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Title: “Social Co-branding”: the New Brand Builders

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ABSTRACT

In this study, a new brand strategy called social-cobranding is theoretically and empirically reviewed. The main objective is to clear the path of firms' performance due to the current necessity of adapting themselves to digital social media. Social co-branding encourages alliances between traditional brands and those arising from social media –personal brands- and non-profit brands. A social experiment of four groups of 30-40 people each was conducted in order to collect consumer behaviour data. The results of the experiment provided support the idea/fact that social cobranding can be considered as a good opportunity for companies to grow, more specifically for those new firms performing in very concentrated markets. Also, it was proved that personal brands play an important role in terms of increasing brand awareness. However, these personal brands tend to be more benefitted from this strategy than companies do, which makes long-term sustainability barely probable. The findings of this study provide evidence of how important it is nowadays for firms (profit brands) to have a wide online network (the need of allying personal brands) and develop social campaign policies (the need of allying non-profit brands).

RESUMEN

En este trabajo de investigación se propone una estrategia de marca llamada social co-branding, que pretende contribuir a la mejora de la adaptación de las marcas corporativas a los medios digitales. Social co-branding promueve la alianza de marcas tradicionales con aquellas nacidas producto de las redes sociales -marcas personales- y marcas “sin ánimo de lucro”. Se ha conducido un experimento por medio de cuatro encuestas, dirigidas a cuatro grupos homogéneos diferentes de 30-40 personas cada uno. Los datos obtenidos sostienen que las marcas personales son las principales

beneficiadas de esta estrategia, por lo que puede considerarse el social co-branding como una buena oportunidad de crecimiento para nuevas empresas que buscan introducirse en mercados muy concentrados. Por otra parte, esta situación dominante por parte de las marcas personales puede hacer que las nuevas empresas no vean el social-cobranding como una estrategia sostenible a largo plazo. Como conclusión, los resultados del estudio empírico aportan evidencia de lo importante que es hoy en día para las marcas tradicionales disponer de una amplia red de networking online (vía alianza con marcas personales) y ser capaces de desarrollar una buena política de responsabilidad social corporativa (vía alianza con marcas sin ánimo de lucro).

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1. INTRODUCTION

Recently, the world of marketing in terms of brand management has been moving faster and faster. In a matter of years, a new generation of brands have arisen mainly due to the growing importance of social media in our lives. These new brands are personal brands – which are built around a personal image of an individual whose opinion has certain influence on society – and non-profit brands, which pursue social causes by achieving presence on social media.

Many recent studies have focused on the adaptation of traditional firms to this “new world” of “co-branding”, being the most conspicuous examples those carried out by Blackett and Boad (1999). This has resulted in companies being actively online and carrying out campaigns with both personal and non-profit brands, as they constitute a trend nowadays which every communication department must be part in. However, there is little information about the strategies followed by these “traditional” firms and how companies should actually use such alliances as tools in the most efficient way.

The aim of this study is to present a growth strategy for 3.0 firms called social co-branding, which integrates the strategy of co-branding adapted to today: make alliances with both personal and non-profit brands at the same time. The main intention is to provide evidence of the effects of such alliances on consumer behavior and make a first approach to its effectivity in the short or long term. Knowing these aspects can suppose a competitive advantage in order to create added value to firms, by means of increasing their client portfolios and improve their online networking.

This dissertation is divided into three main chapters. After the Introduction, Chapter 2 reviews existing literature in the field, comprising the basis of the model explained (2.1) and presenting social co-branding (the model) as well as its partners involved (2.2). Chapter 3 provides the empirical study. It first sets the objectives, then it discusses the chosen the research design and it finally presents the results after data collection. Finally, Chapter 4 discusses and draws the main conclusions and recommendations. It also presents the limitations encountered along the study.

2. THEORETICAL FRAMEWORK

2.1. The strategy of co-branding

Nowadays, in an increasingly globalized world, firms confront a problem trying to launch differentiated products due to the increasing issue of the so-called “syndrome of sameness”. Competition is becoming higher and higher within the market place and products are becoming each year more and more easily and quickly imitated. Brand elements are very similar, therefore, it is differentiation what that the brand must communicate to customers.

In this context, the co-branding strategy can be an effective tool for brands to be distinguishable / unique within the market place and therefore to achieve competitive advantage. Hereunder, the main characteristics of this formula of collaboration will be explained.

2.1.1. The aim of co-branding

One of the highly valued assets for a company are their brands (Aaker, 1990), which is crucial for companies that attempt to position their current products and, more especially, their new ones. However, there is a risk coming out due to the market conditions: high cost of building a brand (it can exceed \$100 million, according to Voss and Gammoh, 2004) and the situation firms face in terms of high-new product failure rates –between 20-40% per year, according to Spethman and Benezra (1994) –, which is still a reality. That is why companies have seen co-branding as an alternative method of branding for creating sustainable competitive advantage.

Co-branding can be a fresh opportunity for companies to reach markets that otherwise could not have been able to reach and alleviate the costs when entering in such market by making use of the brand equity of an already established brand. Moreover, co-branding is also pursued by firms with the purpose of improving brand image and how brands perceive quality, as Keller explained on his research about customer based brand equity.

Despite the lack of universal agreement in its definition, co-branding is a well-known practice by most of recognised marketers. According to Blakket and Boad “co-branding

is a form of cooperation between two or more brands with significant customer recognition, in which all participants' names are retained" (1999, p. 7).

A narrower definition was provided by Leuthesser, Kohli, and Suri, in which they aim to explain the difference between co-branding and other type of brand alliances: "Co-branding is the combining and retaining of two or more brands to create a single product or service. This usually signals to customers that partners are committed to a long-term relationship" (2003, p.36). For example, Nike and Ipod announced a partnership, which resulted in forming a cooperative alliance of co-branding named "Nike+Ipod". They call the co-branded product "Nike + Ipod Sport Kit". The consumers can download the music from the Ipod website for free. They realized that there is one kind of potential consumers who like to listen to music while they exercise.

Therefore, co-branding is not only a tool used by brands to enhance brand and customer value, but also to do it through the most effective way, at the right time and at the lowest costs. Co-branding is basically the alliance between two or more brands to encompass a wide range of marketing activities such as sponsorship, retailing, retail promotion or manufacturing collaborations. As mentioned above, these activities have the purpose of increasing added value to the firm boosting brand image through seeking customer satisfaction.

Many companies today are experiencing with co-branding. However, the strong mutuality of interest between companies must be properly handled in order to provide them with a win-win partnership. Otherwise, one of the partners should suffer or even worst, both firms could be tarnished. Consequently, it is very important for a firm to have enough framework knowledge in order to identify the co-branding partners which fit better with the brand management strategy followed.

Moreover, having acquired enough knowledge of the partner profile and being able to anticipate its movements in the short-medium term, there are certain requirements to be met for companies in order to be involved in a co-branding strategy. These are the following:

- Companies must have a common goal, having arranged a final objective since the establishment of the alliance.
- Companies must focus on the same market by following the line of meeting the same objectives, and attaining the same public a key point in order to succeed.

- Companies must be complementary. They should have similarities but the fact of not being almost equal facilitates the process. E.g. A partner could sell a product related with the other partner's product portfolio.

If these conditions are not met, benefits could not be satisfying for all partners. This means that the strategic decisions are not the same or have not been discussed adequately in initial negotiations. Consequently, both companies could be at risk and could confront burdens along the way. Later on, we will discuss more deeply the possible risks and benefits of implementing a co-branding strategy.

2.1.2. Types of Co-branding

Co-branding has become one of the weapons to resist the shortening of product life cycles. Co-branding can take different forms depending on whether the key element is the launching of a product, or just used for communications. If the co-branding strategy has only a communication purpose this just means that the two brands work together in order to join in an ad campaign or with the aim of sponsorship.

On the other hand, a co-branding strategy can also involve combining two existing brand names to create a composite brand name for launching a new product. In 1996, Park, Jun, and Shocker were some of the first to give an approach to this strategy called *Composite Brand Extension* (CBE). In this case, co-branding must be differentiated either as symbolic or functional.

Although there are many ways to classify co-branding, there are two differentiated types which are common for all companies pursuing it: Functional and Symbolic co-branding. The following classification is based on an article written in 2009 by Géraldine Michel, current director of the professorship of Brand and Values (*Chaire de Marques et Valeurs*) and author of *Au Coeur de la Marque*.

Functional Co-branding

It is a co-branding strategy based on a company launching a new product or service which benefits from ingredients or know-how from the invited brand. Functional co-branding can be ingredient or parallel.

In the case of ingredient co-branding, it creates brand equity for materials, components or parts that are not necessarily contained within other branded products. A variation

arises here called as “self-branding” , in which many firms advertise and even trademark their brand ingredients. We can give as examples Stevia, which was used as the key ingredient for Coke Life, Gore-Tex in NorthFace waterproof jackets or the Intel chip in Hewlett Packard, which was in charge of the manufacturing, in order to create HP computers with Intel chips.

Another type of functional co-branding is parallel, which, due to the complementarity of the two key products, firms offer both of them. This type is more common to appear in the long term and it is not that easy to differentiate visually the main brand from the invited one, as in the case of Nespresso, which incorporates into its coffee machine the capsules of the German company Krups. Another example is Häagen-Dazs and Baileys, which co-branded to launch the Häagen-Dazs Bailey’s flavour ice cream.

However, as already mentioned, brands do not have necessarily to perform in the same market or for the same public, as one of their main goals is to reach new audiences. That is the strategy pursued by Mercedes Benz, joining Swarovski to create a crystal made car key for its most exclusive clients.

Symbolic Co-branding

It is a strategy within co-branding based on the launching of a new product or service which benefit from the symbolic dimensions of the invited brand. This invited brand is usually a personal brand, a celebrity who has built its business around his/her popularity and image.

Symbolic co-branding is usually performed in the short term, as the product is launched as a “limited edition” aiming to boost profits in the accounts of the main firm. We can use Diet Coke as an example, which decided to collaborate with well-known fashion designers Karl Lagerfeld and Marc Jacobs to create its bottle design with original and exclusive motives.

On the other hand, a firm does not have to join a celebrity in order to benefit from symbolic dimensions. This is the case of KitKat, which launched a chocolate bar with the shape of the famous logo of Google Android, an alien.

Depending on the benefits companies want to achieve by means of co-branding, these must take into account not only the partner profile, but also the potential alliance we

would want to get with them in the future. This highly depends on the kind of relationships firms have with their potential partners before co-branding:

- Fixed roles. Kind of a supplementary alliance. A main brand proposes co-branding to another, which is the invited one. For this moment on, both brands will work equally even the head of the administration and decisions lies in the principal brand. E.g. Balmain/Lanvin for H&M (more affordability and wider accessibility)
- Momentum alliance. In this case, there is not any invited brand. Both of them develop the structure of the agreement and take part in the main decisions. In general, the aim of such alliance is to launch an innovative product to an existing market. E.g. *Sports kit* by Nike and Apple.
- Sponsorship union. There are certain cases in which one brand's product results to be too controversial to appear on the media (especially on TV) . This brand allies with another brand to promote a product of other well-known brands and achieve visibility. E.g. Coca-Cola and Martini proposed a new "cocktail" for the summer, "*el Chispazo*", which was a Coca-Cola drink combined with a splash of Martini.
- Celebrity endorsement. Becoming more and more popular, now it is difficult to identify a brand which has not collaborated with a professional within the show business to promote their products. Some years ago, "influencers", creators of content in social media and internet platforms, start being ambassadors of such brands. Now, as we will analyse later, they have built up their own personal brand and the most influential ones are not interested in this kind of collaborations. E.g. Beyoncé and Pepsi.

2.1.3. Benefits and risks

Benefits

As introduced in the previous section, there are several reasons why some companies want to pursue co-branding, if this is performed well, according to the requisites and if our partner profile matches our objectives. Now, we will proceed to enumerate the main benefits of implementing co-branding.

Firstly, it can attract a wide range of consumers. Once the firm adopts co-branding, it provides more selection and more function of products, this is to say, the firm expands and diversifies the product portfolio. The firm is bringing more choices to consumers to choose the brand and the product also brings the convenience for them: nowadays, customers all want to purchase as many products as possible at the same place to save time. Co-branding plays with the advantage of giving simultaneity to customers (customers can take less money and time to buy the satisfied goods) but also to products, creating new products resulting from the main features that both partnering firms sell in their market. This is the example of Nike+Ipod and their Sport Kit previously explained at the beginning of this work. In the end, co-branded products and services can reach other markets; attracting customers from their partner or from another target or segment who may not have felt interested in the brand until now. In this way, loyalty can be achieved, besides the perception of the brand uniqueness and distinctiveness can also increase.

Secondly, co-branding can bring more opportunities in terms of product quality, improving it and creating a bigger influence on consumer judgment of the brand. This influence can be provided by personal brands such as “influencers”, who can partner companies in order to build up a co-branding strategy (this practice will be discussed more in depth in section 2.2.2.). Quality also means innovation, which offers an opportunity of growth in existing markets as well as exploration of new ones. This growth is translated into bigger profits for the company, which also means more space for development to gain customer’s trust. This “wheel” is the main goal of firms performing in the IT industry, who rely on co-branding, being this its most common marketing strategy.

Besides reducing the risk of company to enter new markets and gain market share, co-branding helps to reduce the costs and expense of operations. So it integrates resources.

When two firms combine their operations, they will possibly have a 50% interest in the joint venture, the same number of representatives in the board of directors and a certain percentage of interest based on the value of each firm's assets. When making TV campaigns, co-branding turns into a very useful tool as both brands share the costs of such campaign, which tend to be very expensive in most of cases.

Risks

Despite having a great amount of benefits, these can also lead to disadvantages which the company should take into account and thus keep under control.

In the case of a firm cooperating with its competitors, it can become a double-edged sword. The benefits a co-branded firm enjoys can increase its dependence for the other brand, making it more difficult to abandon the partnership and re-establish itself in the market independently. Positioning and re-establishment is even more difficult for an existing brand co-branding in the market than for a new one entering on it.

Another drawback is the risk of devaluation, suffered by many brands which could sometimes happen virtually overnight. When one of the companies files for bankruptcy, the announcement of it depresses the partner company's stock. Consequently, it can also cause that investors question the partner, as well as managers, about their contingency plans. After making such allegations public, bad press could contribute to drop off the trust of manufacturers and consumers, who are less likely to buy the firm's products.

Sometimes, when establishing co-branding, companies result to be incompatible, due to different cultures and visions. While these partnerships create great brand synergies, this may also cause operational frictions: both companies must complement each other instead of restricting its own *modus operandi*. In the worst of the cases, one partner could impose its culture over the other and the firm affected could lose its brand image, being consequently absorbed. That is why it is important to find a partner which complements the business, and have a fixed and previously agreed corporate culture in common.

Finally, to some extent, co-branding can make partners to transfer competitive advantage, creating a potential competitor and resulting in losing such an advantage. But this mostly depends on what firms decide to share with each other in terms of ownership, characteristics of products, transfer of relationships and agreements with

other brands. Consequently, companies must be careful of what they agree on and share since the beginning of their collaboration.

2.1.4. A successful co-branding case

This section presents a case about a mature company which adopted co-branding not only as a mean of survival to confront its threats but also to succeed and guarantee itself a position in the future market.

Figure 2.1. Fiat 500 co-branding practices in 20th century



Source:Medium Italia and Yoplait France

Fiat, the historic Italian automobile company, has been commercializing vehicles since 1899, being one of the oldest but also most awarded brands within the industry.

Although being at the lowest positions within the trust rankings in several occasions and having to fight recent strong competitors (usually Japanese brands), Fiat has remained in a good position through the years. The firm has done it well in terms of signing to the most recent trends and choosing the right partners, this is, betting for the earning of fuel and the decreasing of carbon emissions but also co-branding.

But the key of its survival and its success has been without any doubt the strategies performed for its most classic and iconic model: the Fiat 500. The first model was launched in 1935 and it was called ‘*Topolino*’. Rapidly, the model became popular due to the fact that its design was based on the car of Mickey Mouse, and it continued being sold until its disappearance in 1955. Co-branding did not exist yet, but Fiat was already aware that using the image of a fun and original well-known cartoon character would help it to introduce the model into the market.

From 1955 to 1970, Fiat introduced the idea of “the pot of yoghurt” as the model was covered by white and it reminded the original Italian yoghurt. This strategy was very well accepted by the public and it became very popular. In this way, the company could transmit the genuine origins of the Fiat brand to customers.

Figure 2.2. Fiat 500 co-branding practices in 21st century



Source: “*Le pot de Yaourt*” (Youtube.com) and Virtualcar.com.

Since 2007, Fiat has carried out a brand rejuvenation following co-branding, now more explicitly. Following the idea of “the pot of yoghurt” it created an advertising campaign allying with a famous brand of yoghurt. These ads incorporated pots with different designs (which refer to the car, Fiat 500) hold by different kinds of people (different personalities).

More specifically, Fiat has co-branded with brands from the retail industry to reach new targets such as Gucci (with the aim of reflecting exclusivity and luxury), Mattel (fun and crazy) and Diesel (young and trendy. It also built an alliance with Apple and Facebook, creating the “*FaceRace*”, an event sponsored on Facebook and Apple, with the aim of providing a fresh modern and tech image to youngsters.

Now, Fiat has also performed symbolic co-branding, collaborating with Fernando Alonso by means of advertising. He appeared on one of its TV commercials, with the purpose of showing Fiat 500 can be fast and elegant at the same time.

The last popular co-branding was its association with Guerlain. Fiat France decided to launch 250 super exclusive Fiat 500 vehicles within the country of France. Its design was unique as Guerlain has never co-branded with any other brand, neither a cosmetic one. This was not a financial strategy but a clever move of the firm to gain brand prestige.

2.2. Social co-branding

2.2.1. “The social co-branding triangle”

Until 2000, no one had introduced the idea of two companies working together not only with the purpose of increasing their financial performance, but also aiming to boost its brand image.

This new marketing trend opened the minds of firms, who, believing that unity is strength, built their marketing campaigns by means of looking for the appropriate partner to join them. And it came out to be successful. That is how co-branding was born, attracting new targets of customers and increasing loyalty within brands.

However, trends have been changing. Nowadays, with the arrival of social media in our lives, we are aware that the ways in which customers perceive and purchase products are evolving to a huge new extent. Online content creators such as *Youtubers* and *Instagramers* have landed in and have proclaimed themselves as ‘‘influencers’’, due to the fact that they have achieved so much attention and popularity among people (especially the youth) they are able to influence customer’s purchase choices and wants.

Additionally, being aware of what is happening in the world and the big issues the society currently confronts, is almost mandatory for companies. Firms can connect with potential customers and attach new customer segments by being engaged with social causes.

This opens the debate of firms making alliances with both “influencers” and social organizations, which pursue concrete social causes. This ‘social’ triangle, called in this essay *social co-branding*, takes place exclusively in the online world, being performed lately by firms working actively on social media, seeing how customer awareness grows together with profits. Practices similar to social co-branding have been previously performed in the offline world by firms and social organizations, but for the social co-branding’s triangle to work, influencers must be introduced into it: their existence only makes sense in social media as they are natural online beings.

Social co-branding contributes to boost brand awareness and the reaching of new targets, and consequently, the increase of market share and brand equity.

Nevertheless, there is also great responsibility when adopting social co-branding. The social co-branding strategy has been presented in this essay is a perfect equilateral triangle, while this scenario could be far from reality within most of the cases: a brand partnering two other agents with great influence online can threat its online visibility if these relationships are not balanced. Is it possible to work with two different brands at the same time without damaging the brand? Is social co-branding just another powerful trend or is it a tool decided to change how brands are built and become a necessity to firms? Who is the real brand builder behind this triangle?

Now we will proceed to describe the three different agents involved as well as their latest trends and actions, including some examples.

2.2.2. Partners

Personal Brand: Influencers

They can be defined as the new marketers online. Known as content creators in different platforms on the internet (*Youtube, Instagram, Twitter...*) they are able to influence customer behaviour just with a video or an image they upload. Most of them have built extremely wealthy empires by forging unique, relatable brands around themselves thus turning it into a full-time career.

Profit brands noticed, from the very beginning, that being online was not enough, and that a friendly, fresh and entertaining profile would always be the best promoter for their products.

Therefore, this party can be fully integrated into the supply chain of the company or just be a value-added item. They are often given products of the brand to try them as potential buyers of them, and then upload it online as a mean of promotion. Also but not so common, firms offer them advertising contracts to sell their image on other means of communication such as on TV or other digital media.

To develop a co-branding strategy with these ‘WOM online drivers’¹, firms must first identify the potential influencers who may fit the brand. Then, they would try to raise awareness within the influencer community by offering them interesting projects according to their profiles. Once they have caught their attention and they have agreed to collaborate with them, firms will be able to reach market awareness amongst target markets. The ultimate goal is to carry out long term marketing campaigns with them, establishing a long lasting relationship which turns influencers into advocates of the brand.

Chiara Ferragni, an Italian *instagramer* and fashion designer who started her career on an online blog, is known as one of the most influential people online. In 2013, the beauty products giant L’Oreal co-branded her for the famous *instagramer* to be the next “Pantene hair”. She has advertised its star product ever since through digital media including her wide social network. This is seen as a clever move from the L’Oreal brand rather than for the influencer: although Chiara Ferragni gains prestige, L’Oreal is able to gain something even more important, brand relevance and online market awareness.

Non-profit brands: Social Organizations

Every day more often, non-profit organizations are mostly characterized by having some sort of blogs and call-to-action email campaigns. However, they are taking it one step further with their rich and active online communities.

¹ Word-of-Mouth (WOM) is the passing of information from person to person by oral communication. It has become a common tool within the marketing field.

They have managed to leverage supporters via community. And donations have not stopped growing since then, enlisting advocates and mobilizing thousands of people for events and demonstrations.

The most relatable example may be *Charity: Water*, an organization that travels to villages and communities to build clean water wells, provides sanitary training and sets up hand washing stations. Their two-minute videos spread a sense of positivism, pride and desire to get involved.

For non-profit organizations, social co-branding is not a whole new practice. Actively online brands are already used to ally with a non-profit organization which also owns an online community. Brands adapt their Corporate Social Responsibility programs to co-brand these organizations, aiming to attract loyal and passionate customers who will surely raise brand equity.

Non-profit leaders need new models that allow their brands to contribute to sustaining their social impact, serving their mission, and staying true to their organization's values and culture. Brand management is the work of managing these psychological associations.

According to Kylander and Stone (2012), "in the for-profit world, marketing professionals talk of creating a total brand experience. In the non-profit world, executives talk more about their global identity and the "what and why" of their organizations". The Stanford University proposes a framework designed to help these non-profit organizations to collate for-profit brands: the Non-profit Brand IDEA (in which "IDEA" stands for brand *integrity*, brand *democracy*, brand *ethics*, and brand *affinity*).

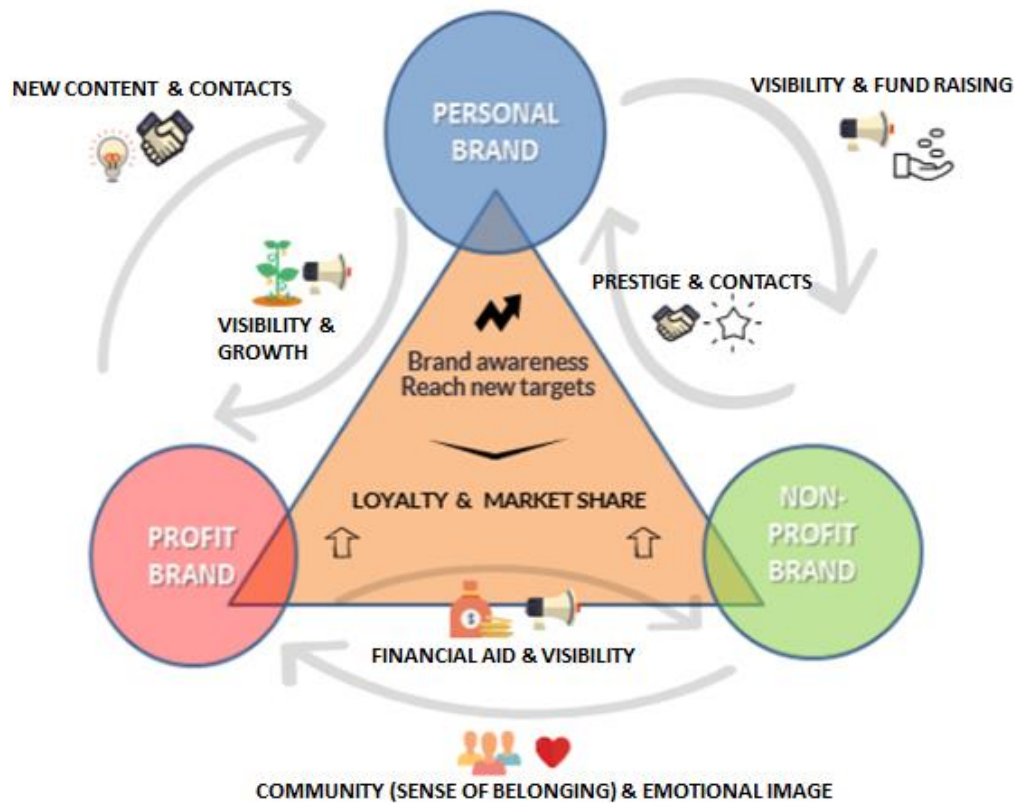
A successful co-branding example was the one of P&G's Pampers, its well-known line of diapers, with UNICEF, to support MNT vaccinations all around the world, especially in the African continent. This partnership could be classified as an ingredient co-branding. Due to Pampers does not only finances UNICEF MNT projects, but also provides the know-how and the main components related to the brand.

Profit brands: Firms 3.0

The third but not least partner within the triangle is the profit-seeking brand. These are firms actively working online, which may not have a very long career working in social media but they have already made agreements with influencers or social organizations. Whether they are old or were born in the digital era, these (profit) brands are aware of the latest brand strategies and have a team of employees specialised in it. These could be the case of community managers and digital strategy advisers, jobs which barely arose fifteen years ago, but that have become very important for achieving brand value, especially if we talk about online firms.

Despite of having online presence and efficient data catching systems, most of them lack of a strong online community, just as personal brands or non-profit brands do. Just a few lucky ones are able to awaken people's desire of belonging. That is one of the reasons why partnering (more concretely co-branding) with social and personal brands becomes a priority for profit brands, as they need to show there is an emotional feeling behind the financial accounts.

Figure 2.3. The role of partners within social co-branding



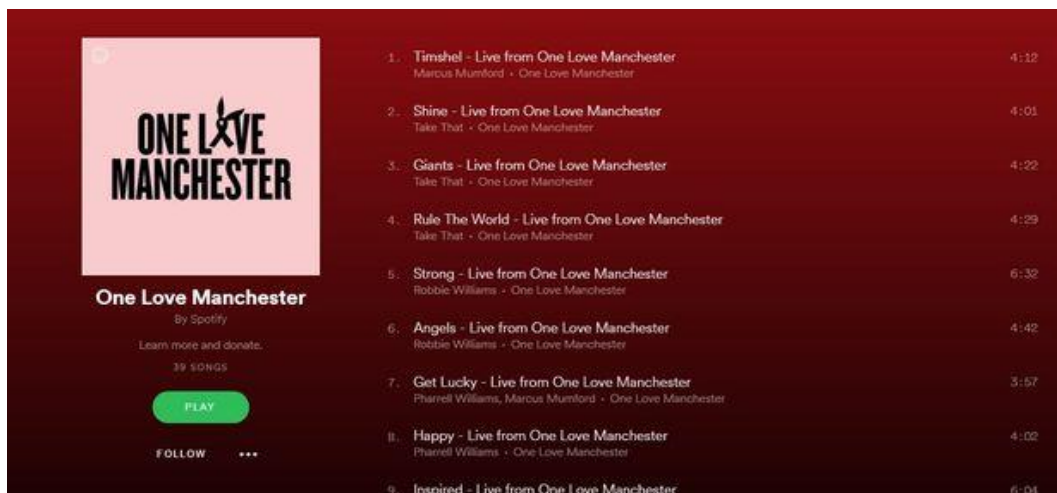
Source: Lerbinger (2013).

2.2.3. Example of social co-branding

The following case shows an example about a recent social co-branding practice and how being able to partner with two other kinds of brand (personal, profit or non-profit) is a triple win strategy for a brand in the road of increasing brand awareness.

Here, the famous singer Ariana Grande represents the personal brand, the British Red Cross is the non-profit brand and Spotify is the profit brand.

Figure 2.4. One Love Manchester on Spotify



Source: Wales Online Journal (2017)

On May 22, 2017, a terrorist attack occurred in Old Trafford stadium of Manchester, England, while a concert of famous singer Ariana Grande was taking place.

Despite the overall fear, the singer –the personal brand here– decided to give a charity concert on the same place just two weeks after the incident. She founded an emergency appeal called “One Love Manchester”, raising more than £10 million during the concert, and after it with the selling of merchandising. Net proceeds were donated to the British Red Cross Society –the non-profit brand– for its “One Love Manchester Emergency Fund”, supporting those affected by the Manchester attack.

Spotify –the profit brand– as a digital music streaming service available on mobile phones, laptops and computers, saw immediately the opportunity in this charity concert.

The firm made the decision of partnering with Ariana Grande and the British Red Cross Society: the album 'One Love Manchester' is now available on Spotify including all the recordings and a percentage will go to the British Red Cross Society.

In this way, Spotify gets close in its strategy to finally signing new deals with the major labels and gaining positions despite the aggressive leadership of iTunes. Reaching a new target, the *Arianators*, a young collective, plus being socially involved in a current and global concern make Spotify increase its brand image and prestige.

Besides, Ariana Grande and Red Cross achieve even more visibility –brand awareness– and meet their social goals.

This example could be one of the simplest ones, since the personal brand and the non-profit brand were already allied, and profit brand was the last one to join in. There was not an initial 'trialogue'. Additionally, the personal brand is rather considered to be a singer rather than an influencer: she has not emerged from social media platforms, but she actively participates in it as she is professionally devoted to singing.

3. EMPIRICAL STUDY

3.1. Objectives

Once the previous literature has been reviewed, it was possible to carry out an empirical study. The empirical research was conducted following a method which helped to give an answer to a series of research objectives. Later on, it was critical to decide which of these assumptions may drive the results.

The main objective of the study was to measure the impact social co-branding has on consumers and how it does affect on their purchasing behavior from the perspective of a profit brand. This is to say, to what extent collaborating with personal brands and non-profit brands is a good strategy for companies to increase brand awareness and brand engagement. In order to achieve this objective, the study intended to measure brand image and brand resonance² before and after the profit brand implements the strategy.

More specifically, the empirical study aimed to know if the nature of the brand determines the results arising from implementing co-branding: is it the same for both a new/unknown brand and a mature/recognized one to implement it? Is it possible to work with two different brands at the same time without damaging the profit brand?

Finally, and linking this objective to the previous one, the second aim of this study was to offer an approach about the future of these relationships and their long-term behaviour. The profit brand could get benefited from this strategy, but maybe not so much as the other two partners. In that case, a long-term relationship does seem to be the best option, and social co-branding could only be considered as a trend for companies within the marketing field. Which one of the three components of the triangle leads the relationship? Who is the real “brand builder”?

3.2. Methodology

As explained above, the two main objectives of the study were to see the impact of social co-branding on consumer purchasing behavior from the profit brand’s perspective and the sustainability of the relationships between the three partners of the triangle. The initial idea contemplated at the beginning of the study was conducting a single survey

² “Brand resonance” refers to the relationship that a consumer has with the product and how well s/he can relate to it.

directed to the general public; however, it was gradually discarded as different settings were needed to give more than one example of profit brand. This way, there are less questions in each survey and more choices to explore consumer behavior, which result in less bias in the sample.

Specifically, the research objectives led to propose an experiment with different experimental groups which could not be fully integrated in a general survey but within several ones. Conducting an experiment in which several homogeneous groups are asked to respond to concrete situations provides a more robust analysis and less amount of bias when extracting the results of the empirical study.

The experiment was a 2 x 2 between-subjects design as a result of combining two types of profit brands (PB1, PB2) and 2 personal brands (PeB1, PeB2). The resulting four combinations led to four questionnaires. In each questionnaire, a within condition was also analysed: the effect of adding a non-profit brand (NPB) to the proposed alliance.

Each group was homogeneous (the group's profile will be illustrated in the next section) and those surveyed were exposed to two different scenarios during the survey. Firstly, a profit brand (PB) decides to collaborate with a personal brand (PeB) and subsequently, they are exposed to a second situation, a "what if..." in which this profit brand collaborates with both a personal and a non-profit brand (NPB).

In order to fulfill the objectives, two experimental groups were exposed to a known brand, recognized and experienced (Nike), but with an already formed opinion in the majority of surveyees' minds. On the opposite, the other two groups were asked for an unknown brand within the same field (Olympian), an invented brand which guarantees that anyone in the groups has a previous opinion about it, or that none of their answers are influenced by it. The same procedure was applied to personal brands, two different influencers were exposed to two experimental groups each: Rafa Nadal and Roger Federer. They are professional tennis players, but they also comply with the definition of "influencer" (both of them have 3.9 million of followers on their Instagram accounts) and are well-known worldwide, having a general positive opinion. Hence, the structure of the experiment was the following:

2 (Nike, Olympian) x 2 (Rafa Nadal, Roger Federer)

The tool chosen for designing the survey was Google Forms. Each survey included control questions in order to register personal characteristics and assure homogeneity of the groups. Questions related to the topic of study (degree of Social Concern, Personal Brand's Image, Purchase Intention of Profit Brand, Profit Brand's Sympathy, Profit Brand's Deception and Strategy's Personal Opinion) were asked using 1-7 likert type scales in order to measure their relationship with social co-branding and their direct or indirect impact on the consumer's attitudes. These questions and the ones regarding social media habits (familiarity with the topic of study) were the same in the four surveys. Such questions will be better explained as they are the mean of extracting the results.

Since the experiment was carried out in Spain, being Spanish the mother tongue of all the group members, the four surveys were conducted in Spanish (see Appendix 1). A convenience sampling was used being answered by 133 randomly assigned to each setting. Sex and age representativeness between groups were taken into account regardless the sampling is not random.

This survey aimed to be distributed to the general public, regardless from group age or demographic area via online.

3.3 Results

Once all the data was collected, results arising from the data must be analysed and interpreted in order to extract subsequent conclusions.

The main tool of the study is the IBM SPSS Statistics 22, used to analyse all data collected from surveys by means of statistical parameters.

This section is comprised by two subsections: demographic variables and "main result" variables (the ones related with the topic of study).

Demographic variables

As previously commented, the total sample (n) of the study was 133 people who answered the four surveys, having an average number of 33.25 people answering in each one (*Nike-Nadal*: 31, *Olympian-Nadal*: 32, *Nike-Federer*: 40 and *Olympian-Federer*: 30).

These results and the following were extracted by means of control questions asked to surveyees at the end of each questionnaire. More specifically, they are Age, Gender and Level of education.

The main purpose of them is to measure the homogeneity of groups, so the higher homogeneity between them, the higher the reliability of the effects of the experimental manipulations.

Age

As it is shown in table 3.1, the minimum age registered is 17 years old, while the maximum one is 69. *Olympian-Federer* can be considered as the youngest group (with an average of 28.1). However, *Olympian-Nadal* is not the oldest one although it has the oldest surveyee: *Nike-Federer* has by average the oldest contestants (32.67).

Table 3.1. Age in each group

Groups	Age		
	Minimum	Maximum	Average
Nike-Nadal	18	57	27.77
Olympian-Nadal	18	69	30.59
Nike-Federer	21	58	32.67
Olympian-Federer	17	56	28.10
TOTAL	17	69	29.65

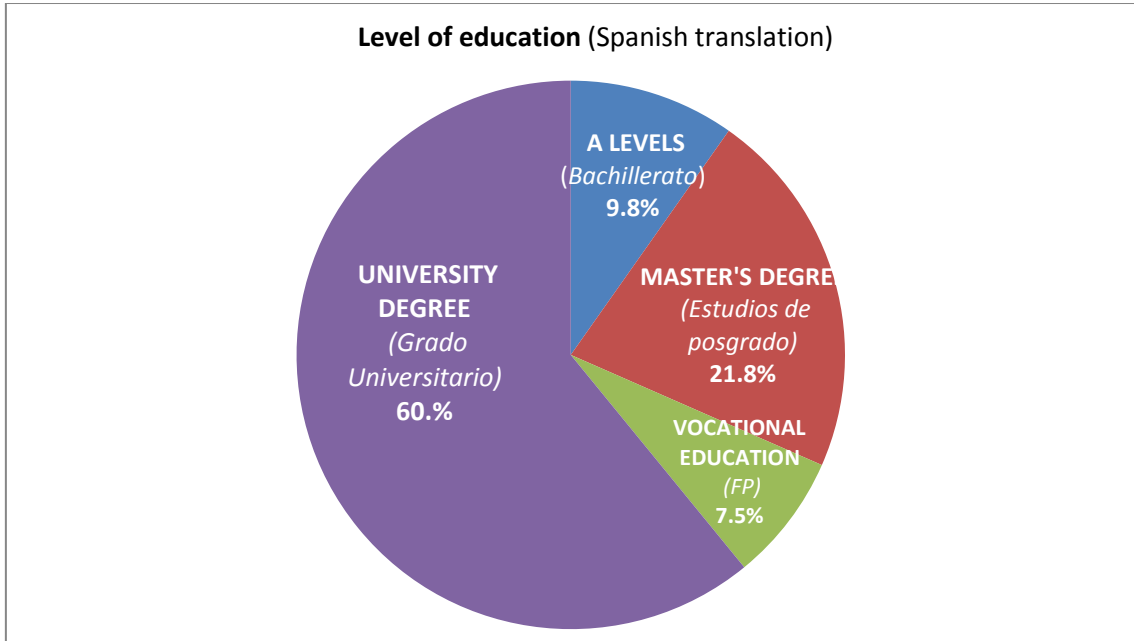
The analysis of the variance (ANOVA) is a statistic tool which allows to compare several groups in a quantitative variable. In this case, the F-value is 1.099 with a level of significance of 0.352. Being this last one higher than 0.05, it indicates that there are not significant differences between the groups at the 95% confidence level.

Level of education

More than the half of surveyees have studied or are studying an university degree (60.9%). Subsequently, 21.8% have studied or are studying a master's degree or other high education programs. The remaining 17.3% is distributed among A level students

and high school graduates (9.8%) and Vocational Education (VE) students or graduates (7.5%).

Figure 3.1. Level of education



Looking at figure 3.1, The survey in which more university graduates can be found is *Olympian-Federer* (65% of people surveyed) . However, the differences are really slight between surveys. The highest difference is found in A levels: *Olympian-Nadal* has the highest percentage in high school graduates (21.9% out of 32 people surveyed), 19.4 percentage points more than *Olympian-Federer* (2.5% out of 30).

Table 3.2. Level of education (%)

Groups	Level of education (%) (Spanish translation)			
	A LEVELS (Bachillerato)	MASTER'S DEGREE (Estudios de posgrado y/o máster)	VOCATIONAL EDUCATION (FP)	UNIVERSITY DEGREE (Grado universitario)
Nike-Nadal	6.5% (2)	25.8% (8)	2.5% (1)	64.5% (20)
Olympian-Nadal	21.9% (7)	9.4% (3)	15.6% (5)	53.1% (17)
Nike-Federer	10% (3)	23.3% (7)	6.7% (2)	60% (18)
Olympian-Federer	2.5% (1)	27.5% (11)	5% (2)	65% (26)
Average (n)	9.8% (13)	21.8% (29)	7.5% (10)	60.9% (81)

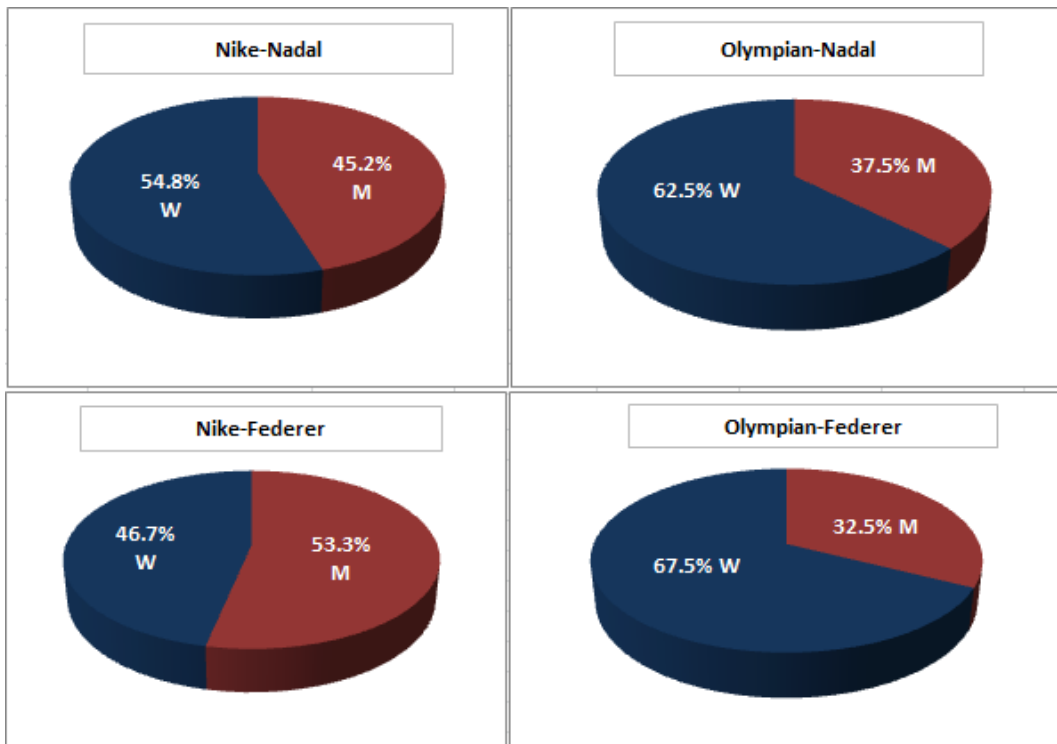
In this case, the Pearson's chi-squared test can determine the homogeneity level between groups. The chi-square value is 14.855, with a significance level of 0.095 (higher than 0.05) which tells that any significative differences between groups are randomly attributable. So we can prove there is homogeneity.

Gender

In average, 78 of those surveyed were women (58.65%) while the remaining 55 were men (41.3%). Surveys in which the gender gap is higher is *Olympian-Federer* (67.5% of women) and *Olympian-Nadal* (62.5%). On the opposite, *Nike-Federer* survey presents the shortest gap and therefore almost the same amount of men surveyed than women (53.3% women and 46.7% men).

On the other hand, it must be pointed out that in *Olympian-Federer*, the sample is significantly higher than the others (40 people surveyed), 27 out of 40 surveyees were women and this could have changed if the sample had been lower.

Figure 3.2. Gender



The chi-squared value for this nominal variable is 3.449 with a level of significance of 0.327, which assures homogeneity by determining there are not significance differences between groups.

Main results

For extracting the following results, questions about the topic of study as well as profit brand's image and purchase intention were made to surveyees. These were asked in the two scenarios already described: before the non-profit brand (1) and after "introducing" this new element (2).

This essentially helps to find out if the alliance with a non-profit brand has a significant impact on the consumer habits of purchasing (in this case, sportswear). Also, this procedure also helped determine to what extent these habits are affected by the kind of brand (recognized or unknown) and the image consumers have on a "standard" personal brand (PB).

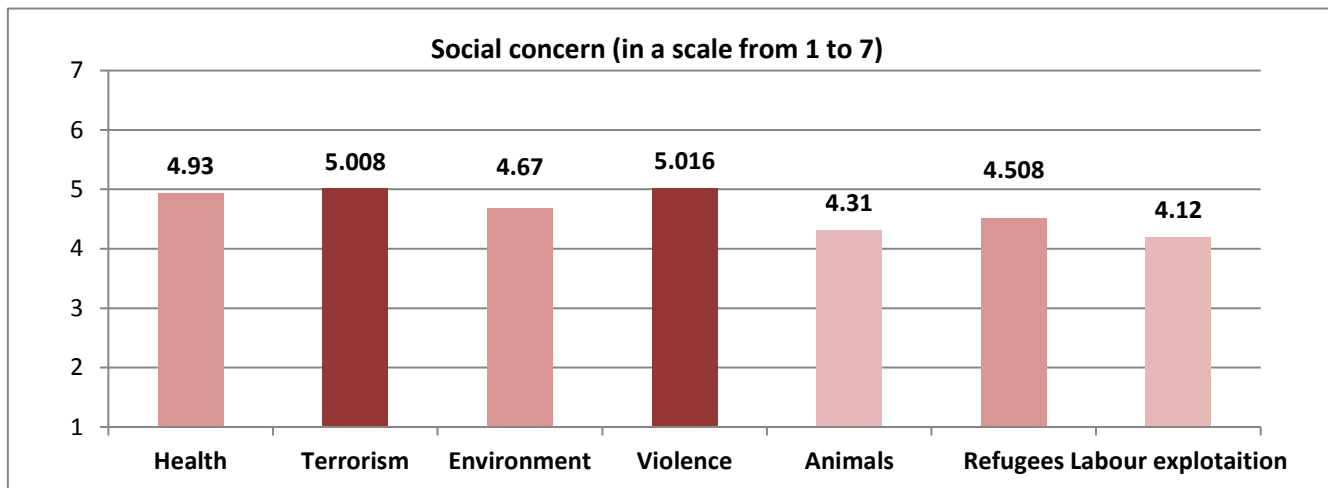
This last aspect was examined by means of conducting a two-way between groups and T analysis, comparing the results in each survey and their scenarios. But first, a general analysis on the total sample was needed.

Degree of social concern

First of all, the degree of social concern on those surveyed is considered important to forecast/anticipate the change ratio between scenarios, as in scenario 2 an alliance with a non-profit brand is contemplated (table 3.3).

After having asked the different groups to list their degree of concern related to the most popular social causes, the average is approximately 4.66 points out of 7. *Violence* (domestic, racism, homophobia...) and *Terrorism* are the two issues that mostly concern the people surveyed. The third most answered item is *Health* while the least rated is *Labour exploitation*.

Table 3.3. Degree of social concern distributed in social causes (1-7 likert scale)

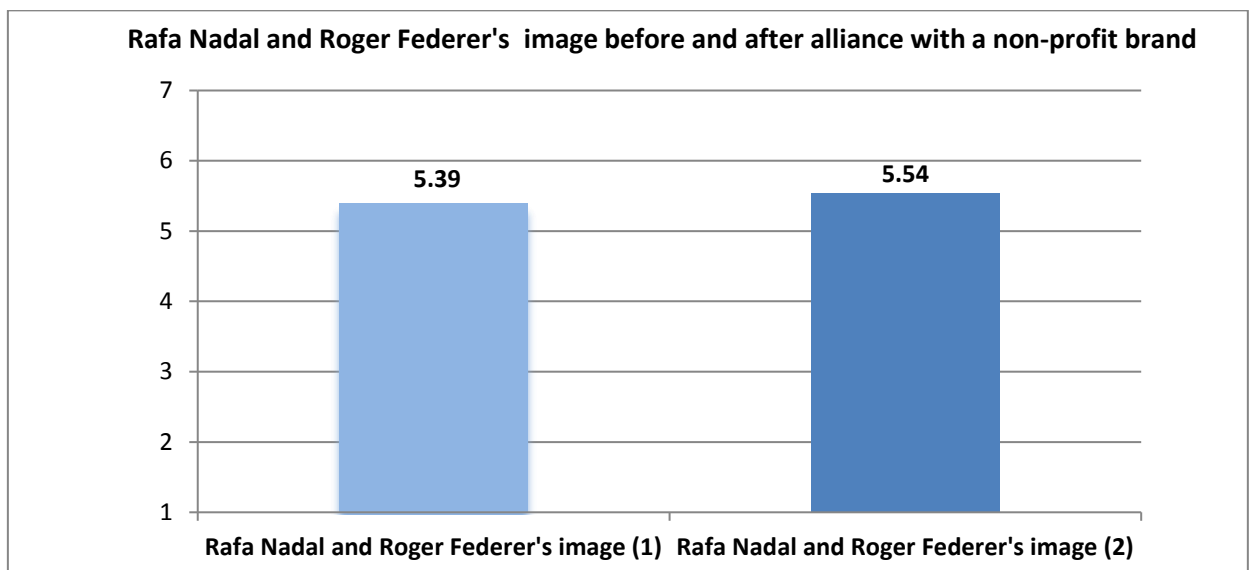


Personal brand's image (scenarios 1 and 2)

The two personal brands of study, Rafa Nadal and Roger Federer, received a very positive opinion by the overall majority of surveyees, as expected. Opinions before implementing a non-profit brand alliance were on average of 5.39 points (in a scale of 7) and 5.54 (0.14 points higher) after it.

The growing ratio is low but it is true to say that personal brand collaboration with NGOs do have a positive impact on their image, and so it does on profit brand image too.

Table 3.4. Personal brand's image in scenarios 1 and 2 (1-7 likert scale)



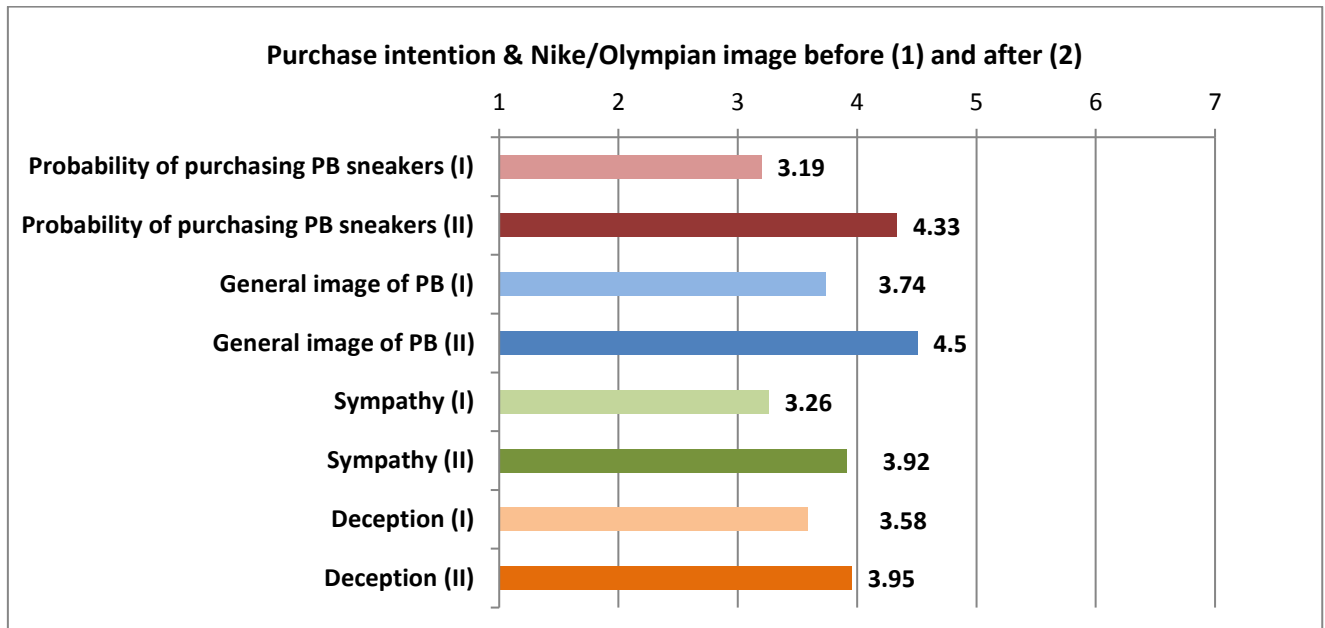
More specifically, Rafa Nadal scored an average of 5.65 points for Nike and Olympian in scenario 1 and 5.88 points after allying with the non-profit brand. Roger Federer scored an average of 5.09 points for Nike and Olympian before alliance and 5.19 afterwards.

Purchase intention and profit brand image (scenarios 1 and 2)

From a general perspective, the second scenario leaves a higher rating than the first one in all questions. The probability of purchasing sportswear of any of the two profit brands is more than one point higher (4.33 points in scenario 2) if the 5% of benefits for each purchase are donated to an NGO. Also, the general image of the profit brand increases by average as well (just as personal brand's image does).

Regarding the level of sympathy a brand evokes, this rises in scenario 2, changing from a rating of 3.26 (under average) to 3.92 points (over average). The change ratio is lower in Deception, in which groups were asked if they thought the brand disappoints its clients. However, the initial situation of scenario 1 is of 3.58 points, already above average.

Table 3.5. Purchase intention and profit brand image in scenarios 1 & 2 (1-7 likert scale)



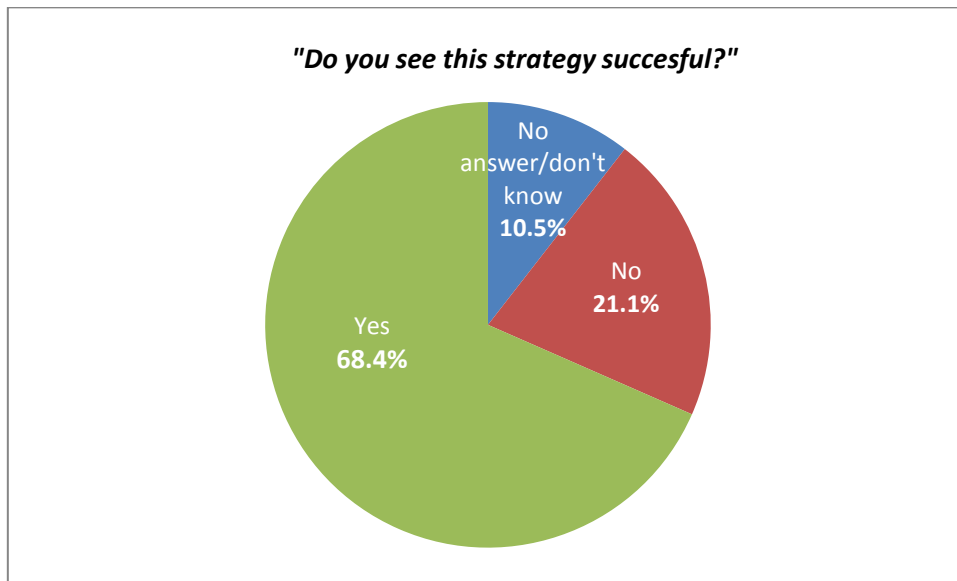
General opinion on the social co-branding strategy

Finally, the people from the sample were asked to give their personal opinion about the strategy followed by the profit brand: do you consider this strategy (a profit brand allying with a famous tennis player) successful? (*Para mejorar la imagen de Nike, ¿te parece acertado que colabore con un deportista famoso?*).

The question was asked at the end of the questionnaire, trying to summarize both of the two scenarios presented. More than a half of respondents (almost the 70%) answered yes, while a 21.1% do not think that this strategy was especially satisfactory for the brand. (figure 3.3).

Additionally, there was a 10.5% who do not answer or do not know, a quite relevant percentage.

Figure 3.3. Personal opinion about the strategy



Level of impact of personal brand on profit brand

For extracting the results, a two-way between groups analysis of variance was conducted to explore the impact of the type of profit brand and the type of personal brand on the main dependent variables (purchase intention and measurements about profit brand image).

Being the significance level equal or lower than 0.05 means a significant result, which suggests that variance of the dependent variable is not equal across groups.

Looking at table 3.9, purchase intention in profit brands has a significant result in the first scenario for the profit brand but not in the second. On the other hand, the personal brand remains with non-significant results in both before and after. In the end, the level of interaction between the personal brand and the profit brand has a significant level of 0.038, which means the influence of the profit brand (Nike or Olympian) depends on whether it collaborates with Rafa Nadal or Roger Federer.

The general image of the profit brand has only significant results for the profit brand in scenario 1. In the second scenario there does not exist any level of impact of the personal brand on the profit brand image. This contrasts with the results arisen in both Deception and Sympathy, as both show figures under 0.05 in their levels of significance in the scenario 1 for the profit brand. It must also be observed that the interaction effect is significant for the Deception variable in the second scenario.

Table 3.6. Level of significance between profit brand and personal brand

Scenarios (I: before; II: after)	Profit Brand (PB)		Personal brand (PeB)		PB*PeB	
	F	p-value	F	p-value	F	p-value
Purchase intention in PB's sneakers (I)	39.14	0.000*	0.02	0.870	0.78	0.380
Purchase intention in PB's sneakers (II)	3.43	0.066	0.02	0.877	0.78	0.038
PB's general image (I)	37.70	0.000	0.14	0.702	0.14	0.700
PB's general image (II)	0.001	0.971	1.76	0.190	1.57	0.210
PB's sympathy (I)	7.33	0.008*	1.16	0.283	0.09	0.760
PB's sympathy (II)	0.35	0.562	0.46	0.502	3.11	0.080
PB's deception (I)	18.26	0.000*	1.00	0.322	0.04	0.840
PB's deception (II)	1.83	0.182	0.01	0.921	4.14	0.040*

* significant at 95% confidence level

Main result variables for the four groups (scenarios 1 and 2)

Finally, the four groups' results are shown in table 3.7.

In general, figures in second scenario are higher than in scenario 1. It is easily noticeable that the two groups with the highest average figures and also the highest change are *Olympian-Nadal* and *Olympian-Federer*. The highest average figure is shown in *Olympian-Nadal* for Nadal's image (6.10), even if this decreases 0.37 points in the second scenario. *Olympian-Federer* has the highest increase in purchase intentions going from 2.65 (out of 7) in scenario 1 to 4.30 (out of 7) in scenario 2, an increase of 1.65 points.

Nike-Nadal and *Nike-Federer* present the highest average figures in scenario 1 (AVERAGE) and having also increases after the alliance with a non-profit brand. However, these two groups experiment lower percentage increases than the other two. Also, there is a slight decrease of 0.14 points (out of 7) in Nike/Olympian image (PB) and a decrease of 0.35 points in Deception for *Nike-Federer* after the alliance with the non-profit brand.

Table 3.7. Main result variables for the four groups before and after (1-7 scale)

Scenarios (before and after alliance with NPB)	Nike- Nadal		Olympian-Nadal	
	Scenario 1	Scenario 2	Scenario 1	Scenario 2
Purchase intention	4.07	4.83	2.40	3.90
Nike/Olympian image	4.46	4.80	3.00	4.53
Nadal/Federer image	5.20	5.70	6.10	6.06
Sympathy	3.43	4.13	2.86	3.46
Deception	3.97	4.40	3.03	3.51
AVERAGE	4.23	4.77	3.48	4.29
Scenarios (before and after alliance with NPB)	Nike-Federer		Olympian-Federer	
	Scenario 1	Scenario 2	Scenario 1	Scenario 2
Purchase intention	3.90	4.33	2.65	4.30
Nike/Olympian image	4.46	4.20	3.20	4.50
Nadal/Federer image	4.80	4.93	5.37	5.45
Sympathy	3.76	3.86	3.05	4.16
Deception	4.24	3.89	3.21	4.05
AVERAGE	4.23	4.24	3.50	4.49

4. CONCLUSIONS

This study has aimed to achieve the two main objectives previously fixed: first, to watch the effect that these alliances have on consumers' intent to purchase the profit brand and its image depending on whether this is known or unknown; and, secondly, to see if allying forces with one specific personal brand (e.g. an influencer) provides the profit brand with a different answer than allying with another personal brand performing in the same field.

The data obtained suggest that it is better for a profit brand to be not so mature and well-known in the field when having alliances with both personal brands and non-profit brands. Although being a worldwide recognizable profit brand like Nike can increase consumer's intention to purchase its sportswear, the profit margin after co-branding with a nonprofit brand is not significant, and probably is not worth it in the long-term. On the other hand, co-branding with a non-profit brand could be seen as a very good growth strategy for a fresh and less experienced brand as it is Olympian. Purchase intention of buying Olympian sportswear and brand image boost in both cases, either co-branding with Rafa Nadal or Roger Federer.

The study also accounts for profit and personal brand image. Despite the effects on the profit brand image for both Nike and Olympian are positive after allying with a non-profit brand, Rafa Nadal and Roger Federer are the winners when they decide to be involved in social causes by means of co-branding a profit brand. More specifically, the win-win strategy for any of the two tennis players would be to be engaged in a co-branding strategy of a new profit brand as Olympian, which is partnering with a NGO.

Overall, the study reveals that social co-branding could be a good growth strategy for profit brands nowadays, but it may be the perfect opportunity for new companies to fight for its own place in very concentrated markets where there are few competitors but very high rivalry. Furthermore, these profit brands must take into account that personal brands could be the most benefitted ones from this strategy. Therefore, social co-branding can only be seen as the perfect match in the short term, as making long-term alliances with high personality influences is not sustainable for small budgets. Consequently, non-profit brands and personal brands are the main profit brand builders:

personal brand could be considered to be the “driver” and non-profit brands the “gasoline” to keep the strategy working.

However, this empirical study is marked by a few limitations that should be addressed in future studies. Although homogeneity between groups has been tested in all the stages of the study, sampling could affect the conclusions as it is in *Olympian-Federer* and *Olympian-Nadal* where sampling is higher and has the youngest groups. Also, they have a higher percentage of women as surveyees in comparison with *Nike-Nadal* and *Nike-Federer*, which are more balanced. The sample size in each survey should be higher in order to give a more consistent approach and reliable data to draw sound conclusions.

Furthermore, it should be noted that the findings about personal brands must be restricted to the fact that both Nadal and Federer have a lot of presence on social media, but they are not natural “online beings”, personal brands which build themselves on social media. They are very well-known celebrities, which allows us to make sure all the surveyees knew them, but it could be interesting to see which are the effects of social co-branding with “natural influencers”.

Last but not least, non-profit brands can be of many types depending on the social cause they address to. During the survey, surveyees were asked which social causes were they most concerned about (see Appendix I, question 5). so it could be possible to know if they would be willing to spend more money in the profit brand if this is engaged with such social cause. As the empirical study was built, this idea was discarded due to the complexity of opinions and number of social causes must be taken into account.

In spite of these limitations, this study has contributed academically to raise awareness on the importance to extend the practice of co-branding and adapt it professionally to the digital media. Furthermore, it has highlighted the importance of knowing how important it is for firms to establish alliances with potential partners via online and dispose of a wide digital network. Therefore, it would be convenient to carry out research on social co-branding in postgraduate studies, which could be larger in time and in sampling size, and which could as well comprise different types of personal brands and include more specific non-profit brands. Also, it could be interesting to test this strategy in I+D departments of small and medium enterprises, as these are the type of companies which benefit the most from this strategy.

5. APPENDICES

5.1. Technical sheet

<p>TECHNICAL SHEET</p> <ul style="list-style-type: none">• UNIVERSE: People comprising all ages living in Spain. N: 46,528,966 inhabitants.• SAMPLING SIZE: 133 people randomly selected.• SELECTED METHOD: Survey• SAMPLING PROCEDURE: non-probabilistic (<i>snowball sampling</i>)• Date of completion: September 25th, 2017.

In *Appendix I*, an example of one of the four questionnaires is found (Nike-Nadal). The four questionnaires provide the same questions being the name of profit brands and tennis players the only variable item between them.

Appendix II comprises an English version of the questionnaire in *Appendix I*, Nike-Nadal.

Appendix I: Estudio sobre marcas deportivas

¡Hola! Estamos realizando un estudio acerca de los hábitos de compra de los consumidores para un Trabajo de Fin de Grado. Tu participación en el siguiente cuestionario nos es de gran ayuda.
¡Muchas gracias por tu colaboración!

***Obligatorio**

1. 1. ¿A qué redes sociales te has conectado en la última semana? *

Selecciona todos los que correspondan.

- Facebook
- Instagram
- Youtube
- LinkedIn
- Twitter
- Otros

2. 2. ¿Cuántas horas al día aproximadamente dedicas a tus redes sociales?

Marca solo un óvalo.

- Menos de una hora
- 1-2
- 3-4
- 5-6
- Más de 6

3. 3. ¿Te gusta seguir a personas con influencia sobre un tema en concreto (moda, deportes, videojuegos, música...) en redes sociales? (1= no me gusta nada; 7= me gusta mucho)

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sección sin título

4. 4. Si sigues en las redes sociales a alguna persona famosa, o estás pensando en seguirle, indica por favor su nombre. En caso contrario, pasa a la siguiente pregunta.

Sección sin título

5. 5. Valora del 1 al 7 tu preocupación por estas causas sociales (1=nada preocupado; 7= muy preocupado):

Marca solo un óvalo por fila.

	1	2	3	4	5	6	7
Salud y alimentación (enfermedades y pobreza)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Terrorismo (ayuda a las víctimas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medio ambiente (calentamiento global y catástrofes naturales)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Violencia (doméstica, abuso escolar, homofobia, racismo)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maltrato animal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Refugiados y países en guerra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explotación laboral en países de desarrollo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. 6. Señala (entre estas tres opciones) la afirmación con la que más te identificas: *

Marca solo un óvalo.

- No me preocupan mucho las causas sociales.
- Me preocupan mucho pero no estoy implicado/a (no colaboro activamente)
- Estoy implicado/a con al menos una causa social

7. 7. ¿Con qué frecuencia compras productos de ropa y calzado deportivo? (1= con muy poca frecuencia; 7= con mucha frecuencia):

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. 8. Indica el grado de familiaridad con los productos de Nike (1= ninguna familiaridad; 7= gran familiaridad):

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Imagina que Rafa Nadal presenta en su cuenta de Instagram la última línea de Nike.



9. 9. Suponiendo que te tienes que comprar unas zapatillas de deporte, ¿cuál es la probabilidad de que sean Nike? (1= nada probable; 7= muy probable):

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. 10. ¿Cuál es la imagen que tienes de Nike? (1= nada favorable; 7= muy favorable)

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. 11. Indica tu grado de acuerdo o desacuerdo con las siguientes afirmaciones (1= totalmente en desacuerdo; 7= totalmente de acuerdo):

Marca solo un óvalo por fila.

	1	2	3	4	5	6	7
Nike me despierta simpatía	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Nike no decepciona a sus clientes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. 12. ¿Cuál es la imagen que tienes de Rafa Nadal? (1= nada favorable; 7= muy favorable):

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ahora, imagina que el 5% de los beneficios por la compra de las zapatillas Nike se donase a una ONG de tu elección:

13. **13. Suponiendo que te tienes que comprar unas zapatillas de deporte, ¿cuál es la probabilidad de que sean Nike? (1= nada probable; 7= muy probable):**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. **14. ¿Cuál es la imagen que tienes de Nike? (1= nada favorable; 7= muy favorable)**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. **15. Indica tu grado de acuerdo o desacuerdo con las siguientes afirmaciones (1= totalmente en desacuerdo; 7= totalmente de acuerdo):**

Marca solo un óvalo por fila.

	1	2	3	4	5	6	7
Nike me despierta simpatía	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creo que Nike no decepciona a sus clientes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. **16. ¿Cuál es la imagen que tienes de Rafa Nadal? (1= nada favorable; 7= muy favorable):**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sección sin título

17. **17. Para mejorar la imagen de Nike, ¿te parece acertada que colabore con un deportista famoso?**

Marca solo un óvalo.

- Sí
- No
- NS/NC

Datos personales

18. **Sexo ***

Marca solo un óvalo.

- Mujer
- Hombre


19. **Edad: ***

20. Nivel de estudios: *

Marca solo un óvalo.

- E.S.O *Después de la última pregunta de esta sección, deja de rellenar el formulario.*
- Bachillerato *Después de la última pregunta de esta sección, deja de rellenar el formulario.*
- F.P (Formación Profesional) *Después de la última pregunta de esta sección, deja de rellenar el formulario.*
- Grado universitario (especifica cuál)
- Estudios de posgrado y/o máster (especifica cuál)

21. Especifica el grado universitario o programa de posgrado: *

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Appendix II: Study about sport brands

Hello! We are carrying out a study about purchasing habits of consumers for a final dissertation. Your participation in this survey is very helpful. Thank you very much for your collaboration!

*Obligatorio

1. Which are the social networks you have connected to during the last week? *

Selecciona todos los que correspondan.

- Facebook
- Instagram
- Youtube
- LinkedIn
- Twitter
- Others

2. How much hours a day do you approximately spend on social media (your social networks)?

Marca solo un óvalo.

- Less than an hour
- 1-2 hours
- 3-4 hours
- 5-6 hours
- More than 6 hours

3. Do you like to follow people with influence on a concrete topic (fashion,sports,videogames,music...) on social media? (1= I do not like it at all; 7= I like it very much)

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sección sin título

4. If you follow someone famous on social media or you are thinking about following him/her, please specify his/her name. Otherwise, go to the next question.

Sección sin título

5. Value from 1 to 7 your degree of concern about these social causes (1= not concerned at all ; 7=very concerned):

Marca solo un óvalo por fila.

	1	2	3	4	5	6	7
Food and health (illnesses and poverty)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Terrorism (Aid for victims)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment (global warming and natural disasters)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Violence (domestic, bullying ,homophobia,racism)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animal abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Refugees and countries in war	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour exploitation in developing countries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Indicate (choosing between these three options) the statement with which you identify the most: *

Marca solo un óvalo.

- I do not care about social causes
- I care about social causes but I am not implicated in any (not collaborating actively)
- I am involved with at least one social cause

7. How often do you buy sportswear? (1= infrequently; 7= very often):

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Indicate the degree of familiarity with Nike products (1= none; 7= great familiarity):

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Imagine Rafa Nadal presents on his Instagram account the last collection of Nike.



9. **9. Supposing that you have to buy a new pair of sneakers, what is the probability of these being from Nike? (1= not probable at all; 7= very probable):**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. **10. What is the image you have of Nike? (1= not favorable at all; 7= very favorable)**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. **11. Indicate your level of agreement or disagreement with the following statements (1= totally disagree; 7= totally agree):**

Marca solo un óvalo por fila.

	1	2	3	4	5	6	7
Nike arouses me sympathy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Nike does not disappoint their clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. **12. What is the image you have of Rafa Nadal? (1= not favorable at all; 7= very favorable):**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Now, imagine Nike donates 5% of the benefits arising from the purchasing of these sneakers to a NGO of your choice:

13. **13. Supposing that you have to buy a new pair of sneakers, what is the probability of these being from Nike? (1= not probable at all; 7= very probable):**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. **14. What is the image you have of Nike? (1= not favorable at all ; 7= very favorable)**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. **15. Indicate your level of agreement or disagreement with the following statements (1= totally disagree; 7= totally agree):**

Marca solo un óvalo por fila.

	1	2	3	4	5	6	7
Nike arouse me sympathy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Nike does not disappoints their clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. **16. What is the image you have of Rafa Nadal? (1= not favorable at all; 7= very favorable):**

Marca solo un óvalo.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sección sin título

17. **17. To improve Nike's image, do you consider this strategy successful?**

Marca solo un óvalo.

- Yes
- No
- Don't know/ Don't answer

Datos personales

18. **Gender: ***

Marca solo un óvalo.

- Female
- Male

19. **Age: ***

20. Level of studies: *

Marca solo un óvalo.

High school *Después de la última pregunta de esta sección, deja de rellenar el formulario.*

A levels *Después de la última pregunta de esta sección, deja de rellenar el formulario.*

Vocational Education *Después de la última pregunta de esta sección, deja de rellenar el formulario.*

University Degree

Master's Degree

21. Please specify the university degree or master's degree: *

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