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New Brand Creation and Power of Alliance Strategy

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Abstract: The purpose of this study is to examine the effect of alliance strategy on unknown brand which measurement is three different parameters. This study begins with analyzing the effect of personal brand on unknown brand after allying. Further analysis was also conducted to study the effect of firm brand on unknown brand after allying by measuring perceived quality, attitude towards and purchasing intention. There are three hypotheses were test to understand the effect of alliance on unknown brands. A majority of researchers have tried to find the effect of well-known brands in alliance strategy. They investigate about how unknown brand can have benefit from alliance, so there is a gap for success of unknown brand after allying with personal brands and there are limited researches to clarify power of personal brand in comparison to firm brand. This study investigates to understand how unknown brand can deliver brand image after allying with well-known personal brand and firm brand and how they can ally to do marketing activities and research & development to make brand equity. The results suggest that practitioners should pay attention to alliance strategy.

Key words: Alliance strategy, Personal brand, Unknown brand, well known firm brand, Perceived quality, Attitude towards, Purchasing intention.

INTRODUCTION

Alliance is a practical strategy that used to enhance performance of company. Therefore, it is critically important for every manager to know some knowledge behind that strategy. Individual brand can be ally with one or more other brands in a specific duration, it can be short-time or long-time association. This strategy can ally brands, products or other distinctive properties assets (Rao & Ruekert, 1994). Brand alliance is not only a strategy to enhance performance, but also is a tool to use for any part of organization to get more performance (Yan, 2009), there are two or more different brands can be ally to share resources and involve in joint activities to make more opportunity for each other (Siminin, 1998). Alliance can be find in strategic management, human resource management, marketing, international businesses, organization behavior, information system, entrepreneurship, law, organization theory, economy and sociology (Rivera & Inkpen, 2009). Alliance have been growing area for many researchers, in recent years, researchers have developed many attention to work on alliance capabilities and recognize how businesses can make benefit from that strategy, however most of researchers have focus either on alliance between primary brand with secondary brand or brands, and almost they try to find the way to use brand equity related to one or more of them, for example Rao and Ruekert (1994) focused on alliance between one unknown brand and one famous brands or Kevin E (2004) discuss about alliance between unknown brand and more than one established brands. Although it is not controversial that alliance is an important marketing tool, or that strategy is generally a perfect long-term marketing investment (Rao and Ruekert, 1994), it is less clear precisely why alliance is beneficial if one side of that be a personal brand and which one, personal brand and firm brand is more powerful to ally with unknown brand. Majority of researchers have tried to find the effect of well-known brands in alliance action and they monitor how unknown brand can have benefit from alliance. There is a gap about success of unknown brand after allying with personal brands and there is little scholars pay attention to clarify power of personal brand in comparison to firm brand. The high rate of failed for marketers after introducing new unknown brand push them to find the way that decrease percentage of success (Aokar, 2000). There is a difficult issue for new firm to introduce new product and it would be too costly, those new products faced with high rate of failing. As a result it would be valuable if find the shortcut for those firms to enter to the market with reasonable risk. Therefore, in this study is tried to find out the effect of well-known brand after alliance with unknown brand also recognize well-known brand as a personal brand or firm brand and compare their effect after alliance with focal unknown brand.

In overall the study will address the following research questions: RQ1) Does personal brand add value to unknown brand after alliance? RQ2) Does well-known firm brand add value to unknown brand after alliance? RQ3) which of Personal or firm brand is more valuable for unknown brand for allying?

This research can be useful to recognize the way that help many un-known companies which are not able to enter to the market also make a guideline for them to reduce the risk by allay with well-known brands. Also in this research is tried to understand the value of personal brand and well-known firm brand also by comparing

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them, recognize the power of each of them to ally with un-known brands. This research can be guideline for make brand equity by brand alliance strategy.

Literature Review:

2.1 Brand Alliance:

There are several definitions for brand alliance. Brand alliance is combination of existing brand names to generate a combined name for new product (Keller and Sood, 2003). There is another definition for brand alliance that indicates partnership of two or more organization to follow a mutual goal (Heller & Reitsema, 2010). In similar vein, this paper pursues the definition of brand alliance. Various theoretical approaches show how customer responds to brand alliances and to study parameter affecting the effectiveness of such alliances. Perceived quality, consumer attitude toward brand, and purchasing intention are measurement for brand equity. Perceived quality, consumer attitude toward brand, and purchasing intention can be perfect why for this study to measure the power of alliance strategy on unknown brand. Therefore, this study has tried to pay attention about those variables. According to Ailawadi, Lehmann & Neslin (2003) the financial aspect of brand alliance encourage unknown brands to ally with well-known brand in terms of price premiums that almost consumers are convinced to pay for well-known brands. Well-known product has able to charge a higher price than an unbranded similar product. The rational for allied brand price premiums proposes that profit of the brand ultimately would be reflected in customers' motivation to spend additional money for the well-known allied brand goods, in contrast with unknown brand products that offers the similar features (Ailawadi, Lehmann & Neslin, 2003). In other study by Jasmina and Cynthia (2011) impact of irrelevant information showed in marketing communications by a well-known alliance partner on customer judgments of a partner brand has been examined. There are three different experimental conditions influence the relevancy of information which is: irrelevant information, relevant information and third one is relevant plus irrelevant information. Furthermore Jasmina and Cynthia (2011) suggest that when famous allied partner does nor prepare information related to brand benefit or partner brand, customer judgments in the capability of the partner brand to deliver benefit, their matchup perception and their purchasing intention become less positive.

2.2 Well-Known Brand:

The important task for marketing department is the creating a strong relation between consumer and the offered brand. In perspective of the developing competition in the market, continually brand war can be evidenced that destabilize the consumer brand bonding. The strategies which can make the firm success is developing brand image and make a brand as an identified name in customer mind (Dilip and Saikat, 2007). The way of achieve the highest level of competitive success for marketers is branding and brand imaging. Customers almost can identify product within the market by branding and the product would be chosen if the brand has an acceptable image in consumer preference (Dilip and Saikat, 2007). Life style, expectation, experience, disposition, and differentiation are the five side of brand image. Life style can develop expectation, in following expectation conducts an experience and it meets disposition and finally disposition brings differentiation (Dilip and Saikat, 2007). Branding and brand imagine clearly describes the possible way of thinking by the customers about the brand and brand can be useful and effective when consumer thinks about it. Those characteristic of brand make the interest for any companies to develop a competitive advantage by providing strong brand image (Dilip and Saikat, 2007). Long run management almost concern about understanding the brand image. Therefore it is important to understand how the customers form and reform the brand image also what kind of relationship is shaped with the brand (Dilip and Saikat, 2007). According to Christoph, Marc and Nicola (2008) majority of approaches related to brand image concentrate the receiver side of the brand analyzes outside stockholders perceived the brand. On the other hand, brand identity studies begin their analysis with the company as a sender of brand image and communicator of quality and reliability. Therefore those researchers analyze the role of internal stakeholders in advance, however this approach indirectly suggest that functional management of the brand is possible by way of the management of brand identity (Christoph, Marc & Nicola, 2008). Clearly, not only the relevant well-known and familiarity characteristics connected to the brand but irrelevant information prepare by the well-known brand in the advertisement effect on matchup perceptions or congruence (Jasmina & Cynthia, 2011). Marketing managers should ensure a well-known allied partner does not provide irrelevant brand information through add to avoid matchup dilution, purchasing intention and brand benefit belief (Jasmina & Cynthia, 2011).

2.3 Perceived Quality:

Nowadays, perceived quality has been became important issue for academicians and practitioners. Previous Studies have revealed that the perceived quality can effect various desirable organizational outcomes, like customer value, customer satisfaction and purchase intention, however it is critical to understand consumer perceptions of quality if efforts in the workplace are to be lead toward issues which are critical to the customers (Forker, 1991). Therefore, the consumer perceptions knowledge of quality is functional for the impressive

management of people in a quality organization environment (Forker, 1991). According to Low & Lamb (2000) perceived quality can be called as a customer judgment about products while customer judgment has effect on price premium and define the portion of variance in the price which customer willing to pay. The perceive quality of products and services strongly effective in consumers' purchase evaluation, and it is important aspect of brand alliance theory (Low & Lamb, 2000). According to Montgomery and Warnerfelt (1992), two different possible ways exist that a brand signal might work, one of them is, the risk reduction hypothesis that say any signal of brand is an indicator the decrease probability of a bad outcome for the customer. The reason is that, buyer probably uncertain about the quality of unknown brand and obviously well-known brand has little variance in the average of quality, and it can minimize bad outcome risks for the customer. Second way is, the bonding hypothesis that argue about scare of losing expected profit and investment do not let businesses to ignore quality of the brand, if the brand turns out to be a poor quality, customer punish the firm and brand owner by cutting repeat purchases (Kevien E, Voss and Xiang, 2010) . Similarly, Rao & Ruekert (1994) suggested that brand name specified manufacture of products thus consumers understand who should admire and who should punish if product not performs as expected. Brand familiarity is related to brand awareness, but awareness is typically considered a less demanding perceived response to the brand in contrast with familiarity. For example, Somonin and Ruth (1998) figure out that brand familiarity has a significant impact on customers' evaluation of the alliance. Similarly, Levin & Levin (2000) continue that theory by discussing about the time that both brands are highly familiar, they contribute equally to customers' evaluation of the new allied brand, while if one of allied brand is well-known it tend to dominate evaluations (Levin & Levin, 2000).

2.4 Attitude Toward:

According to Simon and Ruth (1998) previous approach on branding and brand alliance strategy has found relationship between consumers' attitude towards brands and their response towards the brand alliance. They believe consumers' attitude towards influence their reaction towards the brand alliance, furthermore it affect their response toward corporate brand's merger (Simonin and Ruth, 1998).Mitchell and Olson (1981) first time defined brand attitude as a consumer overall evaluation of brand whether good or bad. All allied members have direct effect on brand alliance also they have effect on consumers' brand attitude (Simonin & Ruth, 1998). Furthermore, Siminion and Ruth (1998) had deep research about how the value of each allied firms influence customer attitude toward a brand alliance but they mention about unequal effect that allied firms have in brand alliance. Purchase behavior can be affected by consumer attitude toward brands capture (Low & Lamb, 2000). In other study, Christian and Larry (2007) found that there are several factors that have a positive effect on attitude and evaluation of consumers also relation of them to attitude toward each brand after exposure to the brand alliance. After allying the brands, each of allied brands is presented in the context of the other allied brands, as a result assessment of the brand alliance is probably to be influenced by previous attitudes toward each brand. Continually assessment about each brand is probably to be influenced by the context of the other brands (Simonin, 1999). Henrik, Franziska, Claudia and Christian (2009) consider three different effect of each success drive, two of them are direct effect and one of them indirect effect. The direct effects reflect the success drivers' in fluency on consumers' attitudes and the brand allied price premium. The indirect effects result from the relationship between consumers' attitude toward the allied brand and the allied brand price premium, such that the drivers indirectly affect the allied brand price premium through consumers' attitudes toward the allied brand (Henrik, Franziska, Claudia and Christian, 2009).According to Bashar and Kevin (2011) three different dimensions define as a traditional view of brand attitude which are behavior, cognitive and affective but that view has been rejected in con-temporary attitude research. Nowadays, brand attitude tend to be considered uncomplicated uni-dimensional construct, correlated just with the influence attached to a brand. However, cognition would be connected to attitude directly with causal relationship, and attitude can affect the predisposition to perform towards a particular brand. As a result, uni-dimensional study does not deny beliefs and intentions (Bashar and Kevin, 2011).

2.5 Purchasing Intention:

According to Tatiana (2007) there is a massive range of facility and option available for firms to make consumers intention as much as possible and make the product unique in the era of rapid advance of technology. In the face of the fierce competition, it is strong ability of marketing department to attract consumers by product features, the firm has to struggle to recognize consumers need for value adding strategy (Tatiana, 2007) According to Tsui-Yii (2010) purchasing intention and brand equity are connected to each other's, brand equity has been measured in several ways including perceived quality, brand awareness, brand associations, and brand loyalty. There is a several research that separate brand equity into attribute based and non-attribute based components, on the other hand some researchers suggest brand equity measurement process which divided brand equity into various dimensions such as perceived quality, brand awareness, brand associations, and brand loyalty (Park and Srinivasan, 1994).According to Teng, Laroche and Zhu (2007) high level of brand equity goes to higher purchasing intentions and consumer performance. There is a direct relation between good performance

and firms high brand equity. In general, purchasing intention is assess of the enthusiasm to purchase a goods and also the measure of probability the consumer will buy a product. Meanwhile, purchasing intention is a type of assessment about how the consumers individually think about product and intend to buy a specific brand. Purchasing intention is measured with deferent variables like considering buying a brand, expected to buy a brand, and recommending buying a brand (Teng, Laroche and Zhu, 2007). There are several marketing activities which influence brand equity and purchasing intension, such as country of origin, symbols, price, slogans, advertising expenditure, packaging, and promotion event. Furthermore, some researchers have recognized activity of marketing (e.g. price, promotion, product trial, brand alliance, etc) as significant sources of influence the consumer purchasing intention (Tsui-Yii, 2010).

2.6 Research Hypotheses:

Based on the empirical research findings, the following three hypotheses were proposed;

H1: Perceived quality, attitude toward and purchasing intention of unknown brand product is higher when allied with famous personal brand.

H2: Perceived quality, attitude toward and purchasing intention of unknown brand product is higher when allied with well-known firm brand

H3: Perceived quality, attitude toward and purchasing intention of unknown brand product when allied with famous personal brand is higher than allying with well-known firm brand.

Methodology:

3.1 Data Collection Method:

Study respondents (n=140) were chosen randomly but all of them had experience of Smartphone more than 6 month which help them for understanding questions. Respondents answered the questionnaires in 3 different steps which each step start with a page which describe Smartphone brand in specific way. All questionnaires distributed in Kuala Lumpur, Malaysia but respondents are from Malaysia, Iran, India and China.

3.2 Sample Technique and Target Respondent:

The research stimuli included of a complete product feature description for an unreal product related to Smartphone category product. The reason of choosing Smartphone is that this product is somehow new and many consumer are shifting from traditional mobile phone to this product also technology in this product is changing rapidly and the manufacturers that produce this product every year try to introduce new product with innovative attribution so it is reasonable new manufacturer start producing Smartphone with special attribution and find the market. Furthermore high price of this product is good reason that Smartphone can be perfect to use in this research in terms of new brand with good attribution and feature also reasonable price can have a market nowadays. Respondents have good knowledge about Smartphone and these days many advertisements try to inform people to know about feature of new product so participants' general knowledge about this product helped this research paper to get better result. Participants in this research exposed to a three different advertisement about Smartphone and each advertisement has specific definition that should evaluate with followed questions. First advertisement introduced the name of the unknown primary brand and describe feature of the product and shows the way that Sana Electronic company convey product quality and feature to the customers. Followed two ads had similar contain but each of them describe more and talked about alliance with one of well-known brand (Steve Jabs and Apple). Sana Smartphone is a fictitious brand name for this research product that does not exist and chose by pre-test. There are two other brands in this research, Steve Jobs as a personal brand and Apple as a firm brand which are allies' brand. Allies brand (Steve Jobs and Apple) were selected via pre-test that indicated these as well-known, high value brands were appropriate allies for the Smartphone fictitious brand.

3.3 Reliability – Pilot Study:

As it has been shown in table 3.1 all of variables achieved high reliability levels (ranging between 0.68 and 0.86). Examining factor analyses Show that for each dependent variable all items loaded on a single factor solution.

Table 3.1: Reliability Statistic.

	Number of Items	Cronbach's Alpha
Perceived Quality	8	0.79
Attitude Toward	5	0.83
Purchasing Intention	7	0.68
Total	20	0.86

RESULTS AND DISCUSSION

4.1 Test of Homogeneity of Variances:

As we can see in table4.1, significant value for perceive quality is 0.002, this is lower than 0.05, there is violated the homogeneity of variance assumption for perceived quality. Meanwhile, the significant value for attitude toward is 0.033 that it indicate no violated the homogeneity of variance for assumption for attitude toward, however the significant value to purchasing intention is 0.004, and it is lower than 0.05 compared with perceived quality.

Table 4.1: Test of Homogeneity of Variances.

	Levene Statistic	df1	df2	Sig.
Perceived Quality	6.43	2	417	0.002
Toward Attitude	3.43	2	417	0.033
Purchasing Intention	5.54	2	417	0.004

4.2 ANOVA Analyses:

As it has been shown in table 4.2 there is a significant effect of perceived quality on different brand at p<.05 level for the three conditions [p = 0.00]. There is a significant effect of toward attitude on different brand at the p<.05 level for the three conditions [p = 0.00]. Furthermore, there is a significant effect of purchasing intention on different brand at the p<.05 level for the three conditions [p = 0.00].

Table 4.2: Test of ANOVA for Smartphone Manufactory.

Variable	Sig.
PQ	0.000
TA	0.000
PI	0.000

4.3 Testing Hypothesis 1:

H1: Perceived quality, attitude toward and purchasing intention of unknown brand product is higher when allied with famous personal brand.

The measurements for understanding the effect of personal brand on unknown brand after allying are perceived quality, toward attitude and purchasing intention of new emerging brand comparing with based unknown brand. Those three elements can be practical to find the power of personal brand for allying with unknown brand.

The significant level of perceived quality, toward attitude and purchasing intention for the contrast that has been shown in table 4.3 for this hypothesis is 0.00. There is a statistically significant difference between unknown brand and unknown and personal brand. So this hypothesis is accepted.

Table 4.3: Contrast Tests for Unknown Brand and Personal Brand.

		Value of Contrast	Sig.
PQ	Assume equal variances	0.81	0.000
	Does not assume equal variances	0.81	0.000
TA	Assume equal variances	0.44	0.000
	Does not assume equal variances	0.44	0.000
PI	Assume equal variances	0.37	0.000
	Does not assume equal variances	0.37	0.000

This result is consistent with previous researches by Arend (2009), Davis & Love (2011), Heimeriks, Klijn & Reuer (2009), Bae, Kwon & Lee (2011), Gammoh & Voss (2011), Bhuian (1997), Machado, de Lencastre, de Carvalho & Costa (2012), Yoo, Donthu & Lee (2000), Keller & Sood (2003), Park, Jun, & Shocker (1996). This finding reveal that personal brand hast strong effect on unknown brand after allying with that. Perceived quality, toward attitude and purchasing intention are stronger in new allied brand comparing with unknown brand

4.4 Testing Hypothesis 2:

H2: Perceived quality, attitude toward and purchasing intention of unknown brand product is higher when allied with well-known firm brand.

The significant level of perceived quality, toward attitude and purchasing intention for the contrast result is 0.00, exactly like first hypothesis contrast tests that that has been shown in table4.3. This is less than .05; there is a statistically significant difference between unknown brand and unknown and firm brand. So this hypothesis is accepted. This result is consistent with previous researches by Wong, Cheung, Yiu and Pang (2008), Yan (2009), Lii & Cheng (2009), Simonin & Ruth (1998), Ranf & Todariţa (2009), Montgomery & Wernerfelt (1992), Gammoh, Voss & Fang (2010), Bauer, Stokburger & Exler (2008). This finding reveal that well-known

firm brand hast strong effect on unknown brand after allying with that. Perceived quality, toward attitude and purchasing intention are stronger in new allied brand comparing with unknown brand.

4.5 Testing Hypothesis 3:

H3: Perceived quality, attitude toward and purchasing intention of unknown brand product when allied with famous personal brand is higher than allying with well-known firm brand.

In this research, perceived quality, toward attitude and purchasing intention have been used to understand the power of personal brand and well-known brand also they can help this research to compare them together to explore which one is more powerful to make alliance with unknown brand. It can be helpful for decision makers in any company to understand power of each of them for alliance strategy.

As it has been shown in table 4.4 significant level for the contrast of perceived quality is 0.554. This is greater than .05, There is not a statistically significant difference between unknown brand allied with firm brand. Significant level for the contrast of toward attitude is 0.692. This is greater than .05. So there is not a statistically significant difference between unknown brand allied with firm brand and unknown brand allied with personal brand. The significant level for the contrast of purchasing intention is 0.001. This is lower than .05, there is a statistically significant difference between unknown brand allied with firm brand and unknown brand allied with personal brand. This finding reveal that well-known firm brand hat strong effect on unknown brand than personal brand in purchasing intention measurement but well-known firm brand is not stronger than personal brand for alliance with unknown brand in terms of perceived quality and toward attitude. As a result, third hypothesis is rejected.

Table 4.4: Contrast Tests for Unknown Brand and Firm Brand.

		Value of Contrast	T	df	Sig.
PQ	Assume equal variances	-0.05	-0.59	417	0.55
	Does not assume equal variances	-0.05	-0.61	269.26	0.54
TA	Assume equal variances	-0.048	-0.40	417	0.69
	Does not assume equal variances	-0.049	-0.38	273.63	0.71
PI	Assume equal variances	-0.31	-3.29	417	0.001
	Does not assume equal variances	-0.31	-3.37	265.75	0.001

Conclusion:

From a managerial perspective, because of the increasing popularity of brand alliances activity, it is essential for management to have more knowledge about brand alliances. This study has presented alliance strategy which is applied in Smartphone industries as a sample but it is possible to implement in other industries. Twenty- first century stakeholders demand more detail for the success of businesses. There are several ways to introduce product and most of them are costly and chance of success is not high, as a result share holder almost faced with massive risk. Managerial decisions with respect to brand alliances are not tri vial and should therefore not be entered into lightly without adequate analysis or thought (Rao and Rueker t, 1994). In order to penetrate in market for unknown brand and reduce the risk of failed, alliance has a strong potential to help unknown company to enter to the market. For this purpose management should try to find best alternative to ally. Both personal brand and firm brand can help unknown brand to achieve target market in most appropriate way. More specifically, the results suggest that businesses should pay attention to alliance strategy when the product that they want to enter to the market is not well-known. The studies suggest that if the main purpose of the brand alliance is signaling quality, consumer attitude toward, and improving purchasing intention then the firm reputable ally or person is probably sufficient. Managers should consider commissioning specific market research projects to address the decision at hand. Strong brand equity accrues from the totality of the marketing mix and a brand alliance is just one potential facet in a marketing communications program. At last some recommendation for academic purpose and practitioners will be provided. For future research there are several points to be taken into consideration, First ,based on the scholars suggestion it is better to test a model in two different industries in order to find all hidden aspect and achieve deep analyses .Second the research was limited to Malaysian Smartphone users which are not sufficient to achieve perfect result; research can be conducted in other countries with different cultures and values to examine how the models respond in other countries.

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