A Typology of Brand Alliances and Consumer Awareness of Brand Alliance Integration

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Abstract

Brand alliances, which involve intentionally presenting two or more brands together, appear in many different forms. For example, Subway stores placed within Wal-Mart, Airbus A380 airplanes with Rolls-Royce Trent engines, and Nike+iPod co-developed personal trainers are among the more well-known manifestations of this strategy. Our study contributes to the literature on brand alliances by conceptualizing and measuring a typology of brand alliance types based on their degree of integration. We also empirically test and find that consumers are sensitive to varying degrees of brand alliance integration. We then link these findings to the managerial decision of how and with whom a brand should form an alliance. We use extensive examples, conversations with managers, and survey-based experiments to show that brand alliance integration is relevant and impactful to both managers and consumers.

Key words: brand alliance; cobranding; integration; brand management, spillover

1 Introduction

Picture yourself at Wal-Mart. You are enjoying a sandwich from the co-located Subway before shopping. After reviewing your shopping list, you select Breyers ice cream with Snickers, and pay with your Citi-American Airlines AAdvantage credit card. You then drive home in your Ford Explorer with Harman Kardon speakers.

These are examples of brand alliances – a strategy that involves *intentionally* bringing together two or more brands and jointly presenting them to the consumer (Rao, Qu, and Ruekert 1999). The marketplace is replete with instances of brand alliances, albeit in different forms and with profoundly different strategic implications. Articles within the brand alliance literature typically focus on particular *types* of brand alliances. Park, Jun, and Shocker's (1996) illustration of Slimfast cake mix by Godiva represents a co-developed product in which the brands are completely mixed in form and utility. In contrast, co-promotions such as Disney toys placed in

McDonald's Happy Meals (Samu, Krishnan, and Smith 1999) involve the joint presentation of two independent brands, an alliance that reflects far lower integration of the brands. Other research explores spillover (Swaminathan, Reddy, and Dommer 2012), synergies (Koschmann and Bowman 2018) and feedback effects (Radighieri et al. 2014) of ingredient brands. Further, whereas Venkatesh and Mahajan's (1997) component branding problem considers Compaq PCs with Intel Inside – a case in which the brands are physically distinguishable but functionally intertwined – Stremersch and Tellis (2002) study bundles that contain separate products such as Dell PCs with Lexmark printers in which the brands have both individual and joint utility.

Whatever the objective (even if they are supply-side induced), brand alliances impact perceptions of the allied brands and/or the size of the potential market (Newmeyer et al. 2014, Yan and Cao 2017). Managers must recognize the potential of brand alliances in shaping customers' preferences because the evaluation of one brand can transfer, or "spill over," onto the partner (Simonin and Ruth 1998). If consumers are sensitive to different levels of brand alliance integration, then the degree of integration will affect the impact of the partnership on the parent brands (Newmeyer et al. 2014). Consistent with the notion that consumer perceptions are important to consider when taking strategic decisions such as integration level (Hamilton 2016), this research contributes to literature on brand alliances by conceptualizing a typology, developing a consumer-based measure of integration, and testing it for discriminant and nomological validity against other brand alliance measures. Specifically, we are looking at brand alliances that involve the intentional presentation of two or more brand names; we are not exploring other alliances that do not involve the presentation of multiple brands (e.g., corporate joint ventures that are not promoted to consumers). Additionally, we empirically test and show

that brand alliance integration is recognized by consumers. Such integration has been proposed to affect how consumers evaluate brand alliances (Newmeyer et al. 2014).

To explore the different types of brand alliances and their impact on consumer evaluations, we conducted an extensive literature review, examined over 100 real-world examples (listed in Appendix A) and conducted depth interviews with marketing executives having first-hand experience in brand alliance management (additional information is in Appendix B). Next, we present a typology of brand alliances, followed by two studies designed to measure consumer perceptions of brand alliance integration and its distinction from a related brand alliance concept, product and brand fit. We then present a practical framework for guiding brand integration decisions under different objectives and strategic perspectives.

2 A Typology of Brand Alliances

Brand alliance partnerships differ based on the *degree of integration* – the extent to which partnering brands are integrated in physical form and joint function in the brand alliance offering (Newmeyer et al. 2014). Integration in form refers to the degree to which the partnering brands are physically intertwined. At one end, the brands are physically inseparable such that a consumer cannot discern where the contribution of each brand starts or stops. Conversely, a brand alliance can be presented with two items that are still physically separate to the consumer. Integration in function refers to how dependent the brands are on each other for the offering to work properly and offer the highest level of utility. We explore the intersection of physical separability and function in Table 1.

Table 1
Physical form and Functional Separability

	Physically Inseparable	Physically Separable
Functionally Inseparable	• The highest level of integration. • The joint offering contains two or more brands which cannot be physically separated by the consumer. The joint offering is functionally dependent on both brands. • Co-development and ingredient branding.	• Moderate integration. • The brands can be physically separated by the consumer, but full functionality and consumer utility is dependent upon both brands. • Component branding and bundling.
Functionally Separable	NA	• The lowest level of integration. • The brands are intentionally presented together but are physically separate and the use of each brand is independent of the other. • Co-promotion and co-location.

The degree of integration ranges from very low – where the brands are almost entirely self-standing and separate in physical form and function to very high, where the brands are completely fused together such that it is practically impossible to separate them. The idea of integration is implicit in prior work such as the statement by van der Lans, Van den Bergh and Dieleman (2014) that "brand alliances involve all joint-marketing activities in which two or more brands are simultaneously presented to the consumer… these simultaneous presentations appear in many different forms" (p. 551). The various types of brand alliances also lend themselves to different consumer-focused marketing actions such as tie in sales, a discount for purchasing the joint branded offering, and greater variety and reduced search costs.

Further, past work has recognized certain sub-types of brand alliances through different experimental stimuli such as digital cameras sold with printers (Voss and Gammoh 2004), cross-ruff coupons (Dhar and Raju 1998), and new product lines (Monga and Lau-Gesk 2007; Rao, Qu

Table 2
Brand Alliance Types: Literature Review

This Paper's Terminology	Articles focused on specific brand alliance type	Stimuli/Data	Real World Examples
Co-Development	Park, Jun, and Shocker 1996	Slim-Fast chocolate cake mix by Godiva	• LG Android Nexus smartphone • Nike + iPod Sport Kit • Krups–Heineken BeerTender • Coach leather Baker Furniture • Color Your Room by Pottery Barn and Sherwin Williams
	Rao, Qu and Ruekert 1999	New line of television sets	
	Amaldoss and Rapoport 2005	Technology platforms	
	Monga and Lau-Gesk 2007	New line of clothing	
Ingredient Branding	Desai and Keller 2002	Laundry detergent with branded scent	• Tide with Downy fabric softener*[1] • Frito-Lay chips with KC Masterpiece • Coach edition Lexus • DQ Oreo Blizzard • Samsung phone with Android software
	Swaminathan, Reddy and Dommer 2012	Scanner panel data	
	Radighieri et al. 2014	Mobile phone w/incorporated camera; etc	
Component Branding	Venkatesh and Mahajan 1997	Computer and microprocessor	• Dell PC with Intel processor • Ford Explorer with Firestone tires • Airbus A380 with Rolls-Royce engine • Yocrunch yogurt with separate Oreo pieces • Whirlpool appliance with CoolVox speaker
	Simonin and Ruth 1998	Computer and microprocessor	
	Ghosh and John 2009	Engineered components	
	Worm and Srivastava 2014	Survey data of OEMs' value perception and OEM–CS relationship quality	
Brand Bundling	Stremersch and Tellis 2002	NA	• iPod with Bose sound system • Pfizer's Humulin with BD pen needles • Bacardi Rum and Coke • Dell PC with a Canon printer • Converse X Jordan 2-pack of basketball shoes
	Voss and Gammoh 2004	Digital camera and printer	
	Monga and Lau-Gesk 2007	A cruise and hotel vacation package	
Co-promotion	Dhar and Raju 1998	Cross-ruff coupons of packaged goods in grocery	• Citi American Airlines credit card • Happy Meals with Disney toys • Huggies with a coupon for *Good Dinosaur* • Starbucks and Spotify • Southwest Airlines Rewards and Hertz
	Samu, Krishnan, and Smith 1999	Print ads	
	Simonin and Ruth 1998	Airlines and credit cards; Disney and a major retailer	
	Byun, Song, and Kim 2017	Advertising investment data	
Co-location	Dudey 1990	NA	• Costco and Walgreens via Google Express • ampm convenience stores and BP • KFC–Taco Bell–Pizza Hut outlets* • Starbucks and Barnes & Noble • JC Penney and Sephora
	Wernerfelt 1994	NA	
	Iyer and Pazgal 2003	Internet shopping agents	

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[1] An (*) is used to denote two brands which are owned by the same parent company.

Table 3
Brand Alliance Types Tied to Degree of Integration and Associated Characteristics

Hierarchy of Types	Characteristics of the Brand Alliance						Definition
	Co-created	Physically Inseparable	Functionally Inseparable	Tie-in (Forced) Sales	Discount for Co-purchase	More Variety/ Less Search	
Co-development	√ (Yes)	√	√	√	-	-	Firm(s) pool brand resources to develop a new product.
Ingredient branding	- (No)	√	√	√	-	-	Firm(s) pool existing brand resources for a line extension. The brands are physically and functionally inseparable by the consumer.
Component branding	-	-	√	√	-	-	Firm(s) pool existing brand resources to sell a single item, however each branded component is physically separable by the consumer. The joint product will not function without both components.
Brand bundling	-	-	-	√	√	√	Firm(s) pool existing branded products to create a functionally compatible and potentially complementary pairing. Each item can still be purchased and/or used independently
Co-promotion	-	-	-	-	√	√	Firm(s) coordinate marketing activities to communicate value for two separate brand resources.
Co-location	-	-	-	-	-	√	Firm(s) place branded resources together to reduce search and increase variety. Each brand maintains physical and functional independence.

High → ← Degree of Brand Alliance Integration ↑ ↓ → Low

and Ruekert 1999). Table 2 offers a review of previous literature[2] and links each article to the type of brand alliance outlined in this work and real-world examples.

Our typology proposes co-development as the highest level of brand alliance integration. Helmig, Huber, and Leeflang's (2008) example of Sony Ericsson mobile phones represent co-developed products in which the brands are co-created and completely integrated in form and function. At the low end is co-location (Iyer and Pazgal 2003), as in Subway restaurants within Wal-Mart, in which the brands are jointly presented in one location yet sold separately and retain their distinct physical form, function, and identity. Between these anchors of brand alliance integration are co-promotion, brand bundling, component branding, and ingredient branding listed in ascending order of integration. Table 3 presents our proposed hierarchy of brand alliance types, from most to least integrated, along with a definition of each.

2.1 Co-development

Considered the highest level of integration, the partnering firms pool their resources to *co-create* the product and intentionally market it using both brand names. Similar to a biological offspring, the offering shares the "parents'" traits in a fully blended fashion. The brands are combined in both physical form and functionality (Amaldoss and Rapoport 2005). Additionally, the consumption of both brands is necessitated by the nature of the offering.

2.2 Ingredient branding

Unlike co-development, the ingredient and host brands are developed separately by each brand manufacturer and each brand has a stand-alone form when offered alone. Under the brand

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[2] A more comprehensive review is available by request.

alliance, the joint offering is a single item in which the brands are highly integrated in physical form and function together (Desai and Keller 2002).

2.3 Component branding

Similar to co-development and ingredient branding, the sale of multiple brands is forced in component branding; however it differs from ingredient branding in that each component brand is physically distinguishable and separable by the consumer. If a defect can be traced to the component, that component alone can be replaced to restore functionality (Venkatesh and Mahajan 1997). The functionality of the joint offering is dependent on both brands.

2.4 Brand bundling

As with component branding, the partnering brands are functionally compatible and potentially complementary to each other under brand bundling. The brands are sold as a specially priced package. The brands are physically separable as each brand in the joint offering has stand-alone value and each can be purchased and consumed independently (Stremersch and Tellis 2002). The brand alliance offering forces the sale of both brands to receive potential price discounts and the combination may reduce search costs for consumers.

2.5 Co-promotion

Similar to brand bundling, the brand offerings in co-promotion are physically separate and have stand-alone value. Additionally, there is a monetary incentive to facilitate joint purchase and possibly a reduction in search costs. The difference is that consumers may not be forced to buy both brands. Further, the brands in the joint offering need not be functionally compatible or complementary (Dhar and Raju 1998).

2.6 Co-location

As the lowest level of integration, co-located brands are both physically and functionally separate. As with co-promotion, the two brands within the joint offering are self-standing, and purchasing/consuming both may provide more variety or reduce search costs. Yet, unlike co-promotion, there is no monetary incentive to buy both brands (Iyer and Pazgal 2003).

3 Measuring Brand Alliance Integration

While managers recognize inherent firm-related strategic issues when choosing one type of brand alliance over another (e.g., differential required resources), it is important to determine if consumers are aware of brand alliance integration, because this can impact consumers' attributions of credit and/or blame (Newmeyer et al. 2014). To measure brand alliance integration, we took existing scale items from marketing and strategy literatures on brand alliances, cobranding, network theory, and strategic alliances (e.g., Burgelman, and Doz 2001; Johnson 1999) and adapted them to the context of brand alliance integration. Our review generated nine items for the brand alliance integration construct and ten items for similar but distinct brand alliance concepts, namely product and brand fit (Samuelson, Olsen, and Keller 2015; Simonin and Ruth 1998). The items related to integration capture how intertwined the two brands are in physical and functional form; in contrast, the items related to product and brand fit explain how consumers perceive the compatibility of multiple brands on functional attributes and similarity on hedonic attributes. In this work, a brand is considered high fit when it has either functional complementarity or hedonic similarity. We then developed a survey in which participants read about two brands in which product categories were held constant while integration was manipulated as co-developed or co-promoted (see Appendix C). Then subjects provided ratings on all 19 items (see Table 4) on seven-point agree/disagree Likert scales.

3.1 Results

Data was collected online using MTurk and Qualtrics (n = 360; M_{age} = 36; 49% female). First, we conducted EFA using the principal component method with Varimax rotation. The Kaiser-Meyer-Olkin measure of sample adequacy was acceptable with a value of .924 (Hair, Bush, and Ortinau 2006) and Bartlett's test of sphericity was significant (χ^2_{105} = 4490, p < .001), indicating that the data was appropriate for factor analysis. In the first iteration, items with loadings of less than .4 on all factors were dropped. The final solution consisted of two factors with eigenvalues greater than one. Variables related to product and brand fit load together on factor 1 and items related to integration loaded on factor 2, suggesting that integration and product/brand fit are separate constructs.

Second, to test for discriminant validity, we conducted CFA using maximum likelihood estimation with the retained items. The model was significant (χ^2_{66} = 195.60, p < .001), as is common with large sample sizes (Bagozzi and Yi 2012). Our two-factor model of integration and product/brand fit met or exceeded standards of model fit (RMSEA = .07; SRMR = .07; CFI = .97; IFI = .97; RFI = .94; Bagozzi and Yi 2012). Further, a chi-square difference test shows that the two-factor model, with integration and fit as separate constructs, has significantly better fit than a one-factor model ($\Delta\chi^2$ = 67.86, p < .01; Netemeyer et al. 2003). Between-construct correlations below 1 (Ψ = .62 (s.e. = .07), p < .01) show discriminant validity. All factor loadings are above .8, implying high reliability, and Cronbach alphas for the composite measures are also appropriate for integration (α = .83) and fit (α = .96).

Table 4
Items and Exploratory Factor Analysis Results for Construct Validation Study

| Items	Component 1	Component 2	
CI1: These brands are highly integrated.		.73	
CI2: These brands are combined in form.		.82	
CI3: These brands are combined in function.		.74	
CI4: These brands are intentionally working together.		.64	
CI5: These brands are used together.			Dropped*
CI6: These brands are intentionally presented together.			Dropped*
CI7: These brands are both responsible for service delivery.			Dropped*
CI8: These brands share knowledge.			Dropped*
CI9: These brands share resources.			Dropped*
PF1: These products are a logical combination.	.83		
PF2: These products are a consistent combination.	.81		
PF3: These products are a good combination.	.86		
PF4: These products complement each other.	.83		
PF5: These products are a good-fitting combination.	.88		
BF1: The images of these brands are a logical combination.	.82		
BF2: The images of these brands are a good combination.	.85		
BF3: The images of these brands are a consistent combination.	.62		
BF4: The images of these brands complement each other.	.81		
BF5: The images of these brands fit well together.	.85		

CI: Items generated as potential measures of integration.
PF: Items measuring product fit (see Simonin and Ruth 1998).
BF: Items measuring brand fit (see Simonin and Ruth 1998).
*Dropped because loadings less than .4 on all factors.

Figure 1

Making the Brand Alliance Decision: Interplay of Factors
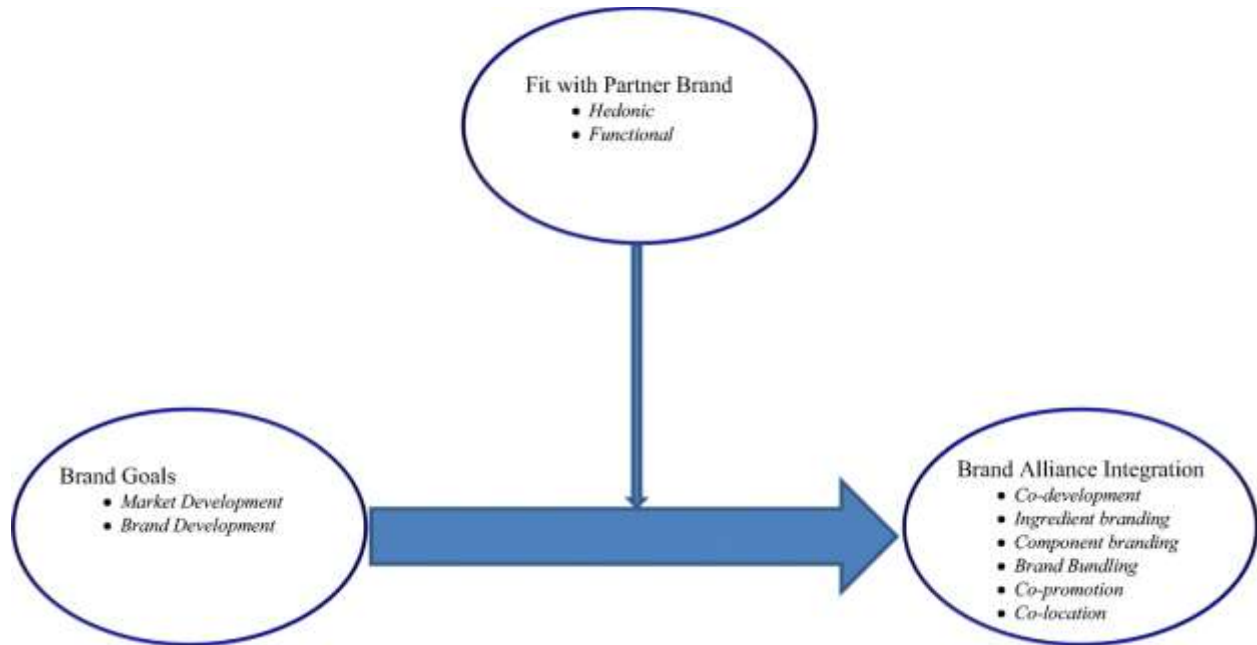
To assess nomological validity, we compared the new construct of integration to the similar yet distinct construct of product and brand fit. Using the same stimuli, we assessed if the means of the four-item integration scale and ten-item product/brand fit scale varied between integration conditions. If the constructs are different, integration means should vary by manipulated level of integration while product/brand fit means should remain unchanged. As expected, ANOVA reveals that the co-developed offering was perceived as more highly integrated than either co-promotion or the control ($M_{codevelop} = 5.02$ vs. $M_{promo} = 4.67$ and $M_{control} = 4.64$; $F_{2, 357} = 5.79$, $p < .01$). In contrast, perceived product/brand fit did not vary by integration ($M_{codevelop} = 5.71$, $M_{promo} = 5.59$, $M_{control} = 5.61$; $F_{2, 357} = .539$, ns).

These results indicate that brand alliance integration is reliable and distinct from another

brand alliance construct, product/brand fit.[3] The results confirm that consumers are sensitive to brand alliance integration and should help inform brand alliance decisions.

4 Implications of Brand Alliance Integration for Managers

Often, managers considering a brand alliance seek to accomplish one or both of two principal goals: *brand development* and *market development* (Amaldoss and Rapoport 2005; Newmeyer et al. 2014). Brand development is about enriching the meaning of a brand to improve customer evaluations. YoCrunch (yogurt) aligning with Oreo (cookies) to connote better taste of its nutritious products would be one example. A manager in our study references the partnership between Ford and Eddie Bauer: *"Ford used Eddie Bauer on higher priced cars ... a nice, upgraded line of vehicles ... helped Eddie Bauer broaden their brand."* Market development is about making the brand accessible to new market segments. Market development themes were apparent in our interviews, as in this quote from a senior director of CRM: "*I used to think of Sears as appliances and tools ... however, I have reconsidered Sears for casual clothing because I really like the Lands' End brand.*"

Additionally, the fit in terms of functional complementarity or hedonic similarity between the brands must be considered, as noted by a former marketing manager of a national non-profit: "*It is very important for us to have a partner with the same image as ours…. American, squeaky clean, non-political, non-religious ... we have to share similar attributes.*" Fit is composed of two dimensions: *hedonic fit*, or how the partnering brands convey similar sensory or emotional images (e.g., style), and *functional fit*, or how the partnering brands complement each other on functional or utilitarian attributes (e.g., energy efficiency).

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[3] Results of a replication study using different participants, product categories, and brands is available upon request.

Table 5
A Template for Brand Alliance Integration Decisions

		Company's Branding Goal	
		Brand Development	**Market Development**
Fit with Partner Brand(s)	All partners have low hedonic and functional fit	(1) Avoid forming a brand alliance	(2) Choose the lowest level of brand alliance integration possible since lack of fit may hurt consumer evaluation of high-integration brand alliances
	One/few partners have high hedonic and low functional fit; the others have low fit	(3) Choose higher brand alliance integration with best fitting partners; skip the rest	(4) Start with lower brand alliance integration with best-fitting partner; then expand to include the other partners and/or elevate successful partnership to high integration to capitalize even further on brand fit
	One/few partners have low hedonic and high functional fit; the others have low fit.	(5) Avoid brand alliances, but explore having high functional fit partners as vendors/suppliers	(6) Pursue a lower level of brand alliance integration but only if the partners are in separated markets
	All partners have high hedonic and functional fit	Brand alliances at various levels of integration may facilitate Brand and Market Development. (7)	

Because consumers are sensitive to brand alliance integration, a brand manager must consider integration in conjunction with the brand's goal(s), and the extent of fit with the prospective partner brand(s), as shown in Figure 1. Depending on the brand's goals and the fit with prospective partners, the strategic choice of integration level becomes critical with respect

to spillover effects. Taking into account the company's branding goal and fit with partner brand(s), we propose seven guidelines for choosing a level of brand alliance integration, presented in Table 5.

5 Implications of Brand Alliance Integration for Theory

Academic research has previously recognized the potential of brand alliances in altering consumer attitudes because of signaling (Rao, Qu, and Ruekert 1999) and spillover effects (Simonin and Ruth 1998). Our research builds upon this work by showing that consumer perceptions of brand alliance integration, a strategic decision, may alter perceptions of the joint offering. We add to previous work on brand alliances by developing the strategic concept of brand alliance integration in the form of a 6-layer typology, developing a measure for the construct, and verifying that it has discriminant and nomological validity against other brand alliance measures.

The research on brand alliances has lacked consistent terminology. Brand alliances exist from completely integrated in physical form and function to entirely separated, yet prior research has not distinguished the over-arching concept from various sub-types. While much work has explored individual types of alliances, no work has clarified the implications of brand alliance types to firm strategy or consumer evaluations. We attempt to fill this gap, while also recognizing that as the marketplace continues to evolve due to the rapid changes in technology, the typology of brand alliances may need to be updated in the future. For example, in a digital space it may be possible to have two brands offer a joint offering that is physically entwined (perhaps digitally), while each brand offers functional utility independent of the other.

Brand alliances are a pervasive strategy with high upside potential if well-conceived. Conversely, an incorrect strategy can severely hurt the brand(s). As a business development

manager noted, "*One plus one must equal three—if both companies cannot create more value by [the brand alliance] compared to going ahead alone, we will go ahead alone, because it is easier to manage.*" The decision on the appropriate form of brand alliance integration has to be made judiciously, based on the strategic objectives of the brand alliance, while being aware of consumer responses to each possible arrangement.

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Appendix A
100 Brand Alliance Examples

1	LG Android Nexus smartphone	26	Citi American Airlines credit card	51	Christian Dior Fusion Sneakers & Colette	76	McDonald's and Monopoly
2	Nike + iPod Sport Kit	27	Happy Meals with Disney toys	52	Apple Pay & MasterCard	77	Crest Scope products
3	Krups–Heineken BeerTender	28	Huggies with a coupon for *Good Dinosaur*	53	Kohls and Vera Wang	78	Glad trash bags with Febreeze
4	Coach leather Baker Furniture	29	Starbucks and Spotify	54	Target and Fixer-Upper	79	Lunchables with varous branded components
5	Color Your Room by Pottery Barn and Sherwin Williams	30	Southwest Airlines Rewards and Hertz	55	Canon's moters for other laser printers	80	Dodge and Yamaha co-promotion
6	Tide with Downy fabric softener	31	Costco and Walgreens via Google Express	56	Historic: NutraSweet/Splenda Diet Coke and Pepsi	81	University of Oregon and Nike
7	Frito-Lay chips with KC Masterpiece	32	ampm convenience stores and BP	57	Beech Nut baby foods with Chiquita bananas	82	Univeristy of Maryland and Under Armour
8	Eddie Bauer edition Ford Explorer	33	KFC–Taco Bell–Pizza Hut outlets	58	Bayliner Boat/Volvo Engine	83	Sabra Hummus with Rold Gold pretzels
9	DQ Oreo Blizzard	34	Starbucks and Barnes & Noble	59	Healthy Choice Cereal by Kellog	84	Dole and Incredibles 2
10	Samsung phone with Android software	35	JC Penney and Sephora	60	Special K, Ego Waffles	85	Costco and Bali Blinds
11	Dell PC with Intel processor	36	Costco and American Express	61	Martha Stewart Paint by Sherwin Williams	86	Alienware Laptop with NVIDIA graphics card
12	Ford Explorer with Firestone tires	37	Costco and Visa	62	Stevie Nicks and Tom Petty	87	Adobe and McAfee Software
13	Airbus A380 with Rolls-Royce engine	38	Southwest Airlines Rewards and Chase	63	CNN/Time News-stand episodes	88	Barnes & Noble and University Bookstore
14	Yocrunch yogurt with separate Oreo pieces	39	Hilton and AT&T wireless service	64	Jack Hanna/ Columbus Zoo animal experiences	89	Direct TV and AT&T
15	Whirlpool appliance with CoolVox speaker	40	Capital One and Transunion Credit Wise	65	Coca-Cola and Ballpark sweepstakes promotion	90	Cooking Light and Living Magazine bundle
16	iPod with Bose sound system	41	McDonalds and various brands for Happy Meals	66	Cleveland Clinic and Cleveland Indians Youth Baseball	91	Target and Soul Cycle
17	Pfizer's Humulin with BD pen needles	42	Fox and NFL	67	Starbucks and Spotify	92	Sirius XM in various branded vehicles
18	Bacardi Rum and Coke	43	Bonne Belle & Dr. Pepper: Flavored Lip Balm	68	Ziploc bags with Disney character images	93	Target and Mossimo
19	Dell PC with a Canon printer	44	BMW & Louis Vuitton	69	Metallica and the San Fransisco Orchestra	94	J.Crew X New Balance
20	Converse X Jordan 2-pack of basketball shoes	45	Uber & Spotify: Soundtrack for Your Ride	70	Historical: FedEx and Kinkos	95	NBC Olympic broadcasts
21	Tide with Febreeze	46	BuzzFeed & Best Friends Animal Society	71	Cold Stone Creamery and Tim Horton's	96	Corvette Racing and SONIC Tools
22	Gap and RED	47	Alexander Wang & H&M	72	Jeep and Mopar	97	Casper mattresses and West Elm furniture stores
23	Historical iPhone and AT&T	48	CoverGirl & Lucasfilm: Light Side and Dark Side Makeup	73	Google and Luxottica glasses	98	Chevrolet and Road America
24	Ford and Eddie Bauer	49	Google & Luxottica	74	Dodge HEMI engines	99	Mastercard and Apple Pay
25	GoPro and Red Bull	50	Snapchat & Square's Snapcash	75	Starbucks and Safeway	100	Dick's Sporting Goods Pittsburgh Marathon

Personal Interviews with Executives: Profiles of Participants and Research Methods

	Profile/Characteristics	Participants
Exchange Type	Business-to-business (primarily)	16
	Business-to-consumer (primarily)	11
Industry	e-Commerce/information technology	8
	Food	3
	Consumer goods (inexpensive, nonfood)	4
	Technology	5
	Consulting	2
	Other	5
Position	Chief executive officer/managing director	3
	President, vice president, or director	15
	Manager, senior manager	9
Function	Marketing (including advertising)	14
	Sales	5
	Business consulting	1
	Senior management	5
	Corporate planning	2
	Total	**27**

Interview Protocol (Guideline Questions)

- Could you talk about brand alliance examples that your firm has pursued or overseen? Why did your firm pursue these relationships?
- How do your customers view your cobranding efforts? What do they stand to gain or lose?
- In the above examples, how would you assess the actual outcomes vis-à-vis the intended outcomes?
- How do you see the different types of brand alliances? When and why would firms pursue these types of partnerships?
- What characteristics do you look for in your partners? Why?

Appendix C

Experimental Stimuli

Higher Integration: Co-development
Barnes & Noble bookstores has announced that they have teamed up with Starbucks coffee to co-develop and co-produce a special summer blend of coffee. The blend will be sold in Starbucks outlets located within Barnes & Noble stores. Barnes & Noble spokesperson Chris Rayes said, "This coffee blend – co-developed and jointly produced by Barnes & Noble and Starbucks – will be perfect for the warmer seasons."

Lower Integration: Co-promotion
Barnes & Noble bookstores has announced that they will be selling a special summer blend of Starbucks coffee. The blend will only be sold in Starbucks outlets located within Barnes & Noble stores. Barnes & Noble spokesperson Chris Rayes said, "This coffee blend – developed and produced by Starbucks and sold at Barnes & Noble – will be perfect for the warmer seasons."

Control
Barnes & Noble bookstores has announced that they will be selling a special summer blend of coffee developed and produced by Starbucks. The blend will be sold in Starbucks outlets located within Barnes & Noble stores as well as other Starbucks locations. Barnes & Noble spokesperson Chris Rayes said, "This coffee blend – developed and produced by Starbucks – will be perfect for the warmer seasons."