### 수출 브랜드 전략에 관한 탐색적 연구: 브랜드 및 도메인 개발 컨설팅 수요조사를 중심으로

김귀곤\*

#### 요 약

최근의 글로벌 경영환경, 그리고 디지털 미디어를 통한 전자상거래가 활성화되고 있는 상황 하에서 수출기업들의 브랜드 및 웹 도메인 개발에 관한 의사결정은 매우 중요한 전략적 선택이다. 특히 웹도메인 개발은 기업의 브랜드 전략과 밀접하게 관련되어 있기 때문에 브랜드 개발 시 동시에 개발되는 경우가 대부분이다. 따라서 본 연구에서는 한국수출기업의 해외 브랜드 및 웹 도메인 개발 전략에 관한 수요조사결과를 토대로 수출브랜드전략의 결정요인을 탐색적으로 고찰하기위하여 실행되었다. 이를 위하여 본 연구에서는 브랜드전략 결정요인으로 수출경쟁력, 시장의 유사성, 환경의 불확실성으로 구분하고 브랜드 전략과의 관계를 회귀분석 하였다. 연구결과 한국수출기업의 경우에 기대한 바와같이 수출경쟁력이 높을수록 OEM브랜드 수출비중이 낮고, 환경의 불확실성이 클수록 OEM브랜드 수출비중은 높은 것으로 나타났다. 그러나 시장의 유사성은 통계적으로 유의한 영향을 미치지 못한 것으로 나타났다. 자사브랜드 전략을 사용하고 있는 기업의 경우에도 수출경쟁력이 높은 기업일수록 글로벌브랜드를 선택하는 경향이 높고 환경의 불확실성이 클 경우에는 로컬브랜드 전략을 선택할 가능성이 높은 것으로 나타나 가설을 지지하였다. 그러나 시장의 유사성은 글로벌브랜드 전략 또는 로컬브랜드 전략과의 유의미한 통계적 관계를 보여주지 못했다.

# The exploratory study on exporting brand strategy: Focused on the demand survey for brand & domain consulting

Kim, Gwi-Gon\*

#### **Abstract**

Under the recent global business environment and active e-commerce era through digital media, the decision on the exporting companies' brand and web domain development is a very crucial strategic choice. Especially, since web domain development is closely related with company's brand strategy, this study is conducted to research the decisive factors of exporting brand strategy on the basis of the need research results on Korean exporting company's overseas brand and domain development strategy. As presented in statistical results, in case of Korean exporting businesses, the level of OEM brand export was when there was high export competitiveness and the level of OEM brand export was high when there was higher uncertainty about the environment. This supports the hypotheses on the basis of existing research documents. However, the similarities of markets failed to bring out any statistical meaningful influence. As the second result, businesses with high export competitiveness tend to select global brand strategy and businesses with high environment uncertainty tend to choose local brand strategy. However, the similarity of markets failed to show any statistical meaningful influence.

Keywords: exporting brand strategy, brand & domain consulting, global brand, local brand, OEM brand

#### 1. Introduction

※ 제일저자(First Author) : 김귀곤

접수일:2009년 06월 05일, 완료일:2009년 12월 14일

\* 서정대학 경영정보과 metheuskim@paran.com After the advent of WTO and digital media era, the market and industry without boundaries is globalized in a rapid speed. Like this, as the globalization of markets and industries are

continuing, international marketing strategy is applied actively to exporting firms with great emphasis on the international marketing capability [12]. This phenomenon especially accelerates interests in global brands [11][14].

Most of those who study international marketing strategy say that issues related brand are the major problems when Korean companies go overseas markets. The major issues can be summarized as the following statements. Firstly, The Korean company's brand awareness and its preference are very low in foreign markets. In this manner, low brand awareness and brand preference exposes the Korean exporting companies to face numerous problems such as lowering the value of brand asset or increasing the gap between quality and price [7]. Secondly, our exporting business firms are too dependent on exports through OEM brands. It turns out that although the export rate through our firm's own brand is over 40% in heavy industries in cluding assembly, metal and electricity etc, the export rate of light industries such as shoes, clothing, toy, sports, leisure, and underwear etc are below 30% [12]. These issues present the future directions of Korean export businesses. To maximize the competitiveness of Korean exporting business firms, the export rate throu gh firm's own brand has to be increased by boosting the awareness and preference of Korean firm's brands.

There have been many studies about maximizing the competitiveness of Korean companies, especially brand power, and these studies can be divided up into the following two. One scheme is about strengthening competitiveness by reducing the percentage of OEM brand exports and increasing that of the firm's own brand exports. The other is about either using global brand or local brand when the firm's own brand is chosen as the exporting brand strategy. So far, domestic studies are inclined to the former scheme (OEM brand vs. firm's own brand). Although research concerning the latter one (global brand vs. local

brand) is getting more interest, it is not only quantitatively insufficient but also lacks systematic analysis.

Under the hard situation like this, domestic export companies' interest in exporting their own brands especially global brand strategies has been sharply increased. The problem is that they eagerly require to develop such brands without consideration of companies' in and out of environmental factors. Therefore, on the bas is of the result of companies' need research usually done prior to the brand and domain development consulting, this study reviews factors which Korean companies have to consider prior to the decision of brand strategies. Therefore, this study places the focus on the determining factors of the firm's own brand strategy (glob al brand vs. local brand) and hope that it can contribute to Korean companies for their build -up of global brand image. Also, this study would like to further look at the determining factors of OEM brand exports considering theses aspects; export competitiveness, similarities of markets and uncertainty of environment.

# 2. Theoretical background and hypothesis

#### 2.1 Preceding Research

As mentioned above, the trend of research for brand strategy can be categorized as firm's own brand vs. OEM brand, global brand vs. local brand.

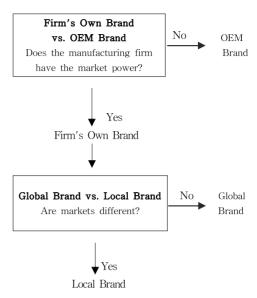
To begin with, studies related to firm's own brand vs. OEM brand are usually done domest ically and can be divided into the following two categories. Firstly, it is the studies about deter mining factors of OEM brand exports(or firm's own brand exports). Researchers tried to find the influencing factors that determine the percentage of OEM brand exports through analyzing the exporting companies with OEM brand in these studies. As a result of that,

characteristics of products, foreign markets, corporate organizations and marketing strategy etc were found as determining factors of OEM brand exports [5][7][8]. Secondly, there are the studies about the relationship between OEM brand export level or firm's own brand export level and the outcome of exports. According to the result of these studies, there are two research conclusions. One is that firm's own brand exports lead to positive outcomes [7][13], and the other is that there is not statistically meaningful difference in outcome between firm's own brand exports and OEM brand exports [18]. But most studies from a long-run viewpoint reach a consensus that the results of companies' own brand strategies are generally positive.

When you take a close look at the researches about firm's own brand strategy such as global brand and local brand, you can find researches about global brand characteristics, benefits and brand asset value[1][6][9][16], researches comparing global brand with local brand, researches about global brand build up or promoting strategy [1][4][11][14], and researches about the relationship between global brand and corporate or product performance[15].

Judging from all the study results, generally export by global brand strategy shows high results. However, local brand strategy shows much higher results in consideration of several factors including overseas local market's peculiarity.

Although there are numerous studies like this, the integrated research implemented with firm's own brand (vs. OEM brand) strategy and global brand (vs. local brand) strategy is uncommon. So after adjusting the brand decision model in the global market [14] to the purpose of this research, this study will integrate and analyze firm's own brand strategy and global brand strategy applied to Korean exporting companies. The adjusted brand decision model is on (Figure 1).



(Figure 1) Brand Decision Model

The adjusted model in (Figure 1) shows that there are a few stages in the decision making process of brand strategy. This model provides the following implications. The first implication is that the decision making of OEM brand strategy or firm's own brand strategy should be done first before determining global brand strategy or local brand strategy. Secondly, it implies that the determining factors of priorstage brand strategy is included in the determining factors of later-stage brand strategy. Lastly, the third implications is that determining factors of firm's own brand strategy can act as the determining factors of global brand strategy. Therefore, the synthetic analysis which this study pursues is possible.

### 2.2 Determining factors of exporting brand strategy in overseas markets

The determining factors of exporting brand strategy in the overseas market can be analyzed in various aspects, but this study will analyze in the basis of export competitiveness, similarities of export markets and uncertainty of exporting environment. Also, as mentioned above, the

determining factors of firm's own brand strategy were considered as well in the hypothesis because they can also affect the determining factors of global brand strategy.

#### 2.2.1 Export Competitiveness

A lot of preceding researches have defined the export competitiveness according to these following aspects; product quality, company/band awareness, price competitiveness, overseas advertisement and promotion activities, distribution channel and the level of technology. According to existing research documents, these items strengthen the power of international marketing [12] or are known as the determining factors of international brand strategy. To begin with, in case of product competitiveness, image differentiation through brand is possible only when the quality level such as design level and technology level is close to developed nation's level. So, this shows that firm's own brand strategy can be applied [7]. The brand asset also can be built up through overseas advertisement and promotion activities. By boosting the market competitiveness in this way, the possibility of using firm's own brand strategy will be raised. Also, OEM brand strat egy has been preferred in the overseas markets because of host country's uncooperative distribution channel and intentional disturbances [7]. So, the

	#12	Rapid changes in tastes/preference	ce		
	#13	The difficulty of predicting technology of competition	the	new	produ

higher distribution control power in the overseas markets is, the more preferred firm's own brand strategy is [3][8].

These kinds of export competitiveness are also related to global brand strategy. Entering overseas market through global brand strategy can be done more easily by building a global image with less influence of the local market or environment if there is strong export competitiveness. If global brand image is built up, companies can reduce the advertisement and promotion costs through economies of scale [14][17].

- H1: Brand strategy differs according to export competitiveness of the exporting companies.
- 1-1: The higher the export competitiveness is, the lower the OEM brand export rate.
- 1-2: The higher the export competitiveness is, the more global brand strategy will be selected than local brand strategy.

#### 2.2.2 Similarities of markets

The development of technology, transportation and communication these days accelerates homogeneity of world consumer pattern. Recently, global consumer culture (global consumerism)

<Table 2> Independent Variables

Constructs	Items		Measure	
	#1	Quality vs. price		
	#2	Company/brand awareness		
Export	#3	Price competitiveness		
Competitiveness	ess #4 Overseas a	Overseas ads/sales promotion		
	#5	Guarantee of distribution channels		
	#6	Technological level	Likert 5points scale '1'=very low,	
	#7	Similarity of consumer tastes/ preference	'5'= very high	
Similarities of Markets	#8	Similarity of competition		
	#9	Similarity of distribution structure/type		
	#10	Rapid changes in industry technology		
Uncertainty of Environment	#11	The difficulty of forecasting demand		

is widely spreading, such as similar life style, purchasing pattern and consumer preferences [17]. Such homogeneity of the global market implies the significant importance of global brand strategy [2][17]. This is because reduction in costs through economy of scale and increase in sales through expanding and maximizing the market is possible if a strong and stable global brand image is built [11]. Also, setting up a global brand image through scale of economy will reduce the OEM brand export rate because the export with company's own brand of global brand strategy should come first.

- H2: Brand strategy differs according to the similarities between Korean market and the exporting markets.
- 2-1: The level of OEM brand export will be low if there are high similarities between Korean market and the exporting markets.
- 2-2: Global brand strategy is selected more than local brand strategy if there are high similarities between Korean market and the exporting markets.

#### 2.2.3 The uncertainty of environment

One of the biggest strengths of firm's own brand strategy or global brand strategy, to further go on, is the economies of scale [14][17]. However, there can be more possible use of OEM brand strategy if economies of scale is not realized due to the sudden demand changes in foreign markets or the unpredictable demand [7]. Also in technological aspects, since the large scale of investment for economy of scale effects as a burden, OEM brand strategy would possibly be used more when technical improvement or change is unpredictable. Also, uncertain export demands or technical uncertainties will be lower the possibility of selecting global brand strategy which pursuits economy of scale.

H3: Brand strategy will differ according to uncertainty of exporting environment.

- 3-1: The level of OEM brand export is high when exporting environment is uncertain.
- 3-2: Local brand strategy will be chosen more than global brand strategy when exporting environment is uncertain

#### 3. Research Method

#### 3.1. Collecting Data

The samples for this research survey consist of 1000 members of KOTISNET which is a comprehensive information network provided by the Korea International Trade Association(KITA). The survey was conducted through web, telephone, e-mail and fax machine. The reliable 201 responses out of 208 respondents(answer ratio of 20.8%) except inappropriate and insincere responses were used for statistic analysis. The amount of sales and industry type of sample company used in statistic analysis is distributed in various fields as shown in .

<Table 1> Characteristics of Sample Company

Variables	Frequency(%)	
Sales(Unit: 1,000,000 Won)		
~less than 5,000	60(29.9%)	
More than 5,000 ~less than 10,000	64(31.8&)	
More than 10,000 ~less than 100,000	39(19.4%)	
More than 100,000~	36(17.9%)	
No Response	2( 1.0%)	
Total	201(100%)	
Industry Type		
Durable consumer goods	55(27.4%)	
Non-durable consumer goods	58(28.9%)	
Industrial goods	88(43.7%)	
Total	201(100%)	

#### 3.2. Defining and Measuring the Variables

Independent variables consist of various items as presented in and each item is m easured according to the 5 point Likert scale ('1'=very low, '5'= very high).

The level of OEM brand export, which is the dependent variable, is measured according to

the rate of OEM brand export from each company's total export sales. Also, firm's own brand strategy was measured with global brand strategy or local brand strategy as the nominal scale. Global brand means using the same brand name and providing same global brand image to consumers around the world [7].

The correlation of variables such as OEM brand export rate, firm's own brand strategy and other remaining variables is summarized in . Correlation analysis was done with firm's own brand strategy from among dependent variables changed to dummy variables (in other words, global brand strategy = '0',

<Table 3> Correlation analysis

Variables	Mean	1	2	3
1. Export Competitiveness	3.46			
2. Similarities of Markets	3.26	.108		
3. Uncertainty of Environment	3.34	.027	042	
4. OEM brand export rate	35.34	211***	119	.121
5. Firm's own brand strategy	-	161**	065	.122*

<sup>\*:</sup> p<.10, \*\* : p<.05, \*\*\* : p<.01

### 4. Empirical Analysis

The purpose of this study is, first of all, finding out the determining factors of OEM brand export level in Korean exporting companies. Secondly, it is to find out the factors that decide either global brand strategy or local brand strategy, as mentioned above.

So, there are two empirical analysis processes for testing the hypotheses. In the first step, regression analysis is implemented to 201 sample subjects with OEM brand export rate as dependent variable. In the next step, logistic regression analysis is implemented with firm's own brand strategy (global brand strategy vs. local brand strategy) as dependent variable. Since this was done to firm's own brand strategy businesses, the 30 cases with OEM brand export rate of 100% were excluded from analysing data.

The reason why different analyzing method was used is not only because the research target is different but also because the character of each dependent variable is different too; one is continuing scale and the other is nominal scale.

#### 4.1 Reliability and Correlation

local brand strategy = '1').

As an analysis result, the relationship between OEM brand export rate and export competitiveness, between firm's own brand strategy and export competitiveness, and between firm's own brand strategy and uncertainty of environments showed statistical meaningful results. Also, the correlation coefficient among independent variables was low with no statistical meaningful relationship.

Chronbach's alpha was used to measure internal consistency among items composed of variables and the validity analysis was implemented through factor analysis. The result of these is organized in .

<Table 4> Factor Analysis and Reliability Test

determinants	Export Competitiveness	Similarities of Markets	Uncertainty of Environment
# 1	.57		
# 2	.74		
# 3	.58		
# 4	.70		
# 5	.76		
# 6	.66		
# 7		.78	
# 8		.88	

# 9		.84	
#10			.75
#11			.70
#12			.83
#13			.73
Eigen Value	2.80	2.36	2.20
(%)	21.57	18.186	16.92
Chronbach's alpha	.76	.79	.75

As a factor analysis and reliability test result, multi-items were grouped 3 factors (or variables) and internal consistency (Chronbach's alpha) was reliable with above .70.

#### 4.2 Result of Analysis

4.2.1 OEM brand export rate (vs. Firm's own brand export rate)

Regarding the brand strategies of Korean exporting companies, regression analysis was OEM brand export rate. The results are summarized in .

environment is uncertain) was supported under the level of a=0.10. However hypothesis 2-1 (that the level of OEM brand export will be low if there are high similarities between Korean market and the exporting markets) did not show any statistical meaningful effect.

4.2.2 Global brand strategy (vs. Local brand strategy)

Regarding the company brand strategies of Korean exporting businesses, logistic regression analysis was implemented to find out the factors that influence firm's own brand strategy (global brand strategy vs. local brand strategy). Among the dependent variables that were used in this study, '0' as a global brand strategy and '1' as a local brand strategy were input into the logistic regression analysis model. So, when the 3 factors (export competitiveness, similarities of markets, uncertainty of environment) measured as quant itative data are positive (+) numbers, they will be turned out to be mean that there is high possibility of selecting local brand strategy. Whereas, global brand strategy will be possibly

<Table 5> Regression Analysis

independent variables	dependent variable : OEM brand export rate				
independent variables	regression coefficient	p			
Export competitiveness	203***	.004			
Similarities of markets	092	.188			
Uncertainty of environment	.121*	.082			
$R^2 = .069$	,				
F = 4.763, p = .003					

<sup>\*:</sup> p < .10, \*\* : p < .05, \*\*\* : p < .01

As a result, export competitiveness and similarity of markets showed a negative (-) relationship with OEM brand export rate while environment uncertainty showed a positive (+) relationship with OEM brand export rate. Moreover, export competitiveness and environment uncertainty had meaningful relationship with OEM brand export rate. So, hypothesis 1–1 (that the higher the export competitiveness is, the lower the OEM brand export rate) was supported under the level of a=0.01 and hypothesis 3–1 (that the level of OEM brand export is high when exporting

selected more when negative numbers appear. The results are summarized in .

As a result, hypothesis 1–2 (that the higher the export competitiveness is, the more global brand strategy will be selected than local brand strategy) was supported under the level of a=0.05, hypothesis 3–2 (that local brand strategy will be chosen more than global brand strategy when exporting environment is uncertain) was supported under the level of a=0.10. However, hypothesis 2–2 (that global brand strategy is selected more than local brand strategy if there

<Table 6> Logistic Regression Analysis

independent variable	regression coefficient	Standard error	D	
Export competitiveness Similarities of markets Uncertainty of environment	583** 089 .478*	.284 .221 .249	.037 .667 .054	
Goodness-of-Fit $X^2$ = 8.632, df = 3, p = .035 Hosmer & Lemeshow test p = .310				

<sup>\*:</sup> p<.10, \*\* : p<.05, \*\*\* : p<.01

are high similarities between Korean market and the exporting markets) did not show any statistical meaningful effect in deciding firm's own brand strategy.

#### 5. Conclusion and Discussion

In this study, Korean exporting businesses were positively analyzed in two steps on the basis of existing research documents because of two purposes.

The first purpose was to look at the determining factors of level of OEM brand export with regard to brand strategies of Korean exporting companies. As presented in statistical results, in case of Korean exporting businesses, the level of OEM brand export was low (the level of firm's own brand export was high) when there was high export competitiveness and the level of OEM brand export was high (the level of firm's own brand export was low) when there was higher uncertainty about the environment. This supports the hypotheses on the basis of existing research documents. However, the similarities of markets failed to bring out any statistical meaningful influence. It shows that other items excepting the items used in this study have to be included in the variable, similarities of markets, when determining OEM brand strategy (or firm's own brand strategy). Or it means that similarities of markets is just a necessary condition when selecting brand strategy (OEM brand strategy vs. firm's own brand strategy). In other words, not only economic similarities but also social/cultural similarities effect in brand strategy decisions [15].

The second purpose was to further go on and find out determining factors of global brand strategy or local brand strategy in businesses with firm's own brand strategy. As a result, businesses with high export competitiveness tend to select global brand strategy (vs. local brand strategy) and businesses with high environment uncertainty tend to choose local brand strategy (vs. global brand strategy). However, the similarity of markets failed to show any statistical meaningful influence. As shown in firm's own brand(vs. OEM brand) strategy, it seems that we do not consider social/cultural similarities effect. Or it is because that once most exporting companies determine to use their own brand, they usually focus on the differences such as exporting competitiveness and brand strategy implementation without considering the market similarity.

By comparing the above two analysis result, there are similar results between determining factors of OEM brand export rate and determining factors of firm's own brand strategy, but there is some statistic difference. Such difference occurs because, there are more factors to consider when selecting between global brand strategy and local brand strategy than selecting between OEM brand strategy and firm's own brand strategy.

Although this study was implemented on the basis of existing research documents, there are some limitations that should be discussed.

Firstly, it is about the concept of global brand. This study included singular brand into the global brand category. Generally, global brand uses the same brand name all around the world and provides the same brand image to world consumers [7]. But, perspective about global

brand is not standardized or unified so each participant of this survey can recognize the global brand concept differently. Also, additional study about Korean firm's global brand strategy is necessary because medium and small companies are the ones who mostly export in Korea and there are only a small number of companies that can truly achieve global brand strategy.

The second limitation is that dichotomy method was used when dividing global brand strategy and local brand strategy. Usually, firm's own brand strategy is divided into three forms; global brand strategy, regional brand strategy and national brand strategy. However, in this study, dichotomy method was used in firm's own brand strategy to find out whether to go overseas with only a single brand or more than two brands.

Thirdly, the unbalance of sample size (the number of companies using global brand strategy vs. local brand strategy) used in this study is the one of limitations. There are relatively less companies using local brand strategy than global brand strategy.

This study is quite meaningful that Korean exporting companies are not content with the existing chosen strategies status quo analysis and do further research on the decisive factors of brand strategy. However, as mentioned in the above, if the concept of global brand, segmentation of brand strategy, balance among the sample scale of target comparison are well considered, it will be practically and effectively helpful for brand and domain development consulting managers and brand managers of companies. Besides, if the many factors such as product feature, local consumers preference, company scale excepting brand strategy decision factors indicated in this study, much more the oretically meaningful study results will come out.

#### 참 고 문 헌

[1] Aaker, David A., Managing Brand Equity, New

- York: The Free Press, 1991.
- [2] Alden, Dana, Jean-Benedict E. M. Steenkamp, and Rajeev Batra, "Brand positioning through advertising in Asia, North America, and Europe: The role of global consumer culture", Journal of Marketing, 63(January), 75–87, 1999.
- [3] Anderson, Erin and Anne T. Coughlan, "International market entry and expansion via independent or integrated channels of distribution," Journal of Marketing, 51(January), pp.71–823. 1987.
- [4] Batra, Rajeev, "The why, when and how of global branding," in Sanjay Sood (Ed.), Brand Equity and the Marketing Mix: Creating Customer Value, Marketing Science Institute, 95–111(September), 1995.
- [5] Chee, Yong Hee and Chae Un Lim, "Key characteristics in the choice of export branding strategies by Korean small and medium sized firms", The Korean Small Business Review, 17(2), pp.285–308, 1995.
- [6] Duncan, Tom and Jyotika Ramaprasad, "standardized Multinational advertising: The influencing factors." Journal of Advertising, 24(Fall), pp.55-68, 1995.
- [7] Han, C. Min , "An empirical study on the characteristics of brand marketing strategy of Korean exports: Preliminary findings", Korean Management Review, 25(2), pp.333-354, 1996.
- [8] Jung, Ku-Hyun, "Export marketing practice and strategy of Korean firms", Korean Management Review, 12(1), pp.131-157, 1982.
- [9] Kapferer, Jean-Noel, Strategic Brand Management, New York: The Free Press, 1992.
- [10] Lee, Chol, "Export marketing policies and the determinants of export performance", Korean Management Review, 22(1), pp.243-266, 1993.
- [11] Lee, Chol, "The characteristics of global consumer culture and Korean firm's strategy for developing global brand", Korea Trade Review, 26(4), pp.247–269, 2001.
- [12] Lee, Chol, Tae Young Chung and Soon Gwon Choi, New business paradigm: International Business, Pakyoungsa, 2002.
- [13] Lim, Sung Hoon, "Analyzing determinants in performance of Korean exporting firms brand exports", Korea Trade Review, 24(2), pp.163–187,

1999.

- [14] Onkvisit, Sak and John J. Shaw, "Standardized international advertising: A review and critical evaluation of the theoretical an empirical evidence," Columbia Journal of World Business, Fall, pp.43–55, 1987.
- [15] Roth, Martin S., "Effects of global market conditions on brand image customization and brand performance," Journal of Advertising, 24(Winter), pp.55-75, 1995.
- [16] Shocker, Allan D., Rajendra K. Srivastava and Robert W. Reukert, "Challenges and opportunities facing brand management: An introduction to the special issue," Journal of Marketing Research, 31(May), pp.149–158, 1994.
- [17] Terpstra, Vern and Kenneth David, The Cultural Environment of International Business, 3rd ed. Cincinnati, OH: Southwestern, 1991.
- [18] Yu, Sung Hoon, "An empirical investigation of the strategy: Performance relationship", International Business Journal, 6, pp.51–84, 1995.

#### 김 귀 곤

1992년 : 한국외국어대학교 경영학

과 졸업

2008년 : 한국외국어대학교 (경영

학박사)

2004년~현 재: 서정대학 경영정보과 조교수 2008년~현 재: 특허청/발명진홍회 브랜드 자문 및 운영위원

관심분야: 상표권, 전자상거래, 유통, 마케팅 컨설팅 등