



# Value Co-Creation of Small and Medium Sized Businesses through Brand Alliances

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Research Aim &  
Objectives



Theoretical  
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Discussion



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# Research Aim & Objectives

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The purpose of this study is to explore and critically analyse the **value co-creation process** of small and medium businesses in the context of **brand alliances**.



The objectives of this research are:



(1) to map the resources and capabilities that small and medium sized businesses utilise in a brand alliance to co-create value,



(2) to identify how and which types of value are co-created by small and medium sized businesses in a brand alliance.

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### **Service Dominant Logic (Vargo and Lusch 2004)**

->shifts the focus of exchange in marketing from goods and tangible resources to services and intangible resources

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### **Value Co-creation (Prahalad and Ramaswamy 2004; Vargo and Lusch 2008)**

->value is multi-dimensional, and it is based on each stakeholder's perceptions  
->all joint activities of any parties involved in the collective value creation process

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### **Resource Based View (Oliver 1997)**

->unique resources are the source of competitive advantage

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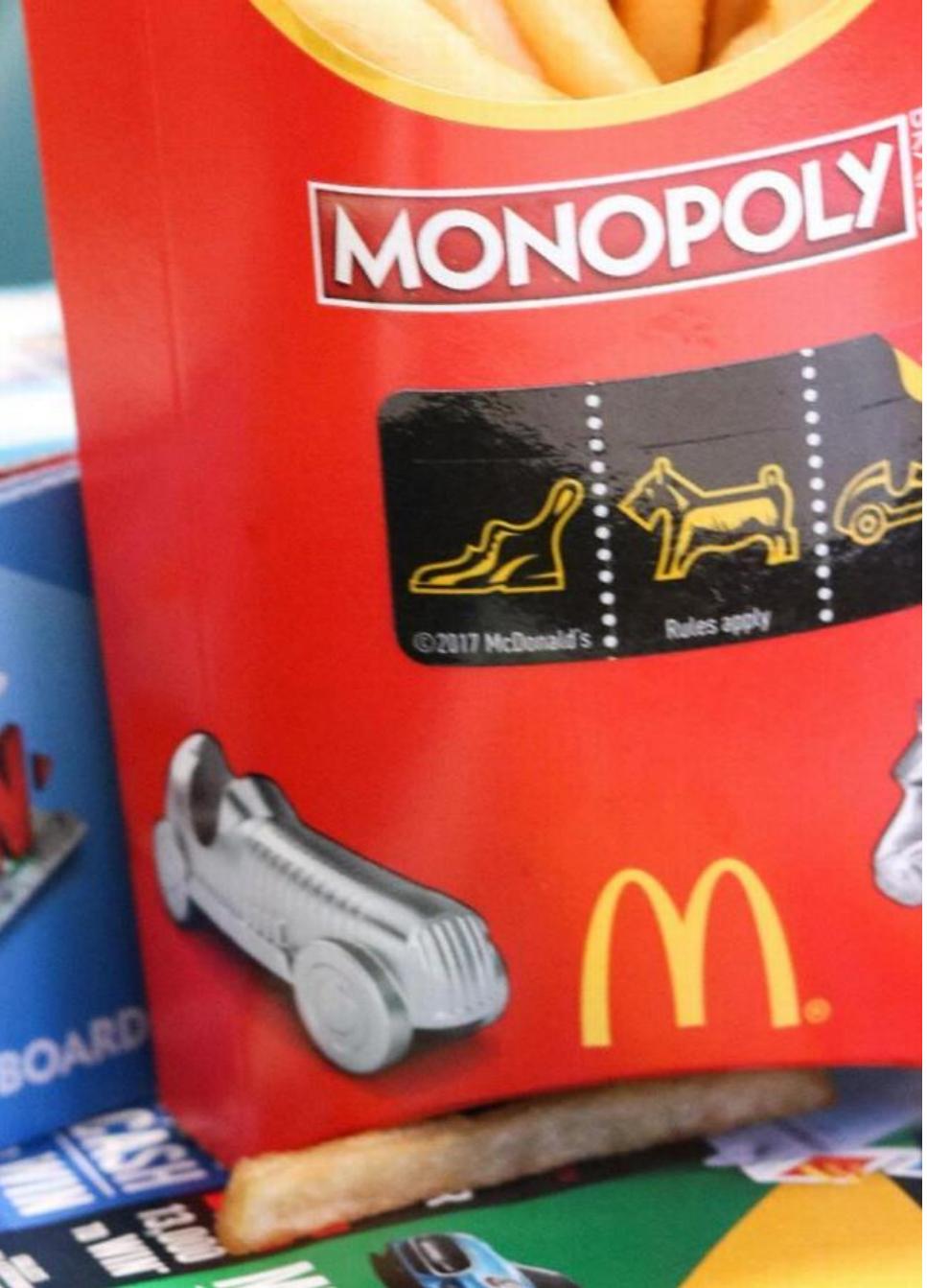
### **Dynamic Capabilities (Teece et al. 1997)**

->management capabilities, organisational, functional, technological skills

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### **Brand Alliances (Samu et al. 1999; Smarandescu et al. 2013)**

# Theoretical Background

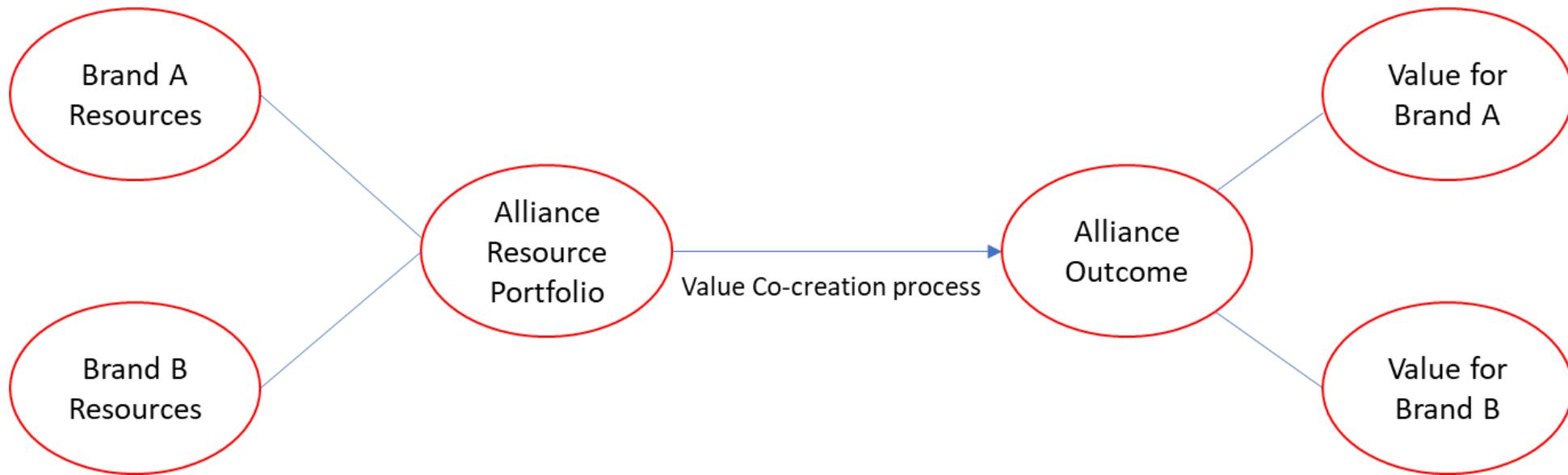


# Brand Alliances

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- There are two or more partners present which are clearly perceived by customers
- The collaborations aim to achieve synergic advantages and benefits for the partners involved
- A typical managerial process is developed to organise, plan, and assess the activities
- There is the possibility to implement the alliance in all marketing activities such as analytical, strategic, and operative activities
- The collaboration aims to generate increased and delivered value for customers

Grieco and Iasevoli (2017)



# Theoretical Framework

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# Methodology



NVIVO

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Qualitative

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Multi-case study

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Convenience & Purposive sampling

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Focus country: Turkey

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Semi-structured interviews

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NVivo for thematic analysis

Case Study	Brand Alliance Types	Resources & Capabilities Used
Alpha1	Co-Branding & Advertising, Complementary, Sponsorship	Marketing resources & capabilities (owned channels, paid channels), Human resources, Financial resources, Technological resources, External resources, Brand alliance experience
Alpha2	Co-Branding & Advertising, Complementary	Marketing resources & capabilities (owned channels), Human resources, Financial resources
Alpha3	Co-Branding & Advertising, Complementary	Marketing resources & capabilities, Human resources, Financial resources, Technological resources, Brand alliance experience
Alpha4	Co-Branding (Complementary)	Marketing resources & capabilities, Human resources, Physical resources
Alpha5	Co-Branding (Complementary)	Marketing resources & capabilities, Human resources, Technological resources

# Resources & Capabilities

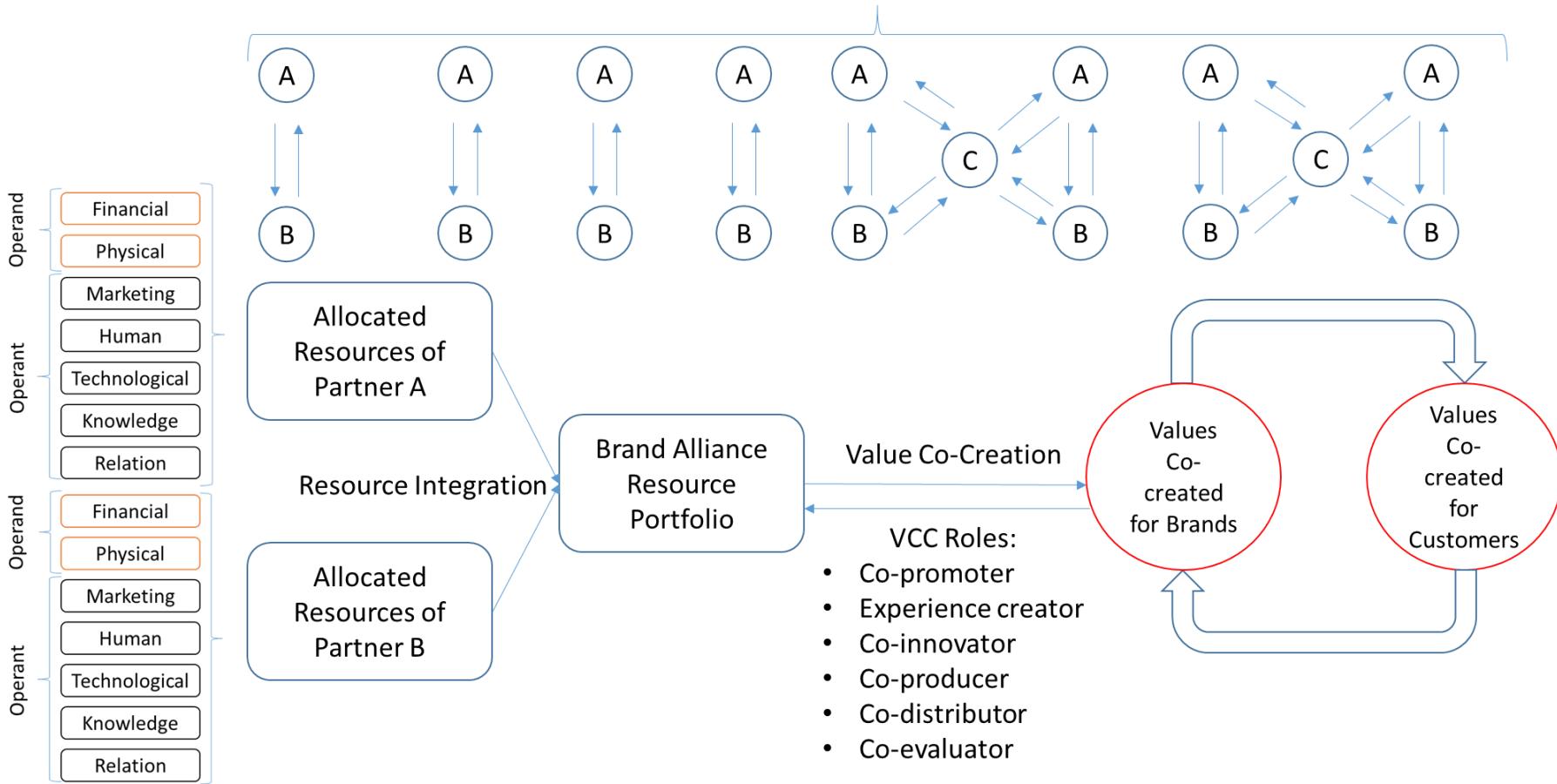
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Case Study	Brand Alliance Types	Types of Values Co-Created
Alpha1	Co-Branding & Advertising, Complementary, Sponsorship	The innovation of Technology, Financial value, Brand Reputation, Brand Awareness, Customer Satisfaction, Customer Benefit, Customer Loyalty
Alpha2	Co-Branding & Advertising, Complementary	Market Reach, Customer Experience, Innovation
Alpha3	Co-Branding & Advertising, Complementary	Customer Experience, Innovation of Technology & Payment Service, Customer Benefit, Increased Sales, Access to the customer database, Know-how, and insights
Alpha4	Co-Branding (Complementary)	Customer Experience, Customer Benefit, Brand Alliance Experience, Access to the customer database, Brand Awareness
Alpha5	Co-Branding (Complementary)	Brand Credibility, Brand Awareness, Customer Satisfaction, Customer Loyalty, Market Reach, Increased Sales, Innovation of Financial Service

# Types of Values Co-Created

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### Interactions between the actors



# Value Co-Creation Process Framework

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The findings of the study showed that the brand alliance is a **strategic tool** that the brands use to co-create **value for their business and customers**.



While the previous studies about value co-creation identified customers at the core of value co-creation (Agrawal and Rahman 2015), this study presented the significance of **partner brands** in the value co-creation process during the brand alliances.



The findings clearly indicate that the **values co-created for the brands diverge from each other** despite being in the same brand alliance and having shared goals.

## Implications

Thank  
You