

# CO-BRANDING ALLIANCES AS AN EMPLOYER BRANDING STRATEGY

## status quo

### research gap & problem statement

Co-branding, typically examined from the customer perspective, significantly impacts brand equity (Singh et al., 2021), which is also a central concern in employer branding research (Santiago, 2023). Companies increasingly rely on employer branding in the competitive job market to attract and retain top talent (Tenakwah, 2021). Although studies on brand alliances from the employee perspective are limited, connections between employer branding and brand alliance constructs, such as sponsorship, have been identified (Karjaluoto & Paakkonen, 2019).

### research question

How does a co-branding alliance influence the employer's brand equity and the employer branding outcomes of a company?

### research aim

To understand how potential and current employees perceive co-branding activities, if they influence their attitudes toward their employer, and if co-branding alliances create a value proposition for employees.

## theoretical background

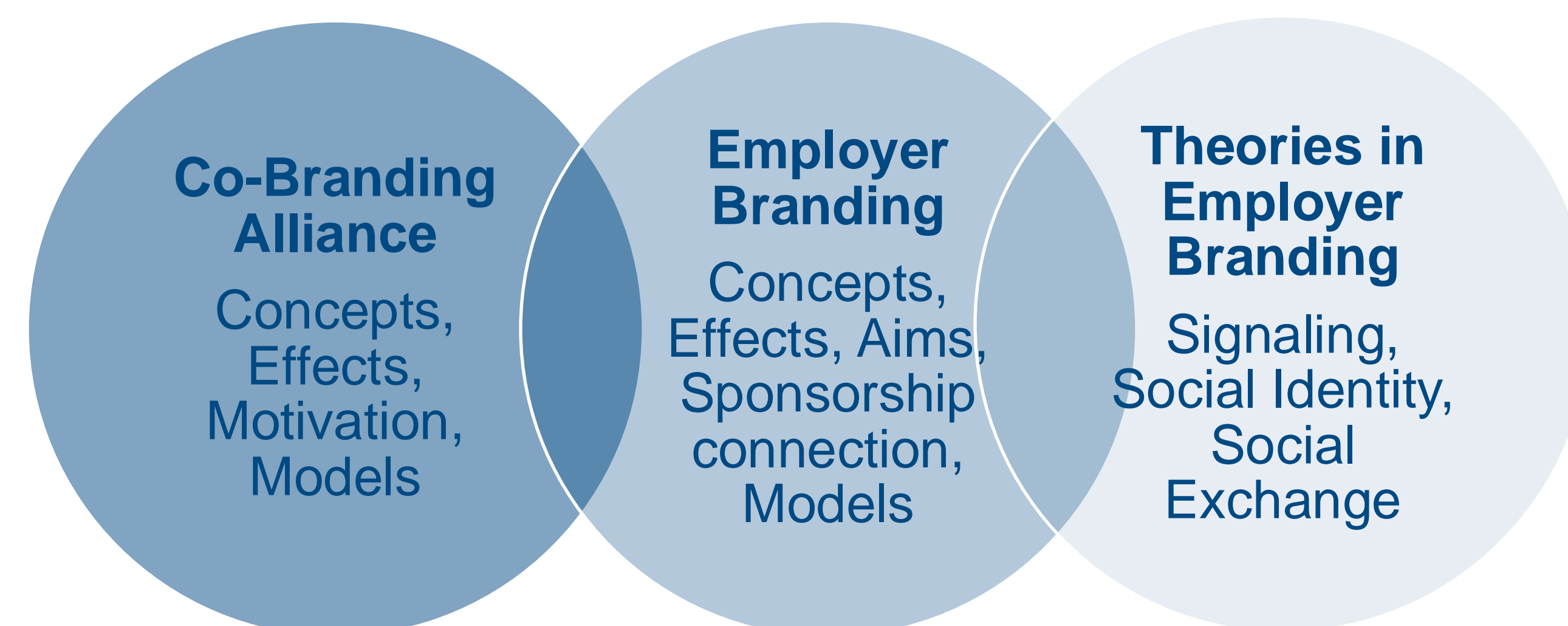


Figure 1.: Theoretical Structure

## empirical study

### research context

AREA 47 and its co-branding alliance

### method

mixed, sequential qualitative-quantitative design approach

### qualitative research design

semi-structured interviews, n = 5 managers, 01-02/2024, qualitative content analysis according to Mayring (2022)

### quantitative research design

online questionnaire, n = 57 current & 77 potential employees, 22/01-26/04/2024, descriptive, reliability, validity, spearman correlation, and regression analysis

### research model

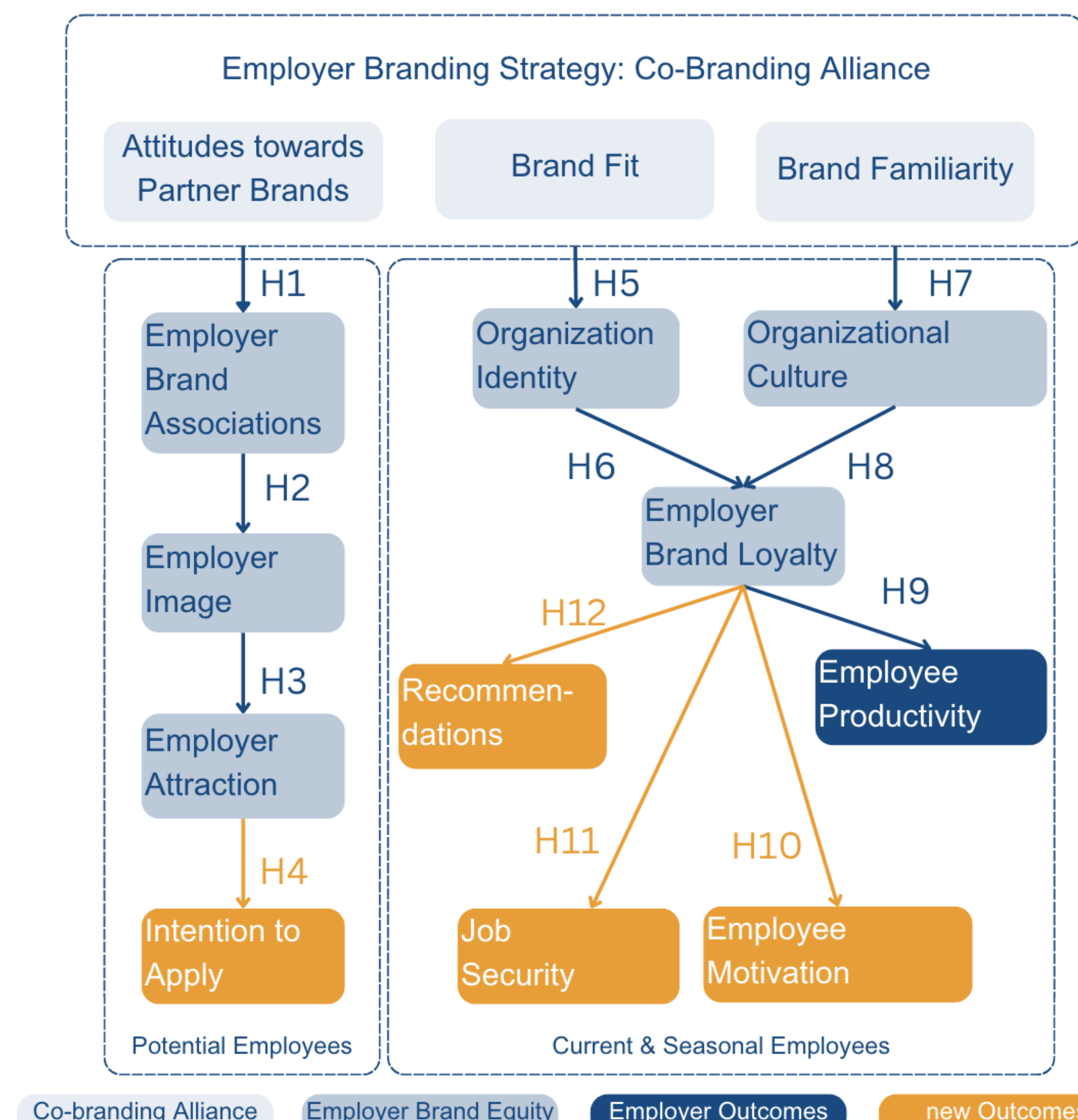


Figure 2.: Research model, based on Backhaus & Tikoo (2004) & Simonin & Ruth (1998)

## results

### findings

|                       | manager view   | employee view   |
|-----------------------|--|---|
| co-branding alliance  | constructs as strong signals; risks need to be considered                | overall positive evaluations of attitudes, brand fit & familiarity    |
| employer brand equity | improvement on all constructs; skepticism about loyalty                  | direct & indirect impact  |
| employer outcomes     | signal of security & stability, impact on motivation, productivity & WOM | indirect impact on outcomes; weak variance explained for productivity |

Table 1.: findings managers vs. employees

All hypotheses were confirmed ( $p < 0,05$ ).

It is crucial to note that co-branding alliances are **pivotal among several tools** that influence these constructs.

### implications

- **enhancement** of employer branding literature by using the conceptual framework of Backhaus & Tikoo (2004)
- **new method** to examine and measure co-branding alliances as an employer branding strategy
- **positive brand fit to signal** the correct values
- **partner recognition for attracting** potential employees and presenting employer as a **reputable**
- **quality** of the partners and their services or products is essential for **retaining** employees

### limitations

random sampling / limited participants / cross-sectional data

### references

Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501-517. <https://doi.org/10.1108/13620430410550754>; Karjaluoto, H., & Paakkonen, L. (2019). An empirical assessment of employer branding as a form of sport event sponsorship. *International Journal of Sports Marketing and Sponsorship*, 20(4), 666-682. <https://doi.org/10.1108/IJSM-10-2018-0103>; Mayring, P. (2022). *Qualitative Inhaltsanalyse: Grundlagen und Techniken* (13. Auflage). Beltz; Santiago, J. K. (2023). The progression in employer branding and employee based brand equity: Scholar API based systematic literature review. *Journal of Economics and Management*, 45, 237-289. <https://doi.org/10.22367/jem.2023.45.11>; Simonin, B. L., & Ruth, J. A. (1998). Is a Company Known by the Company it Keeps? Assessing the Spillover Effects of Brand Alliances on Consumer Brand Attitudes. *Journal of Marketing Research*, 35(1), 30-42. <https://doi.org/10.1177/002224379803500105>; Singh, P., Ahmad, A., Prakash, G., & Kushwah, P. K. S. (2021). Investigating the effects of consumer characteristics with respect to brand knowledge and product involvement on brand alliance evaluation. *Asia Pacific Journal of Marketing and Logistics*, 33(8), 1798-1813. <https://doi.org/10.1108/APJML-05-2019-0321>; Tenakwah, E. S. (2021). What do employees want? Halting record-setting turnovers globally. *Strategic HR Review*, 20(6), 206-210. <https://doi.org/10.1108/SHR-08-2021-0040>