theory is the focus on single industries (Keränen et al., 2012), we tested the FBBE model using multiple industries, thereby facilitating the generalizability of the results. Finally, as aforementioned, past research is replete with B2C brand equity models compared to B2B markets, thus we extend the investigation of B2B brand equity by empirically testing and advancing the FBBE model.

5.2. Managerial implications

Our study has several implications for B2B practitioners, particularly those in franchising. First, perhaps the most important implication relates to the role of BRQ in B2B brand building. This is because adverse emotions and feelings toward a brand can negatively influence franchise relationships, thereby inhibiting cooperation, trust, mutual understanding and might even lead to relationship termination. Hence,

Please cite this article as: Nyadzayo, M.W., et al., Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior, *Industrial Marketing Management* (2015), http://dx.doi.org/10.1016/j.indmarman.2015.07.008

franchisors should promote and maintain healthy relationships between franchisees and the franchise brand through effective execution of BRM practices. Second, our results highlight the important role played by franchisee BCB in engendering FBBE. Therefore, franchisors can reap benefits from creating an environment that encourages franchisees to engage in BCB through transparent, unconstrained structures, and equitable decision making. That is, since franchisees' motivation varies with the strategy employed by the franchisor, relationship benefits are also likely to vary based on the franchisor's strategies (Hopkinson & Hogarth-Scott, 1999).

Third, our study acknowledges the role played by franchisees in building the franchise brand. Research suggests that it is difficult to determine who makes the important brand decisions, since neither a franchisor nor its franchisees have complete control over brand building (Pitt et al., 2003). Well-coordinated and integrated brand management practices between franchisors and franchisees are crucial in enhancing FBBE. In particular, the study points to the need for franchisors to effectively implement strategies that strengthen brand relationships and empower franchisees to exhibit values congruent to the franchise brand.

Fourth, our results showed the importance of franchisor competence in strengthening the effect of BRQ on FBBE via BCB. Thus, franchisors should invest in structures that enhance their capabilities and build clear communication channels with franchisees to facilitate the transfer of competencies and cultivate competence-based trust that can reduce opportunistic behavior. Finally, we suggest that relationship duration should not be used to determine when and how resources are invested in managing brand relationships. In fact, B2B managers and franchisors need to be cognizant of the dark side of long-term relationships that may lead to opportunistic behaviors and goal misalignment. Thus, whether in short- or long-term relationships, BRQ is paramount in fostering BCB and FBBE. It is therefore important for franchisors to be able to identify when to take appropriate action, provide support, as well as to understand factors that promote BCB throughout the different stages of the franchisor–franchisee relationship.

5.3. Research limitations and directions for future research

Similar to any research, our study has some limitations. While we acknowledge the limitations that emerge in developing a new model, we believe that the proposed FBBE model provides a stepping stone to stimulate subsequent research on B2B and franchise branding. First, the model was tested using Australian-based data. While the results may be generalized to other countries and contexts due to the ubiquitous nature of the franchising model, the economy, geographical location, regulatory framework, and cultural make-up of Australia must be taken into consideration when interpreting results. Thus, future research could examine whether the way franchisees relate to brands and their outcomes may differ across countries, particularly, emerging markets could present a rich and interesting context.

Second, our operationalization of BRQ was conducted within franchised B2B exchanges and the non-equity, freedom-constrained nature of franchise alliances may not fully capture the concept of brand relationships as they would apply to non-franchised markets. Future research could explore other non-constrained principal–agent relationships such as employer–employee or manufacturer–retailer relationships. Third, as franchising is a constrained environment it can inhibit the expression of BCB, hence future research could explore other underlying mechanisms that might affect BCB in non-franchised B2B exchanges. Fourth, further research could examine other variables that can potentially moderate the effect of brand relationships on FBBE, such as franchisee competence, cultural effects, brand involvement levels, competition intensity, levels of centralization and decentralization, ethical issues, and other environmental variables.

Lastly, our conceptual model was developed using franchisees' perceptions and future research could combine interpretations from both franchisors and franchisees to develop a more comprehensive and robust franchise brand equity model. Additionally, to fully capture the entire spectrum of franchise brand equity, it might be worthwhile to incorporate other units of analysis such as employees, employee–managers, master or regional franchisees or even headquarters' staff to assess their contribution to franchise brand equity.

Acknowledgments

The authors would like to acknowledge the financial support provided by the Monash University Institute of Graduate Research (MIGR) and the Faculty of Business and Economics at Monash University. We are also extremely grateful to the Editor and the three anonymous reviewers for their constructive comments and suggestions.

Appendix 1. Latent construct variables' factor loadings and composite reliability

Construct: Items*	SFLs†	CR
Brand relationship quality		
Brand commitment		.87
I'm willing to put a great deal of effort, beyond what is expected, to help this brand succeed.	.57	
I'm proud to tell others that this is a great brand to be part of.	.69	
For me this is the best of all possible brands to be part of.	.85	
I regret I chose to work for this brand over others I was considering.*	.81	
It would take very little to cause me to leave this brand.*	.87	
Brand trust		.87
This brand has high integrity.	.76	
I feel secure with this brand because I know it will not let me down.	.84	
I feel confidence in this franchise's brand name.	.86	
Overall, I trust this franchise brand.	.78	
Brand citizenship behavior		
Brand enthusiasm		.82
Attend business events not required by my franchisor that promote the brand.	.79	
Keep abreast with developments in the brand.	.81	
Offer ideas to improve the brand.	.62	
Recommend this franchise brand to others.	.83	
Brand endorsement		.83
Defend the brand when other franchisees or people criticize it.	.72	
Support this brand through good and bad times.	.69	
Forgive negative experiences with this brand.	.75	
Recommend this franchise brand to others.	.83	
Helping behavior		.79
Wear this franchise's brands or logos on my clothes.	.56	
Promote this franchise brand in my local area.	.58	
Show genuine courtesy toward other franchisees, even under the most trying circumstances.	.83	
Share my resources to help other franchisees who have work–related problems.	.83	
Franchisee-based brand equity		
Franchisee-perceived relationship value		.96
The benefits I receive from my relationship with my franchisor outweigh the costs I incur.	.80	
Compared to alternative franchisors, my relationship with my franchisor is more valuable.	.84	
Compared to alternative franchisors, I gain more in my relationship with my franchisor.	.87	
Compared to alternative franchisors, I am confident my franchisor will help me reach my goals.	.82	
Overall, I receive high value from my relationship with the franchisor.	.82	
Franchisee-perceived brand image		.92
There are good reasons to work with this franchise brand instead of others.	.61	
This brand has personality.	.77	
This brand is interesting.	.75	
I can easily recognize this brand among other competing brands.	.84	
Overall, this brand provides good value for money.	.63	
Franchisee-perceived brand loyalty		.93
My relationship with this brand is one I intend to maintain indefinitely.	.72	
My relationship with this brand deserves my maximum effort to maintain.	.80	

Please cite this article as: Nyadzayo, M.W., et al., Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior, *Industrial Marketing Management* (2015), http://dx.doi.org/10.1016/j.indmarman.2015.07.008

Appendix 1 (*continued*)

Construct: Items*	SFLs†	CR
My relationship with this brand is something I would do almost anything to keep.	.79	
My relationship with this brand is one I care a great deal about long-term.	.82	
Overall, I am loyal to this brand.	.69	
Moderating variables		
Franchisor competence		.96
My franchisor shows high levels of expertise in his/her work.	.93	
My franchisor invests time and energy into research and development.	.86	
My franchisor tells me exactly when services will be performed.	.83	
My franchisor has the required skills necessary to run a successful franchise network.	.92	
Overall, my franchisor is capable and proficient.	.94	
Overall, my franchisor performs its work very well.	.96	
Franchisor–franchisee relationship duration		
Please indicate the number of years/months you have been working with this franchisor.	n/a	

* Reverse coded items, SFLs = standard factor loadings, CR = composite reliability.

References

Aaker, D. A. (1991). *Managing brand equity: capitalizing on the value of a brand name*. New York: The Free Press.

Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing Research*, *34*(3), 347–356.

Aggarwal, P. (2004). The effects of brand relationship norms on consumer attitudes and behavior. *The Journal of Consumer Research*, *31*(1), 87–101.

Athanasopoulou, P. (2009). Relationship quality: A critical literature review and research agenda. *European Journal of Marketing*, *43*(5), 583–610.

Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the Academy of Marketing Science*, *40*(1), 8–34.

Baldauf, A., Cravens, K. S., Diamantopoulos, A., & Zeugner-Roth, K. P. (2009). The impact of product–country image and marketing efforts on retailer-perceived brand equity: An empirical analysis. *Journal of Retailing*, *85*(4), 437–452.

Baumgarth, C., & Schmidt, M. (2010). How strong is the business-to-business brand in the workforce? An empirically-tested model of 'internal brand equity' in a business-to-business setting. *Industrial Marketing Management*, *39*(8), 1250–1260.

Bendixen, M., Bukasa, K. A., & Abratt, R. (2004). Brand equity in the business-to-business market. *Industrial Marketing Management*, *33*(5), 371–380.

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

Blut, M., Backhaus, C., Heussler, T., et al. (2010). What to expect after the honeymoon: Testing a lifecycle theory of franchise relationships. *Journal of Retailing*, *87*(3), 306–319.

Bordonaba-Juste, M., & Polo-Redondo, Y. (2008). Differences between short and long-term relationships: An empirical analysis in franchise systems. *Journal of Strategic Marketing*, *16*(4), 327–354.

Brown, T. J., Barry, T. E., Dacin, P. A., & Gunst, R. F. (2005). Spreading the word: Investigating antecedents of consumers' positive word-of-mouth intentions and behaviors in a retailing context. *Journal of the Academy of Marketing Science*, *33*, 123–138.

Broyles, S. A., Schumann, D. W., & Leingpibul, T. (2009). Examining brand equity antecedent/consequence relationships. *Journal of Marketing Theory and Practice*, *17*(2), 145–162.

Burmann, C., Jost-Benz, M., & Riley, N. (2009a). Towards an identity-based brand equity model. *Journal of Business Research*, *62*(3), 390–397.

Burmann, C., Zeplin, S., & Riley, N. (2009b). Key determinants of internal brand management success: An exploratory empirical analysis. *Journal of Brand Management*, *16*(4), 264–284.

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

Combs, J. G., Michael, S. C., & Castrogiovanni, G. J. (2004). Franchising: A review and avenues to greater theoretical diversity. *Journal of Management*, *30*, 907–931.

Dant, R. P., Grünhagen, M., & Windsperger, J. (2011). Franchising research frontiers for the twenty-first century. *Journal of Retailing*, *87*(3), 253–268.

Dant, R. P., & Nasr, N. I. (1998). Control techniques and upward flow of information in franchising in distant markets: Conceptualization and preliminary evidence. *Journal of Business Venturing*, *13*(1), 3–28.

Davies, M. A. P., Lassar, W., Manolis, C., et al. (2011). A model of trust and compliance in franchise relationships. *Journal of Business Venturing*, *26*(3), 321–340.

Davis, D. F., & Mentzer, J. T. (2008). Relational resources in interorganizational exchange: The effects of trade equity and brand equity. *Journal of Retailing*, *84*(4), 435–448.

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

Deutskens, E., de Ruyter, K., & Wetzels, M. (2006). An assessment of equivalence between online and mail surveys in service research. *Journal of Service Research*, *8*(4), 346–355.

Dickey, M. H., McKnight, D. H., & George, J. F. (2007). The role of trust in franchise organizations. *International Journal of Organizational Analysis*, *15*(3), 251–282.

Doherty, A., & Alexander, N. (2006). Power and control in international retail franchising. *European Journal of Marketing*, *40*(11/12), 1292–1316.

Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing buyer–seller relationships. *The Journal of Marketing*, *51*(2), 11–27.

Eggert, A., Ulaga, W., & Schultz, F. (2006). Value creation in the relationship life cycle: A quasi-longitudinal analysis. *Industrial Marketing Management*, *35*(1), 20–27.

Edwards, J. R., & Lambert, L. S. (2007). Methods for integrating moderation and mediation: A general analytical framework using moderated path analysis. *Psychological Methods*, *12*, 1–22.

Ewing, M. T. (2000). Brand and retailer loyalty: Past behavior and future intentions. *Journal of Product and Brand Management*, *9*(2), 120–127.

Farquhar, P. H. (1989). Managing brand equity. *Marketing Research*, *1*, 24–33.

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

Frazier, G. L., & Rody, R. C. (1991). The use of influence strategies in interfirm relationships in industrial product channels. *The Journal of Marketing*, *55*(1), 52–69.

Gilliland, D. I., & Bello, D. C. (2002). Two sides to attitudinal commitment: the effect of calculative and loyalty commitment on enforcement mechanisms in distribution channels. *Journal of the Academy of Marketing Science*, *30*(1), 24–43.

Glynn, M. S. (2010). The moderating effect of brand strength in manufacturer–reseller relationships. *Industrial Marketing Management*, *39*(8), 1226–1233.

Gordon, G. L., Calantone, R. J., & di Benedetto, A. C. (1993). Brand equity in the B2B sector: An exploratory study. *Journal of Product and Brand Management*, *2*(3), 4–16.

Grace, D., Weaven, S., Frazer, L., & Giddings, J. (2013). Examining the role of franchisee normative expectations in relationship evaluation. *Journal of Retailing*, *89*(2), 219–230.

Grayson, K., & Ambler, T. (1999). The dark side of long-term relationships in marketing services. *Journal of Marketing Research*, *36*(1), 132–141.

Grünhagen, M., & Dorsch, M. J. (2003). Does the franchisor provide value to franchisees? Past, current, and future value assessments of two franchisee types. *Journal of Small Business Management*, *41*, 366–384.

Hadjikhani, A., & LaPlaca, P. (2013). Development of B2B marketing theory. *Industrial Marketing Management*, *42*(3), 294–305.

Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective* (7th ed.). Upper Saddle River, New Jersey: Pearson Education, Inc.

Han, S. -L., & Sung, H. -S. (2008). Industrial brand value and relationship performance in business markets: A general structural equation model. *Industrial Marketing Management*, *37*, 807–818.

Harmon, T. R., & Griffiths, M. A. (2008). Franchisee perceived relationship value. *Journal of Business and Industrial Marketing*, *23*(4), 256–263.

Harrison, D. A., McLaughlin, M. E., & Coalter, T. M. (1996). Context, cognition, and common method variance: Psychometric verbal protocol evidence. *Organizational Behavior and Human Decision Processes*, *68*(3), 246–261.

Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York: The Guilford Press.

Hopkinson, G. C., & Hogarth-Scott, S. (1999). Franchise relationship quality: Micro-economic explanations. *European Journal of Marketing*, *33*(9/10), 827–843.

Hughes, D. E., & Ahearne, M. (2010). Energizing the reseller's sales force: The power of brand identification. *Journal of Marketing*, *74*, 81–96.

Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, *63*(8), 787–792.

Joseph, R. T. (1990). Do franchisors owe a duty of competence? *Business Lawyer*, *46*, 471.

Kapferer, J. -N. (2004). *The new strategic brand management: Creating and sustaining brand equity long term* (3rd ed.). London: Kogan Page.

Keller, K. L. (2003). *Strategic brand management: Building, measuring and managing brand equity*. Englewood Cliffs, NJ: Prentice-Hall.

Keränen, J., Piirainen, K. A., & Salminen, R. T. (2012). Systematic review on B2B branding: Research issues and avenues for future research. *Journal of Product & Brand Management*, *21*(6), 404–417.

Kidwell, R. E., Nygaard, A., & Silkoset, R. (2007). Antecedents and effects of free riding in the franchisor–franchisee relationship. *Journal of Business Venturing*, *22*, 522–544.

Kimpakorn, N., & Tocquer, G. (2008). Employees' commitment to brands in the service sector: Luxury hotel chains in Thailand. *Journal of Brand Management*, *8*(16), 532–544.

Kuhn, L. K., Alpert, F., & Pope, N. K. L. (2008). An application of Keller's brand equity model in a B2B context. *Quantitative Market Research*, *11*(1), 40–58.

Lawrence, B., & Kaufmann, P. J. (2011). Identity in franchise systems: The role of franchisee associations. *Journal of Retailing*, *87*(3), 285–305.

Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, *87*(1), 131–142.

Leek, S., & Christodoulides, G. (2011). A literature review and future agenda for B2B branding: Challenges of branding in a B2B context. *Industrial Marketing Management*, *40*(6), 830–837.

Leek, S., & Christodoulides, G. (2012). A framework of brand value in B2B markets: The contributing role of functional and emotional components. *Industrial Marketing Management*, *41*(1), 106–114.

Lynch, J., & de Chernatony, L. (2007). Winning hearts and minds: B2B branding and the role of the salesperson. *Journal of Marketing Management*, *23*(1-2), 123–135.

Malhotra, N. K., Kim, S. S., & Patil, A. (2006). Common method variance in IS research: A comparison of alternative approaches and a reanalysis of past research. *Management Science*, *52*(12), 1865–1883.

Maxham, J. G., & Netemeyer, R. G. (2003). Firms reap what they sow: The effects of shared values and perceived organizational justice on customers' evaluations of complaint handling. *Journal of Marketing*, *67*(1), 46–62.

Mellewigt, T., Ehrmann, T., & Decker, C. (2011). How does the franchisor's choice of different control mechanisms affect franchisees' and employee–managers' satisfaction? *Journal of Retailing*, *87*(3), 320–331.

Please cite this article as: Nyadzayo, M.W., et al., Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior, *Industrial Marketing Management* (2015), http://dx.doi.org/10.1016/j.indmarman.2015.07.008

Mendelsohn, M. (1999). *The guide to franchising.* London, UK: Cassell.

Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of Marketing*, *73*(5), 122–142.

Mudambi, D., Doyle, P., & Wong, V. (1997). An exploration of branding in industrial markets. *Industrial Marketing Management*, *26*, 433–446.

Nyadzayo, M. W., Matanda, M. J., & Ewing, M. T. (2011). Brand relationships and brand equity in franchising. *Industrial Marketing Management*, *40*(7), 1103–1115.

Oliver, R. L. (1999). Whence consumer loyalty? *The Journal of Marketing*, *63*, 33–44.

Pappu, R., & Quester, P. (2006). Does customer satisfaction lead to improved brand equity? An empirical examination of two categories of retail brands. *Journal of Product and Brand Management*, *15*(1), 4–14.

Park, C. W., MacInnis, D. J., Priester, J., et al. (2010). Brand attachment and brand attitude strength: Conceptual and empirical differentiation of two critical brand equity drivers. *Journal of Marketing*, *74*, 1–17.

Pitt, L., Napoli, J., & van der Merwe, R. (2003). Managing the franchise brand: The franchisee's perspective. *Journal of Brand Management*, *10*(6), 411–420.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method bias in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903.

Preacher, K., & Hayes, A. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, *40*(3), 879–891.

Prince, M., Manolis, C., & Tratner, S. (2009). Qualitative analysis and the construction of causal models. *Qualitative Market Research: An International Journal*, *12*(2), 130–152.

Rulke, D. L., & Rau, D. (2000). Examining the encoding process of transactive memory in group training. *Group and Organization Management*, *25*(4), 373–396.

Samu, S., Lyndem, P. K., & Litz, R. A. (2012). Impact of brand-building activities and retailer-based brand equity on retailer brand communities. *European Journal of Marketing*, *46*(11/12), 1581–1601.

Strutton, D., Pelton, L. E., & Lumpkin, J. R. (1993). The influence of psychological climate on conflict resolution strategies in franchise relationship\s. *Journal of the Academy of Marketing Science*, *21*(3), 207–215.

Tuškej, U., Golob, U., & Podnar, K. (2013). The role of consumer-brand identification in building brand relationships. *Journal of Business Research*, *66*(1), 53–59.

Vallaster, C., & de Chernatony, L. (2006). Internal brand building and structuration: The role of leadership. *European Journal of Marketing*, *40*(7/8), 761–784.

Wilson, D. (1995). An integrated model of buyer–seller relationships. *Journal of the Academy of Marketing Science*, *23*(4), 335–345.

Yoo, B. H., & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of Business Research*, *52*, 1–4.

Yoo, B., Donthu, N., & Lee, S. (2000). An examination of selected marketing mix elements and brand equity. *Journal of the Academy of Marketing Science*, *28*(2), 195–211.

Zachary, M., McKenny, A., Short, J., et al. (2011). Franchise branding: An organizational identity perspective. *Journal of the Academy of Marketing Science*, *39*(4), 629–645.

Zaichkowsky, J. L., Parlee, M., & Hill, J. (2010). Managing industrial brand equity: Developing tangible benefits for intangible assets. *Industrial Marketing Management*, *39*(5), 776–783.

Zhao, X., Jr., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, *37*(2), 197–206.

Munyaradzi W. Nyadzayo, Ph.D.: is currently a Lecturer in Marketing at Swinburne University of Technology. His primary research interests include B2B branding, B2B brand relationships, services marketing, digital marketing, and retailing particularly in franchising markets. Munyar's work has been published in *Industrial Marketing Management* and *Journal of Business Research*, among others. He obtained his Ph.D. from the Department of Marketing at Monash University, Melbourne in 2012.

Margaret J. Matanda, Ph.D.: is a Senior Lecturer in the Department of Marketing, Monash University. Her research interests include marketing strategy, B2B branding, B2B relationships, supply chain management, and health marketing. Margaret's work has been published in *Industrial Marketing Management*, *Journal of Small Business Management*, *Journal of Marketing Management*, *International Business Review*, and the *International Journal of Entrepreneurship and Innovation Management*, among others.

Michael T. Ewing, D.Com: is a Pro-Vice Chancellor (Executive Dean) of Business and Law at Deakin University. Mike's research interests include marketing communications, brand management, health promotion, and marketing strategy. His work has been published in *Industrial Marketing Management*, *Journal of the Academy of Marketing Science*, *Journal of Advertising Research*, *Journal of Advertising*, *Journal of Business Research*, *Psychology & Marketing*, and the *European Journal of Marketing*, among others.

Please cite this article as: Nyadzayo, M.W., et al., Franchisee-based brand equity: The role of brand relationship quality and brand citizenship behavior, *Industrial Marketing Management* (2015), http://dx.doi.org/10.1016/j.indmarman.2015.07.008