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# Masterthesis

Co-Branding in the FMCG Sector – An Analysis of the  
Influence on Consumers' Brand Awareness and Brand  
Attitude

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List of Abbreviations

AMA

American Marketing Association

FMCG

Fast-Moving Consumer Goods

## Abstract

Co-Branding is a marketing strategy that refers to two or more brands forming a brand alliance and offering a product together. This study aimed at finding out how consumers evaluate co-branding strategies. Furthermore, it was examined if co-branded products influence consumers' brand awareness and brand attitude retrospectively. For this purpose, an online survey was conducted. Milka Daim chocolate, a real co-branded product, was used to carry out the study and retrieve realistic results. Both brands are very popular in the German FMCG market and pursue a co-branding strategy within the Mondelez International Group.

The results of the study show that consumers generally evaluate co-branding as positive and feel it can improve the brand's image. In terms of consumer brand awareness, it was found that co-branded products can affect brand awareness positively. The investigation showed that co-branding does also have an effect on the consumers' attitude towards a brand. This effect is higher for the partnering brand than for the main brand of the co-branded product. There are three characteristics which showed the highest shifts for both brands, namely innovation, interest and dynamic. In general, co-branding leads to brand attitudes being far more aligned than compared to the pre-view results. The findings are based on the assumption that the co-brands are perceived as fitting and that the taste of the consumer is met.

**Keywords:** Co-Branding, Consumer Marketing, Brand Awareness, Brand Attitude, FMCG

**JEL Classification:** M30, M31, M39



## 1 Introduction

### 1.1 Research Problem

Increasing competition in the globalized world has particularly shaped the fast-moving consumer goods sector in the past decades. An overflow of products on the market leaves companies with the need to differentiate from competitors in order to remain successful. The competitive pressure within the FMCG sector in combination with a stagnating consumption has resulted in a predatory competition on a saturated market. Therefore, branding aspects have become increasingly important. Especially consumers' awareness and the attitude towards a brand are often the decisive factor of purchasing decisions. As a result, win-win effects of successful co-brands have become a positive alternative to tough price battles (Socaciu, 2017).

Companies increasingly make use of co-branding, a method of brand alliance formation (Blackett & Russell, 1999, pp. 1, f.). It can be described as a combination of two products – that are not part of the same company – into one single product. Co-branding aims at creating an effective access to new product categories (Esch, et al., 2011, p. 216). If used efficiently, it has the ability to leverage already strong brands (Leuthesser, et al., 2003, p. 35). The value of co-branding was demonstrated by a study of the American Marketing Association in which consumers were questioned about their purchasing intention of a digital photo editing application. About 80 % of the participants claimed they would buy a product that was marked with both Sony **and** Kodak, whereas only 20 % of the consumers could imagine buying the product if it was marked with only either one of the two brands (Blackett & Russell, 1999, p. 19). This shows the great effect co-branding can have on the capitalization of brands. Therefore, various companies have agreed on co-branding activities in the past decades, namely Mc Donald's and Iglo, Philadelphia and Milka, Smarties and Haribo as well as Milka and Oreo. Growth rates are estimated at 40 % annually, showing the great importance within the fast-moving consumer goods sector today (Dickinson & Heath, 2006, pp. 393, f.).

The main objective of co-branding strategies lies within the transfer of the image of an existing brand to a new co-branded product. One important question that arises in this

context is whether such brand alliances have a direct and/or lasting effect on consumers' awareness of and attitude towards the co-brands.

## 1.2 Aim of the Study

The aim of the paper is to analyze co-branding as a branding strategy as well as its effects on consumers' brand awareness and brand attitude. The main questions to be answered within the scope of the research are the following:

1. How do consumers evaluate co-branding?
2. Do co-branded products affect consumers' awareness of the participating brands?
3. Is there a change in consumers' brand attitude towards allying brands when they buy co-branded products?

## 1.3 Relevance

Manufacturers of fast-moving consumer goods are increasingly interested in entering co-branding solutions with other brands. They see the long-term goals of such alliances in a potential increase of marketplace exposure and as a defense from the increasing threat of private label brands. This way, marketing and promotional costs as well as the overall risk can easily be shared, reduced and synergy effects can be made available (Spethman & Benezra, 1994, pp. 20, ff.). The direct advantages for the partnering brands are set clearly, however, the scope of the impact of co-branding strategies on the consumer have not been widely researched yet. There are only a few authors who have done primary research concerning the long-term influence of co-branded products on the consumers' brand awareness and brand attitude and its indirect impact linking back to the cooperating brands and companies. In addition, most of the existing studies use hypothetical co-branded products in their research instead of real products (Helmig, et al., 2008).

## 1.4 Course of Investigation

The examination of the research question described above requires a deep understanding of the field of co-branding as well as of the theory of brand awareness and brand attitude. Therefore, a framework for the investigation of the research question will be given initially: Chapter two will deal with the characteristics of branding and will explain the basics of both branding strategies in general and co-branding in particular. Additionally, the focus

lies on describing and explaining the existing theories of brand awareness and consumers' brand attitude. To round up the readers' understanding of the theory, an overview over contextual existing literature and consisting research results will be given. The actual investigation of the research question will take place in chapter four: A short overview will be given about the research objective, the methodology and the development of the research questionnaire. Afterwards, the research results will be presented and the findings will be analyzed thoroughly.

Subsequently, chapter five will summarize the given remarks, a conclusion will be made and both a critical acclaim and an outlook will finalize the thesis.

## 2 Literature Review

Based on the partial segments of this thesis' research question, this chapter is supposed to give a theoretical introduction. Therefore, firstly, basic notions of the terms branding and co-branding as well as its risks and opportunities will be given. This is followed by a short overview over the German fast-moving consumer goods sector. Subsequently, the terms brand awareness and brand attitude will be explained in order to create a decent framework for the research analysis that follows.

### 2.1 Basic Notions of Branding

#### 2.1.1 The Brand

The construct of a brand is generally a complex and multi-levelled process. The American Marketing Association defines the term "brand" as "a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers". The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller". Kotler and Armstrong (2010) shortened this brand definition and said that a brand is "a name, term, symbol, design, or a combination of these that identifies the products or services of one seller or a group of sellers and differentiates them from those of competitors" (Kotler & Armstrong, 2010, p. 255). The different elements a brand is composed of are called brand identities and their totality is "the brand" (Keller, 1993, p. 2).

#### 2.1.2 Branding and Branding Strategies

The process of branding a product or service involves "creating mental structures and helping consumers organize their knowledge about products and services in a way that clarifies their decision-making and, in the process, provides value to the brand owner" (Keller, et al., 2008, p. 10). The main goal of branding can be seen in consumers' perception of differences between brands within the same product category. Branding therefore plays an important role whenever consumers are making choices (Keller, et al., 2008, p. 10).

There are different strategies companies can adapt in the field of branding. The term branding strategy can be summarized as "the number and nature of common and

distinctive brand elements applied to the products sold by a company” (Keller, et al., 2008, p. 504). Designing a brand strategy therefore involves the decision-making process of whether certain brand names, symbols or logos are shown on certain new or existing products. It is also sometimes referred to as “brand architecture” implying the definition of both brand boundaries and brand complexity. Two main directions in companies’ branding strategies can be seen in using either an umbrella corporate brand on all products (“branded house”) or various different brand names for different products (“house of brands”). When defining branding strategies, two intentions are met: Firstly, consumers’ brand awareness is clarified as the differences and similarities between products that are communicated. Secondly, the possible transfer of equity to and from a brand to the related products is maximized. This can have a positive impact on additional trial and repeat purchases (Keller, et al., 2008, p. 504).

### 2.1.3 Brand Equity

Brand equity is highly related to branding as it is “a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers” (Aaker, 1991, p. 15). Rao and Ruekert (1994) define brand equity as the effect brand knowledge has on consumer response to the brand. In other words, it can be summarized as the effect of marketing that is uniquely attributable to a certain brand. Concerning the field of co-branding, brand equity constitutes the brand name’s value and its extension potential in combination with other brands (Rao & Ruekert, 1994).

## 2.2 Co-Branding

### 2.2.1 Defining Co-Branding

The term co-branding, also called ‘brand alliance’ or ‘composite branding’, has no universally accepted definition (Leuthesser, et al., 2003, p. 36). However, a basic notion of the terminology has emerged over time. Baumgarth (2004) defines the term co-branding as a systematic marking of a performance by at least two brands which have to be perceptible for third parties and must continually appear independently (Baumgarth, 2014, p. 278). His description of co-branding summarizes different definitions that were

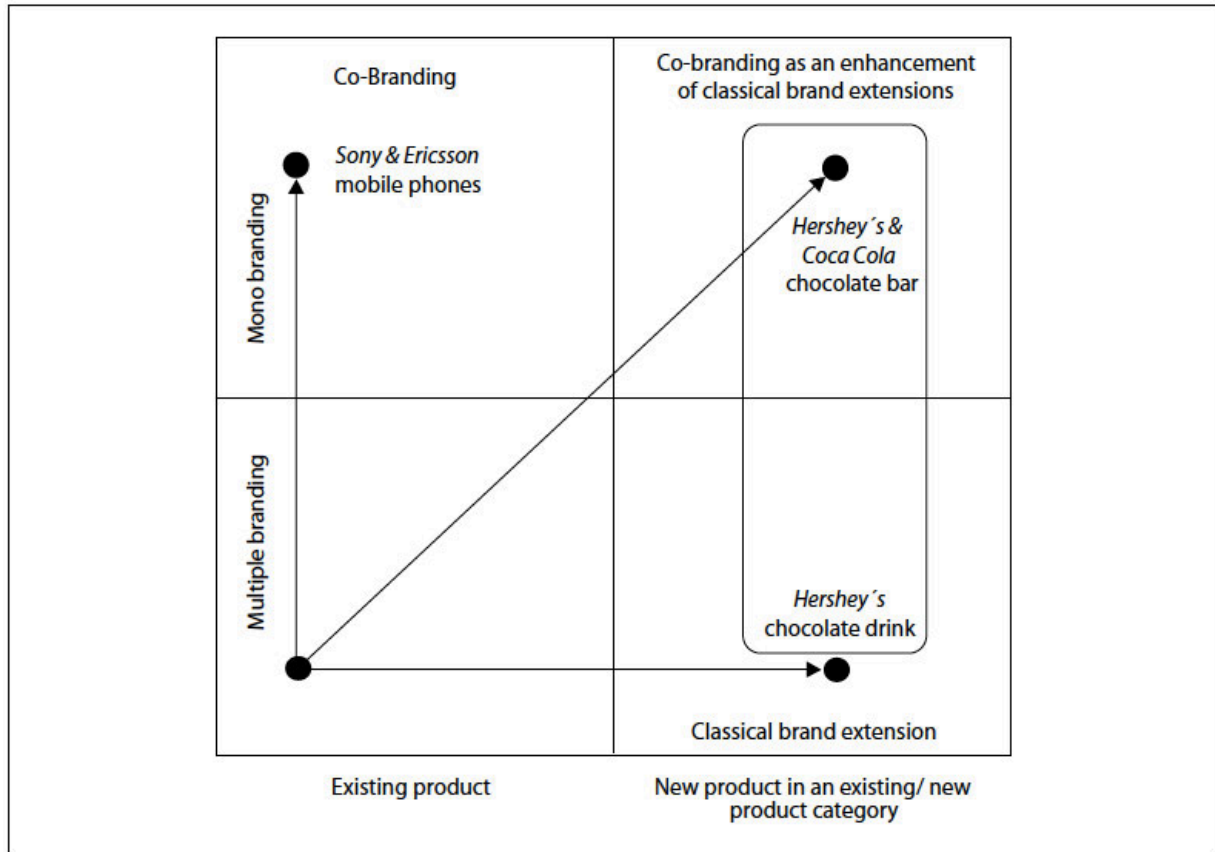
drawn up by various researchers in the field of co-branding beforehand (for example Keller, 2008, p. 289; Rao & Ruekert, 1994, p. 87; Huber, 2004, p. 22).

In the following, the main characteristics of co-branded products will be summarized: Firstly, both brands should be independent both before, during and after the selling of the co-branded product (Ohlwein & Schiele, 1994, pp. 577, f.). Secondly, the co-branding strategy must be implemented *on purpose* (Blackett & Russell, 1999, pp. 6, ff.). In addition, the combination of the two participating brands must be visible to third parties (Rao, 1997, pp. 111, ff.) and the co-branded product must not exist before it is labelled with the two brands (Levin, et al., 1996, p. 297).

Co-branding strategies can be carried out in different ways, namely in a vertical or a horizontal way. Vertical co-branding, also known as ingredient branding, describes the combined product of two brands of the different value chain steps (e.g. Coca Cola and NutraSweet). On the other hand, horizontally co-branded products are characterized by two cooperating brands from the same value chain step (e.g. Milka and Oreo) (Helmig, et al., 2008, pp. 360, f.). It is also often referred to as co-marketing (Bucklin & Sengupta, 1993).

Figure one illustrates the differences and similarities between brand extension strategies and co-branding.

FIGURE 1: CO-BRANDING AND BRAND EXTENSION



Source: Helmig, et al., 2008, p. 361

Co-branding variations can also be differentiated by the brand categories the products consist of. Usually both branding partners are already established within the category of their launched co-branded product. However, it is also possible that only one of the brands (e.g. a hypothetical chocolate bar by Milka and Coca Cola) or none of them is established in the product segment (e.g. a hypothetical yogurt drink by Milka and Coca Cola). Co-branding can therefore also serve as an enhancement of the brand extension strategy: Classical brand extension strategies use an existing brand and extend it to a new product either in an established or in a new product category (Helmig, et al., 2008, p. 361 & 363). According to Kotler and Keller (2006) there are two different variations of brand extensions: *Line extension* refers to the introduction of a new product in an established

product category using an existing brand name (e.g. Coca Cola introducing a new flavor). In contrast to this, a *category extension* describes the process of using an existing brand name to conquer a new product category (e.g. Apple introducing the first iPod) (Kotler & Keller, 2006). If the new product of either one of the two brand extension strategies is branded by two brands simultaneously it equals co-branding (Helmig, et al., 2008, p. 363).

A lot of co-branded products involve a secondary brand that is 'included' into the primary product, often referred to as 'ingredient' or 'component' brand. Two cases can be differentiated: Firstly, the second brand is always an ingredient and therefore not marked as a separate product (e.g. Teflon, Intel microprocessor).

A difference can also be made between internal and external brand combinations. If both co-brands belong to the same company, this is called internal co-branding. This is for example the case with Milka Daim chocolate, as both Milka and Daim belong to Mondelez International. However, if the two brands of a co-branded product do not belong to the same corporate group one refers to external brand combinations (Redler, 2014, p. 128).

### 2.2.2 Co-Branding Risks and Opportunities

By using two brands on one product simultaneously, various opportunities can be used and synergy effects can be taken advantage of. On the other hand, co-branding strategies hold crucial risks for the cooperating brands and companies. This section sums up both the opportunities and the risk that can occur in the course of co-branding alliances. An overview is given in table one.

When carried out right, co-branding strategies provide massive opportunities for companies and their brands. They can help strengthening the parent brand and are able to increase customer value perceptions of newly launched products. The fact is, that adding a second brand can increase the perceived value of both the co-branded product and the primary brand to a level that is higher than it is achievable for the brand on its own (Helmig, et al., 2008, p. 362). Spill-over effects of positive characteristics of either of the brands onto the new product can help make use of the enormous monetary potential that lies within the successful sales of co-branded products. Additionally, this method of brand alliance enables brands to enter new markets a lot easier and at much lower costs than if they would face it on their own. This way, market entry barriers can be overcome, for



example if one of the cooperating brands is already established in the market. As both risk and costs for the co-branded product are shared, the necessary investment for brand development or repositioning of the either of the brands can be reduced. Co-branded products often provide an additional value for customers and can therefore increase the credibility of and the awareness for the partnering brands. This in turn enables companies to add a price premium without losing customers in the future (Baumgarth, 2014, p. 279). In comparison to the use of one single brand, brand co-branded products are able to combine their brands' individual powers and make use of bundling effects. Co-branding enables companies to make use of individual brand competencies and complementing brand images, often in a more successful way than by keeping single brand products only. An example for this can be given by Samsung and Bang & Olufsen who co-created a mobile phone called "Serene". In this case Samsung represents the technical competency while Bang & Olufsen stands for the design component. Both brand competencies and brand images are bundled in the phone and provide a higher value to the customer than a comparable single branded product (Esch, et al., 2006, p. 10).

**TABLE 1: CO-BRANDING RISKS AND OPPORTUNITIES OVERVIEW**

Opportunities	Risks
Increase in parent brand strength	Fit factor
Increase in customer value perception	Negative spill-over effects
Positive spill-over effects	Potential conflicts
Monetary potential	Damage in brand exclusivity
Market entry barriers can be overcome	Loss of awareness
Increase of credibility and awareness for the partnering brands	Change in positioning from the consumers' point of view
Use of price premiums	
Bundling Effects, lower costs	
Products with higher value for the customer	

*Own presentation (2018)*

In contrast to the many existing success stories of co-branded products, there are various dangers, the occurrence of which can minimize the success and even have a negative impact on the participating brands. The biggest potential risk of introducing a co-branded product lies within the fit factor of the two (or more) cooperating brands. If consumers do not recognize the product and its two brands as fitting well, the success rate will be much lower. Additionally, bad reputations of one brand can spill-over both to the co-branded product and to the second brand (Helmig, et al., 2008, p. 362). Another important risk factor can be seen in possible emerging conflicts coming up between the cooperating brands in the course of co-branding a product. At the same time, brands have to keep in mind not to exaggerate their co-branding efforts in one market, as this might damage the brands' exclusive characteristics and therefore have a negative impact on consumers' awareness. This goes in line with the possible risk of a change in the partner brand's positioning during co-branding. Lastly, it has to be kept in mind that both brands are equally shown on the product in order to ensure that the brands are clearly separated and avoid mix-ups from the customers' point of view (Baumgarth, 2014, p. 279).

However, as long as the stated risk factors are minimized, the opportunities are expected to outweigh the risks. Co-branding can then be seen as a great instrument for brands to enter new markets and grow.

### 2.2.3 Delineation of the Term Co-Branding

In the literature different terms and names for the creation of one product by two brands have been used interchangeably. In order to be able to clearly delineate the term co-branding from similar brand alliance strategies, this section will describe the different strategies and the way they differ from co-branding.

**Product bundling** is a branding strategy characterized by the selling of two or more goods in a package at one single price.

When two products by two different brands are mentioned in one advertisement it is called an **advertising alliance**.

By using **joint sales promotions** two brands cooperate on their promotional activities for a limited time.

**Dual branding** describes the common usage of a shop by two brands (shop in shop concept, e.g. Shell gas station with integrated Burger King).

The difference between the described brand alliance strategies and an actual co-branding strategy is that in none of the mentioned strategies companies actually use two distinct brands simultaneously on one physical product (Helmig, et al., 2008, p. 363). As co-branding inevitably results in the creation of a common product, this type of brand alliance is usually a long-term commitment for the partnering brands. Promotional activities such as joint promotions or product bundling however do neither necessarily result in permanent relationships nor in the creation of a cooperative product (Leuthesser, et al., 2003, p. 36).

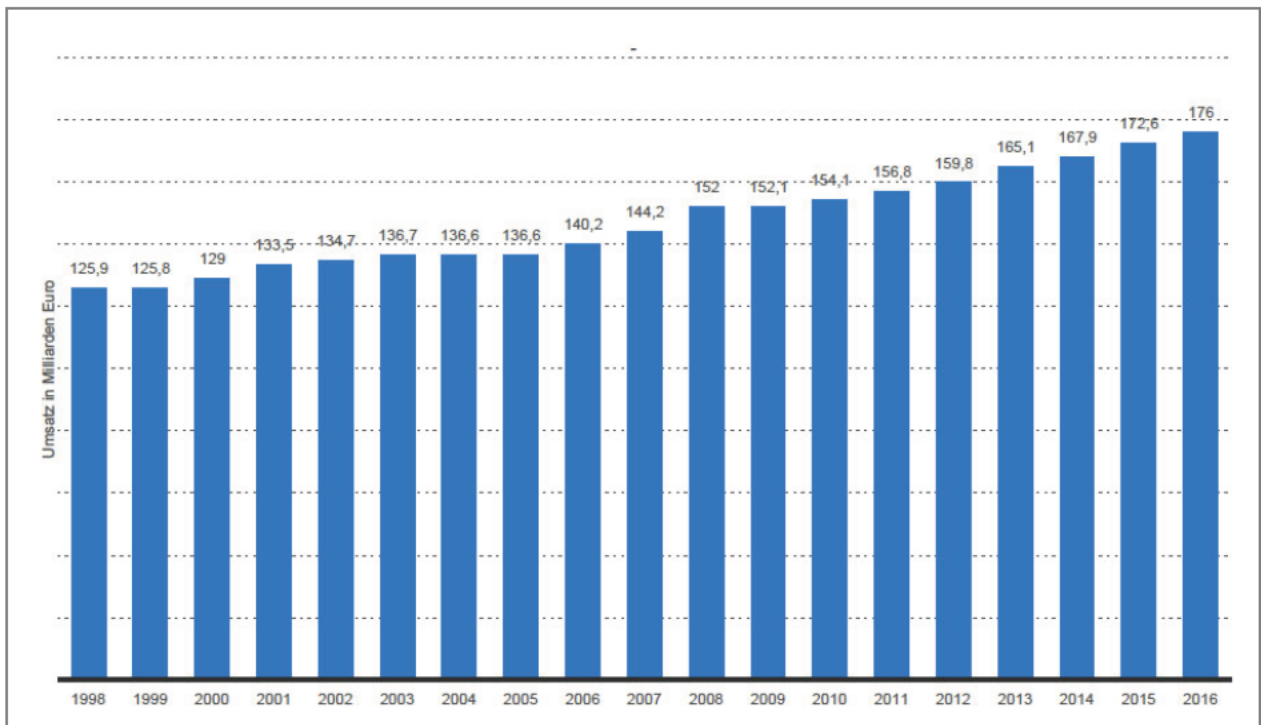
### 2.3 The FMCG Sector in Germany

The consumer goods industry comprises companies that manufacture products for private consumption: jewelry and cosmetics, textile and clothing, furniture, electronics and food industry. A distinction is made between fast and slow-moving consumer goods. The research question of this thesis deals with the fast-moving consumer goods sector which includes consumer goods for the everyday need. These are characterized by a fast rate of turnover as they have to be re-purchased quite often. The FMCG sector can be divided into two parts: the food and near-food segment. According to the Nielsen classification the food segment comprises food products, alcoholic as well as non-alcoholic beverages and tobacco. On the other hand, toiletries and cosmetics as well as detergents, cleaning products, sanitary papers and pet supplies belong to the near-food segment (Statista, 2018).

While in the year 1970 almost a quarter of German consumer spending was allocated to food, beverages and tobacco, nowadays this share only amounts to 14 %. This shows a great negative shift in consumers' willingness to spend money on food products. This goes in line with recent developments in consumers' preferred places of purchase. The highest share of fulfilment of demand in the German FMCG sector is currently satisfied by discounter markets. It has increased from 38 % in the year 2003 to 42 % in 2016, while at the same time the share of hypermarkets has decreased from 25 % to 21 % (Statista, 2018).

Concerning the research of this thesis, especially the food sector is of particular importance as the examined product is a co-branded chocolate bar. The revenue achieved in the German food retailing sector has constantly been growing in the past decades. While in 1998 it amounted to 126 billion Euros, it reached 176 billion in 2016.

**FIGURE 2: REVENUE IN GERMAN FOOD RETAILING SECTOR 1998-2016 (IN BILLION EUROS)**



Source: GfK, *Consumer Index 01* | 2017, p. 3

The highest revenue within the food segment in Germany is actually made with sweets, followed by alcoholic beverages and cold meats. Compared to other European markets the price level for food and beverages in Germany is rather average with a price index in position 15 of 28 in the year 2016 (Statista, 2018).

## 2.4 Brand Awareness & Brand Attitude

A crucial part of the field of brand management and brand policy lies within the impact a brand has on the consumer. This is especially important when two brands join forces and create a product together. Over the years, different concepts and frameworks have been developed (Möll, 2007, p. 41). This chapter summarizes the mechanisms behind

consumers' brand awareness and brand attitude in order to provide a deeper understanding of the research results that will be analyzed in the next chapter.

#### 2.4.1 Brand Awareness

Brand awareness is highly related to the particular brand knowledge a consumer has regarding a brand. Understanding brand knowledge is therefore a crucial requirement for comprehending brand awareness. In a nutshell, brand knowledge describes the process of what comes to consumers' minds when they think about a brand (Keller, 1993, p. 2). Probably the most accepted model of memory structure is the "associative network memory model" which describes knowledge as an interplay of nodes and links. Nodes thereby represent stored information which is interlinked and connected by links which vary in strength (Collins & Loftus, 1975; Raaijmakers & Shiffrin, 1981). When either external information is encoded or internal information is retrieved from long-term memory one or more nodes can be activated. Once a certain threshold is met, the stored information is recalled and can spread to other nodes that relate to it. Therefore, the strength of the links determines both the amount of "spreading activation" and the extent of the information that is being retrieved from consumers' memories (Keller, 1993, pp. 2, f.). As an example: when being asked about soft drinks, the first brand that might come to a respondent's mind might be Coca Cola because of the strong connection with the product category. The next link in consumer knowledge could then be associations with perceived taste, color or even brand images or experiences with the product.

Brand awareness is one constituent of brand knowledge and can be envisioned as the strength of a particular brand node within the associative network memory model (Rossiter & Percy, 1987). Thus, brand awareness describes the "likelihood that a brand name will come to mind and the ease with which it does so" (Keller, 1993, p. 3). There are two basic factors that influence brand awareness, namely *brand recognition* and *brand recall performance*. The former refers to the consumers' capability to confirm prior contact with a given brand which means that consumers have either already heard of or seen this brand before. The latter term requires consumers to recall a brand name just by a given product category or another cue, however not by the brand itself. In other words, brand recall performance presumes consumers to be able to correctly recall a certain brand from their memory (Keller, 1993, p. 3). In summary, brand awareness can be thought of as "a

buyer's ability to identify a brand within a category in sufficient detail to make a purchase" (Rossiter & Percy, 1992, p. 264). However, brand recognition alone can already be a sufficient to trigger a purchasing decision, making brand recall unnecessary (Rossiter & Percy, 1992, p. 264). When it comes to purchasing decisions that are made directly in stores (with an actual exposure to the brand), brand recognition can therefore often be considered the more important factor of consumers' brand awareness (Keller, 1993, p. 3). This can be illustrated by an example: Rarely, consumers go shopping with grocery lists and if they do, their lists will contain product categories rather than exact names. However, when they walk through the aisles they are opposed to visual reminders of their needs and brands will be recognized directly at the point of sale. This is the reason why consumers may actually fail a brand recall test and still be able to recognize the same brand at the supermarket and decide to buy the product (Rossiter & Percy, 1992, p. 265).

#### 2.4.2 Brand Attitude

Brand attitude is a perceptual effective size. Perceptual effective sizes describe the perception consumers have towards a brand with regard to different objectives. They explain how consumers think about a brand and what kind of thoughts, feelings and assessments they have concerning a brand (Möll, 2007, p. 41). Brand attitude does not refer to particular product characteristics, but it can rather be described as an overall impression of the branded product and the brand itself.

Ajzen describes attitude in general as a summarizing evaluation of a psychological object with trait dimensions like good-bad, harmful-beneficial, pleasant-unpleasant and likable-dislikable (Ajzen, 2002, p. 28). Concerning brand attitude, the brand hereby represents the psychological object which is then evaluated by the consumer. Kroeber-Riehl and Weinberg (2003) define the term therefore as a subjectively perceived suitability of an object to satisfy a motivation, whereby the customers' evaluation of the brand takes center stage (Kroeber-Riel & Weinberg, 2003, p. 169). Often, attitude is explained by the three-component theory which comprises of a *cognitive* (knowledge-based), an *affective* (emotional) and a *conative* (action-related, intentional) component (Trommsdorff, 2002, p. 154). An attitude is always due to cognitive and affective factors and directly influences the behavioral intention (e.g. purchase intention) while it indirectly influences the behavior itself (Trommsdorff, 2002, p. 155). In addition to the three-component theory, there are

also models which only take two factors or even only one component into account (Ajzen, 2002, p. 28). For this research, however, primarily the cognitive and the affective factors will be important.

The overall brand attitude is a crucial part of the consumers' brand association (Aaker & Keller, 1990, p. 29). An attitude can exist towards a person or an object (thus, also towards a brand) and represents a combination of the most striking characteristics and the evaluation of these characteristics (Ajzen & Fishbein, 1980). The evaluation of a brand therefore emerges out of every experience that went along with it (Franzen, et al., 1999, p. 62), whereby no direct contact (e.g. usage of the brand) must necessarily be made. Consumers develop an attitude towards a brand based on brand awareness, brand image and the perceived brand values, hence on the basis of their collected brand knowledge (as described in chapter 2.2.2). Therefore, attitudes basically mirror the positive or negative position of the consumer towards a brand. Attitudes are also of particular importance when it comes to consumer behavior as both concepts are closely interlinked (Ajzen & Fishbein, 2005, pp. 173, ff.; Möll, 2007)43.

## 2.5 Previous Findings on Co-Branding and the Effect of Co-Branding on Consumers' Brand Awareness and Brand Attitude

Concerning the field of co-branding, two main research directions can be distinguished. Firstly, the question of how successful brand alliances can be built has been analysed by different researchers (e.g. (Bucklin & Sengupta, 1993; Rao & Ruekert, 1994)). Another field of research deals with the consumers' perspective on co-branding strategies (e.g. (Park, et al., 1996; Simonin & Ruth, 1998)). The latter is the decisive research direction for this thesis. Nonetheless, in order to provide a complete framework for the following research, the main findings on the first direction will briefly be examined first.

As already stated previously, the amount of empirical research done on co-branding effects on consumers' brand attitude and brand awareness is manageable. Nonetheless, some important findings regarding this field of research were made in the last decades. In order to explain consumers' attitudes toward co-branded products, two theories have proven to be decisive: cognitive consistency and information integration. Firstly, cognitive consistency can be summarized as consumers' internal striving for consistency and

internal harmony among their attitudes. In the field of co-branding, this means that in the process of evaluating two co-brands, consumers will always transfer their opinion on the parent brands to the new product. The resulting attitude towards the co-branded product will therefore always be an averaging of the attributes of the parent brands. (Levin, et al., 1996, pp. 296, f.). On the other hand, information integration describes the process of receiving new information, processing it and adding it to existing beliefs and attitudes of a person (Anderson, 1981). Thereby, the greatest importance is given to the most striking and accessible information (Fazio, 1989, pp. 172, f.). Applying this to co-branding, it can be implied that better known brands have a higher influence on the formation of attitudes towards co-branded products (Leuthesser, et al., 2003, p. 37).

In 1999, Rao et al. investigated co-branding from a signalling perspective. They found that it is easier for consumers to evaluate the quality of a brand with unobservable attributes when it is combined with a second brand. Meaning that co-branded products send a higher quality signal compared to a mono-branded product (Rao, et al., 1999). These findings were supported and extended by various researchers later on (McCarthy & Norris, 1999; Park, et al., 1996; Simonin & Ruth, 1998; Janiszewski & van Osselaer, 2000; Baumgarth, 2003; Lafferty, et al., 2004; Huber, 2005).

Park et al. (1996) studied product complementarity in the context of co-branding. Their results show that a co-branded product can inherit the desirable attributes of both parent brands in the perception of the consumer.

In 1998, Simonin and Ruth investigated the consumers' attitude towards the co-brand. They found that positive prior attitudes as well as a positive brand perception and the product fit of the partner brands can affect attitudes towards the co-brand positively. Furthermore, they concluded that the influence on the perception of co-brands is higher with strong parent brands than with weaker ones. At the same time, the attitude towards the co-brand influences strong parent brands less (Simonin & Ruth, 1998). This theory was modified and extended by Hadjicharalambous in 2001: He found that the evaluation of a co-branded product is positively affected by the overall fit, i.e. the matching of the two brands cooperating. The overall fit itself is influenced by the transfer fit and the brand fit. Transfer fit can be described as the fit of the partner brand with the product category of



the co-branded product. A high transfer fit will therefore always generate direct positive effects on the evaluation of co-branded products (Hadjicharalambous, 2001).

In the most recent studies, Baumgarth (2003) and Huber (2005) support and extend this research and provide evidence that in addition to brand and product fit, advertising related to the co-branded product has a great influence on the evaluation of the product as well (Baumgarth, 2003). Additionally, Huber (2005) found that the success of a co-branded product is influenced by product involvement and consumers' brand orientation.

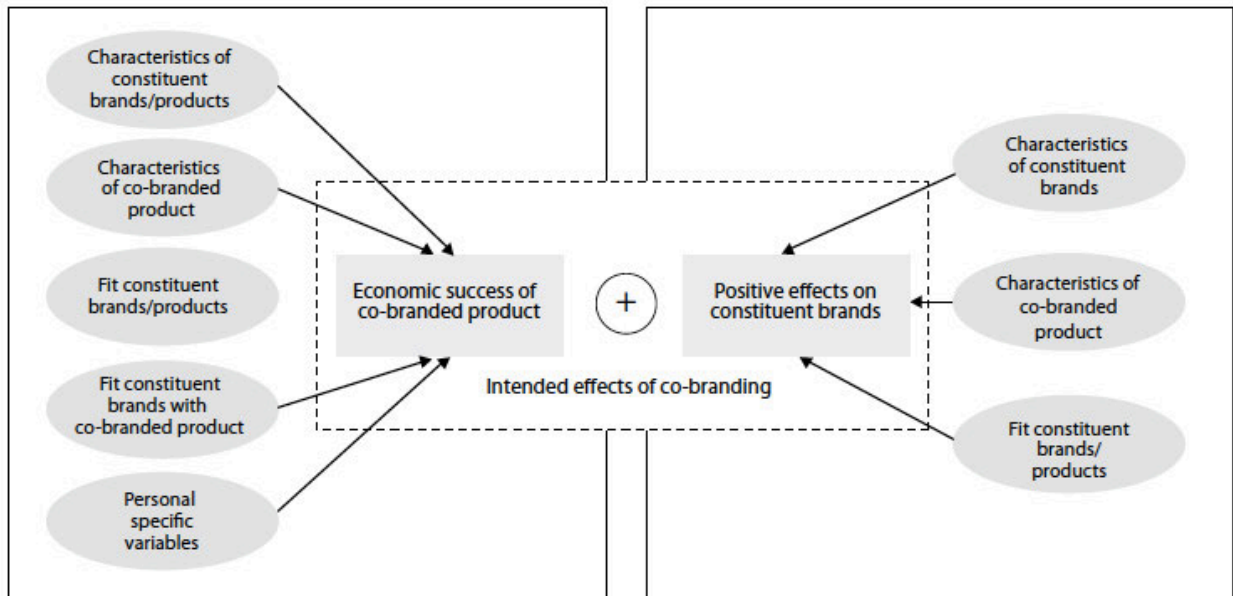
Another area of research deals with alliances of 'high-image' and less known brands. Rao et al. (1999) found that a high perceived quality of one brand can transfer the image to the co-brand (Rao, et al., 1999). This was supported by Washburn et al. (2000) who concluded that a brand alliance in the form of co-branding is generally more beneficial for high-equity brands than for low-equity brands. It does however not damage the high-equity brand (Washburn, et al., 2000).

Voss and Tansuhaj (1999) found that if an unknown brand allies with a well-known brand, the co-branded product can have a positive effect on the evaluation of the previously unknown brand (Voss & Tansuhaj, 1999).

In summary, it can be noted that primarily findings of existing studies in the field of co-branding are related to product success. Regarding spill-over effects, the amount of research that has been done is rather scarce and there are no empirical analyses in co-branding research that confirm these effects.

Helmig et al. (2008) developed a model that summarizes the influence factors on both the economic success of a co-branded product and the positive effects on the constituent brands.

FIGURE 3: THEORETICAL MODEL OF CO-BRANDED PRODUCTS



Source: Helmig, et al., 2008, p. 370

Figure 3 illustrates the dependent variables in the dotted box as the main objectives of co-branding and shows five influence factors on the economic success and three influence factors on the constituent brands which have been discussed and explained in this chapter (Helmig, et al., 2008, p. 370).

### 3 Research Design

#### 3.1 Research Objective

The study aims at giving information about co-branding as a brand strategy as well as about its effects on consumers' brand awareness and brand attitude. Within the scope of the research it will be analyzed how consumers evaluate co-branding in the FMCG sector, using the existing co-branded chocolate by the brands Milka and Daim. Additionally, the question whether there is a change in consumers' brand attitude towards allying brands in case of co-branded products will be examined.

#### 3.2 Methodology

As described earlier, not much primary research has been done concerning the particular research question of this paper. Therefore, the thesis is divided into two parts: firstly, a literature review was carried out. Afterwards, primary data was collected in order to be able to investigate the questions the paper is dealing with thoroughly. This took place in the form of a quantitative survey. More precisely, an online questionnaire was used, as this method allows a survey of high volume data in a short time frame at low costs (Weis & Steinmetz, 2012, pp. 34, f). For this investigation, an existing co-branded product from the fast-moving consumer goods sector was used as real case, namely Milka Daim chocolate. As stated above, most of the related studies used hypothetical products.

Initially, the population and the right sample for the survey have to be defined. In order to be able to draw conclusions from the data, it must first be ensured that the participants know the selected products and its brands in order to be able to answer the questions truthfully. Additionally, in order to reduce the complexity, the survey was limited to German participants only.

After the data was collected, the raw data could be downloaded from the platform [umfrageonline.de](http://umfrageonline.de) in an excel format. Firstly, all participants who did not finish the survey were eliminated in order to clean the data set and be able to generate significant evaluations of the results. All statistical analyses were conducted with Excel as this platform provides a wide field of evaluation possibilities and can work well with such a large set of data.

### 3.2.1 Data Collection

The survey link was distributed via Social Media and through the internal network of the University of Applied Sciences, Hamburg on the 22<sup>nd</sup> of December 2017. It can be argued that this sample is a random choice and that it is therefore not representative for the population. However, this method was chosen because it allows a fast collection of a high number of observations within the relatively short time frame that is given for this research.

### 3.2.2 Implementation

The survey is based on an online questionnaire and was created and implemented on the platform [umfrageonline.de](http://umfrageonline.de). Advantages of this platform include simple creation methods as well as an intuitive handling of the website. In addition, various different answer and question possibilities can be used in the course of the survey creation. Saving the research results and lastly the analysis and evaluation of the outcome can be carried out easily. After the implementation of the online survey, a pre-test with five randomly chosen persons was done in order to avoid problems of comprehension and content-related uncertainties (Kuß, 2012, p. 199). The tested and improved questionnaire was then ultimately released on the platform and the link was sent out to the students of the HAW Hamburg and posted on Social Media sites. In total, the survey was online from 22<sup>nd</sup> of December 2017 to 12<sup>th</sup> of January 2018.

### 3.2.3 Development and Structure of the Questionnaire

Both the development and the structure of the questionnaire have a great impact on the validity and the reliability of the research results (Kuß, 2012, p. 80). The starting point of the creation process is given by the aim of the study and the defined research questions. It is important to consider the order in which the questions are asked. Thereby, filter questions are of great importance as they lead the participant and exclude them from certain questions or even from the complete survey when necessary (Kuß, 2012, pp. 118, f.). As a mandatory introductory question it was therefore asked if the participant knows the brand Milka. This way, it is ensured that the product-related questions can be answered in an honest way and potential participants who are not familiar with Milka can be filtered out directly. Afterwards, more detailed questions concerning the brand knowledge and the brand attitude are asked. Open questions regarding Milka products

and co-branded products are used to find out about the consumers' brand knowledge. Using closed questions, however, supports the process of defining the participants' attitude towards Milka. Hereby, multi-item scales in the form of semantic differentials serve as a way to reduce the complexity of consumers' brand attitudes and allow a description of the same. The basic idea of semantic differentials lies within the formulation of two opposite adjectives on a rating scale and let the participant decide which of the two characteristics he or she would rather assign to a given problem (e.g. a brand) (Kuß, 2012, p. 96). Afterwards, the whole section is repeated with the same questions about the second brand, Daim.

Up until this point, the participants have not been informed about the exact topic and research question. This was done on purpose in order to ensure that participants are not possibly influenced in the way they evaluate the two separate brands. In the following, however, a picture of the co-branded product, Milka Daim, is shown and it is again mandatorily asked whether the product is familiar. Since product recognition often works via visuals, the picture serves as a memory support. The next query refers to the personal percipience of the combination of the two brands and the resulting product, Milka Daim chocolate.

In the next section, the semantic differentials from the beginning are repeated in order to find out about possible impacts of the co-branding strategy on the brand attitude of Milka and Daim. This section is crucial as it refers directly to the research question of this thesis. Since Milka is the primary brand of the co-branded product, additional questions about their co-branding behavior are asked afterwards. For this purpose, Likert-scales are used. Likert-scales are characterized by various statements which have to be evaluated by participating persons. Five answer possibilities (I fully agree – I do not agree at all) are given in order to find out about the general impact of co-branding on the brand awareness and attitude towards Milka (Kuß, 2012, pp. 93, f.). Additionally, both existing Milka single and –co-branded products are named and the consumers' product recognition as well as reasons for the purchasing decision are queried in closed questions. This way, brand awareness and the awareness for co-branded Milka products can be analyzed later on.

Subsequently, it was analyzed if the participants are aware of the fact that both Milka and Daim belong to the same conglomerate (Mondelez).

Questions concerning personal characteristics of the participants were deliberately asked at the end of the survey. Even though they are of crucial importance for the analysis and evaluation of the research results, they might be seen as an intrusion into people's private life. In order to avoid distrust in the beginning of the questionnaire, personal questions are therefore put at the very end (Kuß, 2012, p. 116).

In general, the language was kept simple and the questions were formulated preferably short in order to avoid confusion and deviating meanings (Kuß, 2012, pp. 77, f.) For a better support of the participants' memory, content-related questions were kept together and a logical order of the questions was ensured (Kuß, 2012, p. 116). Except for the filter questions no questions are mandatory so that the participants can decide for themselves which questions he or she wants to skip. This way, it is ensured that the participants do not cancel the survey too early in case one or more questions are unpleasant for him.

### 3.3 Overview over the examined product

#### 3.3.1 Milka

The chocolate brand Milka was founded in 1901 in Germany. Already in the early 1920s the first seasonal products were produced and sold (e.g. Easter, Christmas). Milka is known for its chocolate products, its lilac brand color and the Milka cow that is illustrated together with an Alps panorama on each package. The Milka production and headquarters are located in Lörrach, Germany. (Mondelez Deutschland Services GmbH & Co. KG, 2017). In 1990, the American corporate group Kraft Foods took over Milka and the brand began sponsoring alpine skiing. As of 2012 Milka is held by Mondelez International, a spin-off of Kraft Foods (Mondelez International, 2017). Milka is both the most famous and most popular chocolate brand in the German-speaking area and is sold in over 40 countries worldwide (VuMA (Arbeitsgemeinschaft Verbrauchs- und Medienanalyse), 2017). In addition to the classical chocolate tablet, Milka can also be consumed in biscuits, confections, during holiday season and in specialty products like hot beverages, specialty cheese and ice-creams (Mondelez International, 2017). Due to the fierce competition within the globalized candy and chocolate market, one core element of their strategy is co-branding with other brands both as a primary and a secondary brand. For example,

their chocolate bars are available in combination with Oreo, Daim, LU and TUC.<sup>1</sup> On the other hand, brands from other FMCG product categories, such as Philadelphia cream cheese, Langnese ice-cream or Jacobs coffee have successfully created co-branded products with Milka by adding the brand to their core product. Additionally, Milka and McDonald's co-created different McFlurry ice-creams which are available in various European regions and at certain seasons.

### 3.3.2 Daim

Daim is an originally Scandinavian candy brand offering chocolate-covered almond-caramel. The brand Daim (formerly known as Dajm) was introduced by Marabou in Norway and Sweden in the year 1953. It was first sold in Germany in 1978. Starting as a strong domestic brand it has gone to now being an international brand with offerings in the segments chocolate, ice cream, coffee, cake and biscuits (Keller, et al., 2008, p. 347). This was enabled primarily by the American company Kraft Foods which took over Daim, now held by Mondelez International, a Kraft Foods spin-off. Over the years, Daim has used various line extensions (within the same category), category extensions to ice-cream, cake and biscuits as well as co-branding with other Mondelez brands, e.g. with Milka. This strategy was used both within the chocolate and coffee segment in order to enter new markets and product categories. Also, changes in packaging and naming were used to make the brand more consumer-relevant: For example, in 1993 the packaging color changed from brown to red (Keller, et al., 2008, p. 347).

### 3.3.3 Mondelez International

Mondelez International is an internationally active US-American food corporation based in Illinois. The corporation belongs to the world's largest food producers and emerged as a spin-off company from Kraft Foods. Today it belongs to the world's leading companies in the field of chocolate, biscuits, chewing gum, sweets, coffee and beverages in powdered form (Kraus, 2014, p. 162).

Mondelez International is active in 165 countries and owns world-famous brands like Cadbury, Milka, Daim, LU, Oreo and Jacobs. Europe constitutes the most important

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<sup>1</sup> As of December 2017

market for Mondelez International, with a net revenue of 9,7 Billion Euro in 2016 and around 30.000 employees in 48 European countries (Mondelez International, 2018). Mondelez is Europe's largest chocolate and biscuits producer and the second largest provider of coffee and candy (Kraus, 2014, p. 162).

The confectionary market belongs to the most impulsive segments within the fast-moving consumer goods sector. Thereby, the chocolate segment plays a central role. In this highly competitive market Mondelez sees especially co-branding as a way to more added value. They continually use their established and well-known brands in different combinations to create new product concepts with perceptible added value. Milka & Daim and Milka & Oreo are only a few examples with which Mondelez could effectively boost its competitiveness in the European chocolate segment (Markant, 2013).



### 3.3.4 Milka Daim Chocolate

Milka Daim chocolate is a result of the co-branding strategies of Mondelez International, Milka and Daim. It is a combination of the classic Milka chocolate and Daim's characteristic almond-caramel. In this paper it serves as a research subject in order to find out about the influence co-branding might have on consumers' brand awareness and brand attitude. The product packaging is illustrated in figure four. It becomes visible that Milka is the main brand of the co-branded product since the branding and design correspond with all other Milka chocolate bar products.

**FIGURE 4: MILKA & DAIM CHOCOLATE PRODUCT PACKAGING**



Source: (Mondelez International, 2018)

## 4 Research Results

As described previously, the given research results are not representative. Since the survey was conducted primarily within the University of Applied Sciences (Hamburg), neither the age distribution, nor the level of education comply with the statistical population. Naturally, the majority of the participants has at least graduated from high school or even obtained a university degree. This does not represent the general level of education in Germany, however, the results mirror the details of the prospective financially strong consumption generation.

Milka Daim chocolate is only one of many co-branded products sold in the German FMCG sector. The results of this study are based on exactly this product and on the two co-brands Milka and Daim. It was chosen for this research on the basis of the popularity of the main brand Milka and its dominating role in the German chocolate segment. In this study it serves as a benchmark for the chocolate market in Germany. Naturally, the results of this study are not subject to general validity and do not allow statistical inferences to other markets or products. However, the conclusions and findings will be useful to derive a general understanding of the influence co-branding might or might not have on the consumer, particularly in the matter of brand awareness and brand attitude.

No statistically relevant derivations can be made. This said, however, the results can help to understand in what way co-branding might influence the customers' brand awareness and brand attitude. In addition, the previously mentioned research questions of this paper are now to be discussed and evaluated:

1. How do consumers evaluate co-branding?
2. Do co-branded products affect consumers' awareness of the participating brands?
3. Is there a change in consumers' brand attitude towards allying brands when they buy co-branded products?

The break-down of the research results is divided as follows: Firstly, the participants' general characteristics will be presented. The second sub chapter deals with analyses and findings regarding the brand awareness and attitude towards the brand Milka. Afterwards, these findings will be compared to the matching analysis of the brand Daim. The main part will then focus on the object of investigation, the co-branded product Milka

Daim chocolate, and its influence on the consumer. Finally, the results will be evaluated and put into relation with the previous findings on co-branding and its effects on brand awareness and brand attitude (as presented in chapter 2.5).

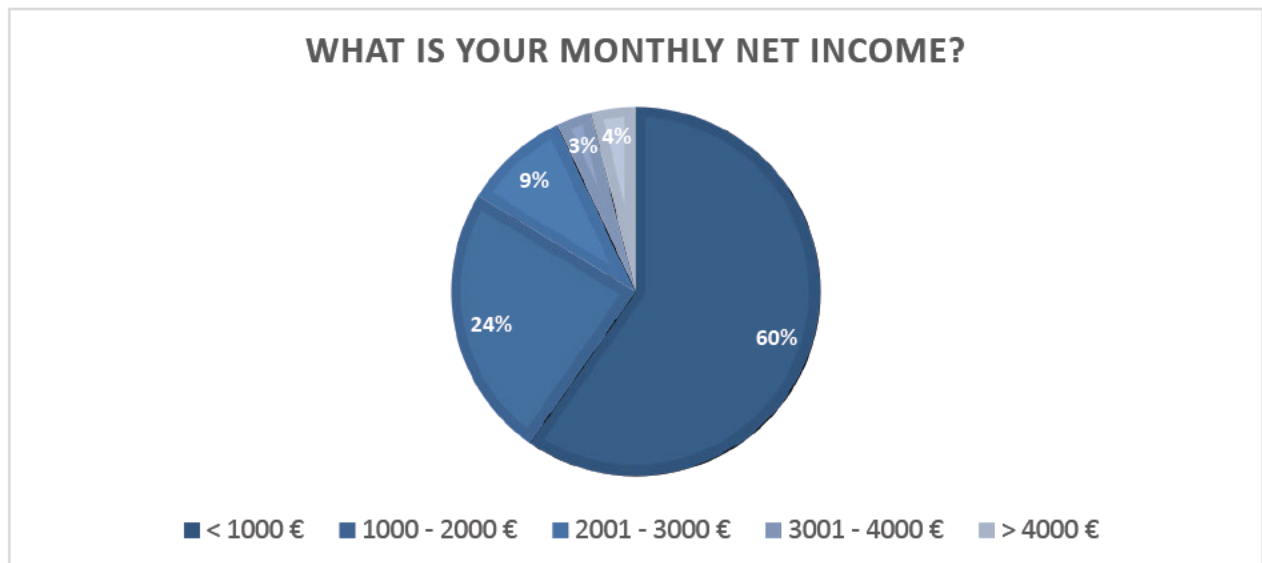
#### 4.1.1 Participant Characteristics

In total 154 persons participated in the online survey. After cleaning the data 135 test persons were left who completed the questionnaire. This number constitutes the final data set and the base for all statistical evaluations conducted in the following analysis.

Firstly, 60 % of all participants is under 26 and 90 % under 36 years old. As explained, this is primarily due to the high number of students that participated in the survey. The gender distribution is divided into 40 % female and 60 % male test persons, creating a slight imbalance.

Chart number five shows the distribution of the participants' monthly net income. Again, the high number of students is visible with 60 % stating to be left with a net income below 1000 € and almost 85 % with a net income below 2000 €. Only 4 % of the participants

**FIGURE 5: WHAT IS YOUR MONTHLY NET INCOME**



Source: Own survey (2018)

have more than 4000 € per month at their disposal. If and how these participant characteristics might influence consumers' awareness and brand attitude towards co-branded products will be evaluated in the following chapters.

#### 4.1.2 Analyses and Findings Milka

As described in chapter 3.3.1, Milka is both the most famous and most popular chocolate brand in the German-speaking area (VuMA (Arbeitsgemeinschaft Verbrauchs- und Medienanalyse), 2017). It does therefore not come as a surprise that almost every participant (99,3 %) stated they know the brand Milka. Concerning Milka's brand awareness, it can hence be concluded that brand recognition is given at nearly 100 %.

Regarding brand knowledge, around 78 % of the test persons said they know the brand well or very well. On the other hand, a very low number of participants (only 4,5 %) stated to know the brand poorly or very poorly. This fact is supported by the results of the open questions that followed, concerning product recalls. Firstly, the participants were asked which products come to their minds when they think about the brand Milka. Only an extremely low number of test subjects (around 6 %) did not come up with one single product. Almost half the participants could recall at least one product under the brand name Milka and around 25 % came up with three or even more products.

In the matter of co-branding, similar results can be observed. The answers to question number five substantiate Milka's massive brand awareness taking it to the level of co-branding. More than half of the participants were able to name at least one product that resulted from a form of brand alliance between Milka and another brand.

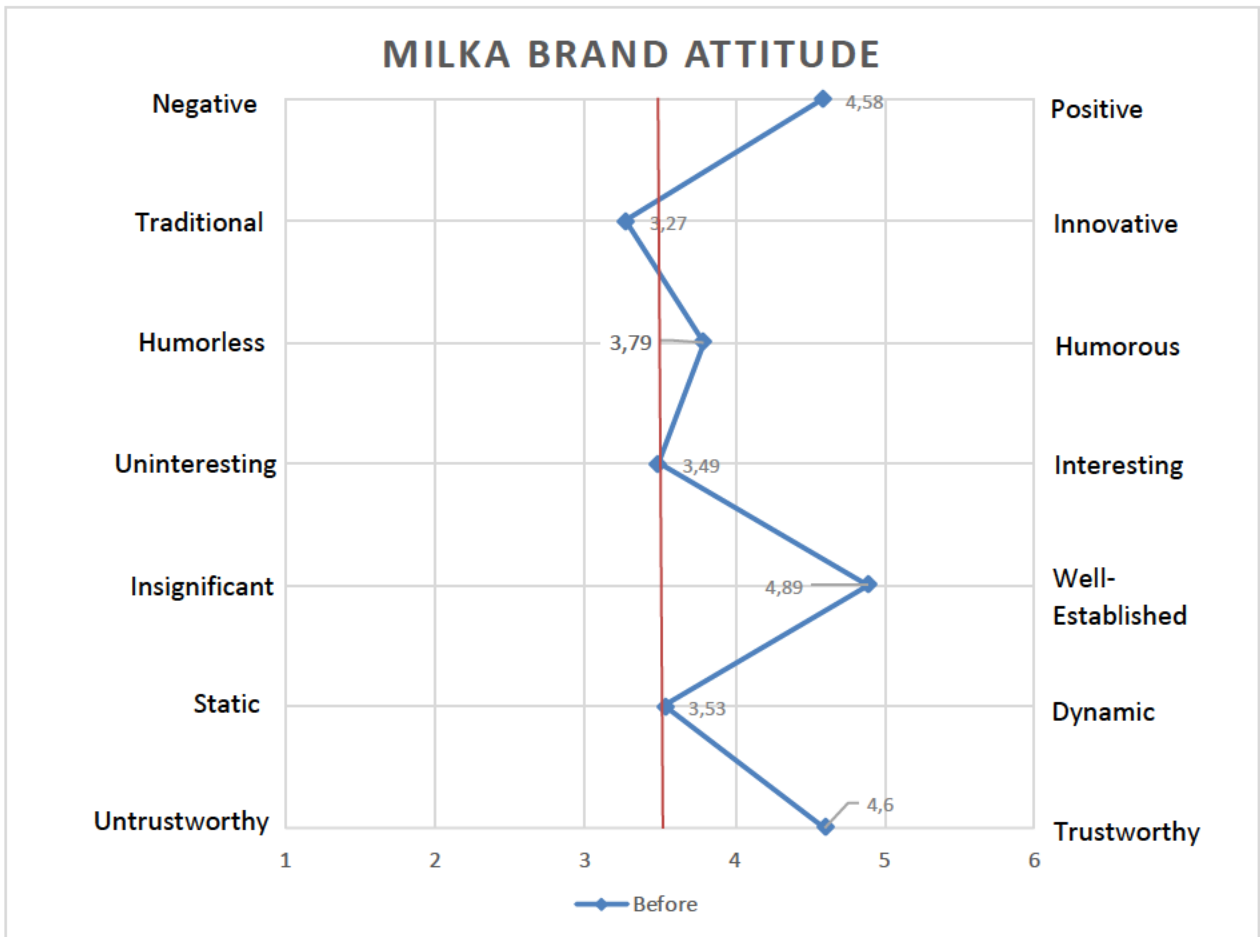
The given results support the initial findings about brand recognition and show the great level of brand awareness Milka has created in the fast-moving consumer goods sector within Germany.

Looking at consumers' brand attitude towards Milka, it can be summarized that the brand is widely associated with positive emotions. Figure number six shows the results of the brand attitude multi-item scales in the form of semantic differentials. As explained in chapter 3.2.3, semantic differentials describe the formulation of two opposite adjectives on a rating scale. The participants then have to decide which of the two characteristics he or she would rather assign to a given problem, in this case to the brand Milka (Kuß, 2012, p. 96).

The vertical orange line indicates the median which is the neutral value on this scale. The blue line connects the dots that represent the average values of the participants' answers.

With an average value of 4,58, it becomes clear that the consumers' attitude towards the brand Milka is very positive. The second and third point show that the brand is seen as slightly more traditional than innovative (3,27) as well as slightly more humorous than humorless (3,79). The opposite attributes interesting and uninteresting as well as static and dynamic show an average value close to 3,5.

FIGURE 6: MILKA BRAND ATTITUDE



Source: Own survey (2018)

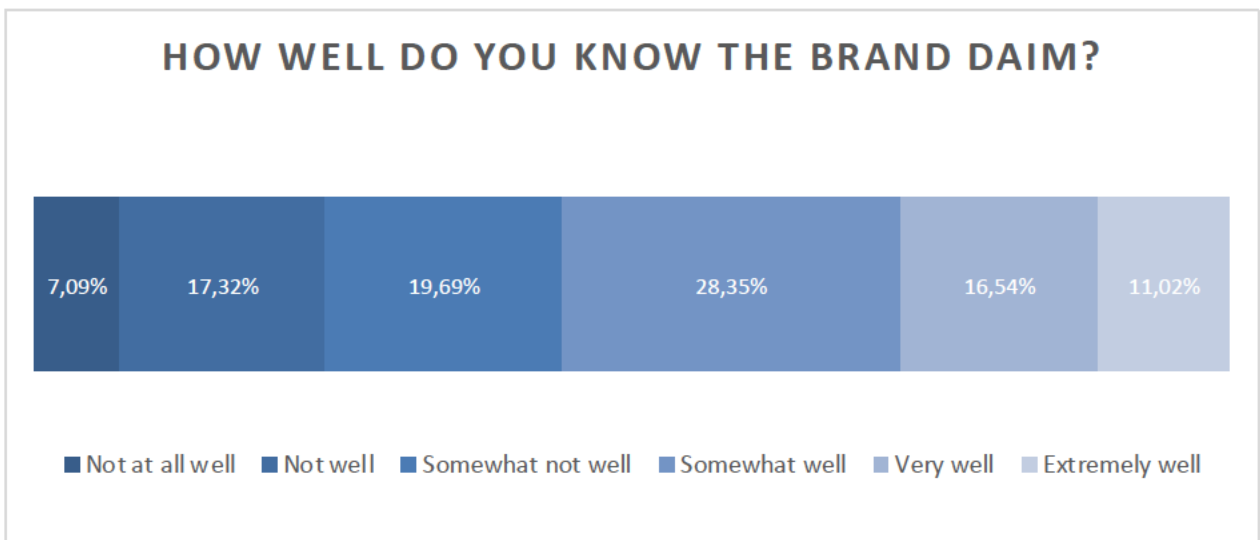
This means that generally the participants are neutral towards them. However, there are significant characteristics that become more visible in regards of establishment and trust. Customers see Milka as a very well-established brand which is indicated by the highest average value reached on the scale of this question (4,89). In addition, the results show that Milka is classified as quite a trustworthy brand, with a value of 4,6.

Summarizing the main findings, it can be noted that Milka is indeed a very popular brand in Germany. Both mono-branded and co-branded products are very well known by the consumers. In their heads the brand Milka is associated with rather positive feelings and is anchored as a very trustworthy and well-established brand. However, it is not viewed as particularly innovative, humorous, interesting or dynamic.

#### 4.1.3 Analyses and Findings Daim

Daim, the originally Scandinavian candy brand, is known by 95 % of the survey participants. Even if this result is four percentage points lower than Milka's brand recognition value it can still be classified as extremely high. However, less than one third of the respondents said they know the brand well or very well.

**FIGURE 7: HOW WELL DO YOU KNOW THE BRAND DAIM?**



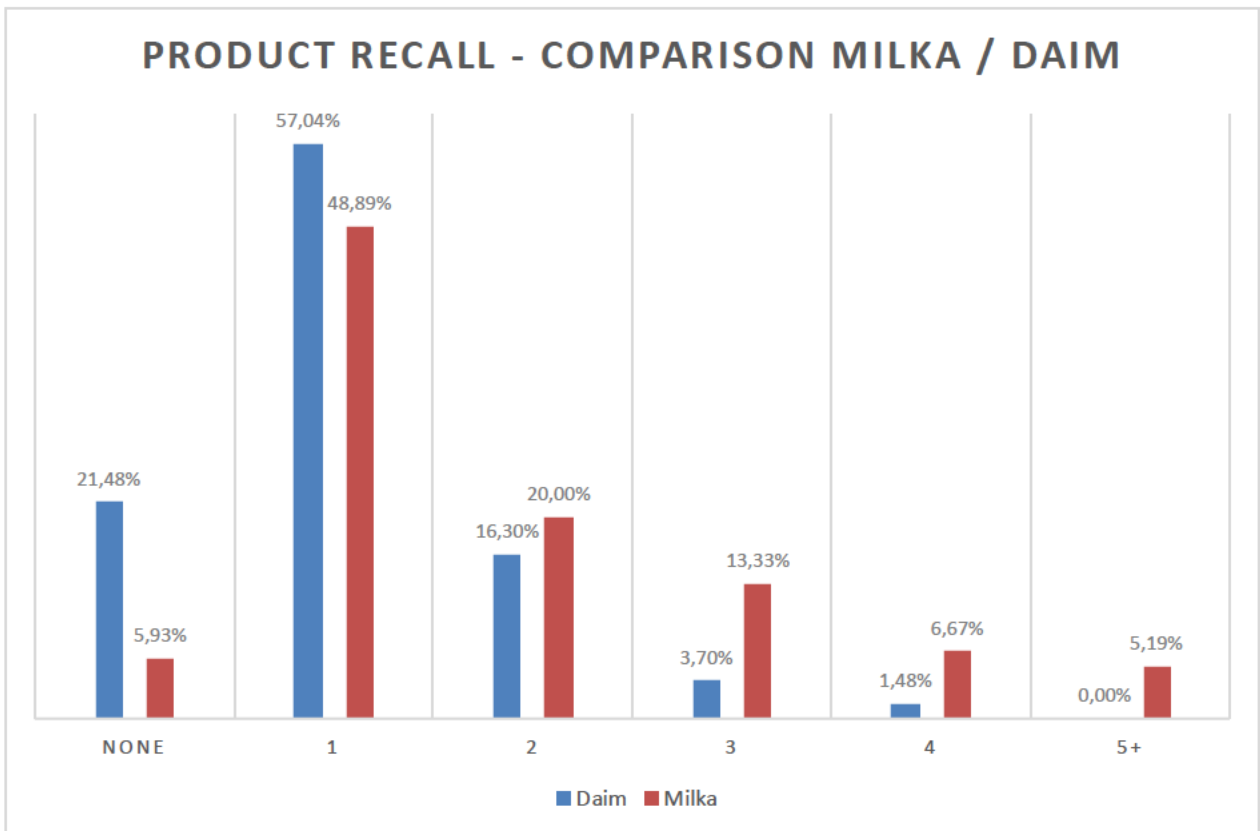
*Source: Own survey (2018)*

Looking at Milka with a value of 78 %, Daim's result in this matter is comparably low. In addition, almost 45 % of the respondents claimed they do not know the brand somewhat well, not well or not at all well. It can therefore be concluded that Daim has a significantly lower brand awareness than Milka.

These findings are supported by the product recall results. The relative number of persons not able to recall a single Daim product is almost four times higher than the value associated with Milka. Only around 20 % of the participants were able to name two or

more mono-branded Daim products. Looking at Milka in comparison, the number is more than twice as high (45 %). The same holds true for the recall of co-created products. Only about 4,5 % of the respondents were able to name two or more products that Daim created with another brand. Milka, however, reached a value above 25 %.

**FIGURE 8: PRODUCT RECALL - COMPARISON MILKA / DAIM**

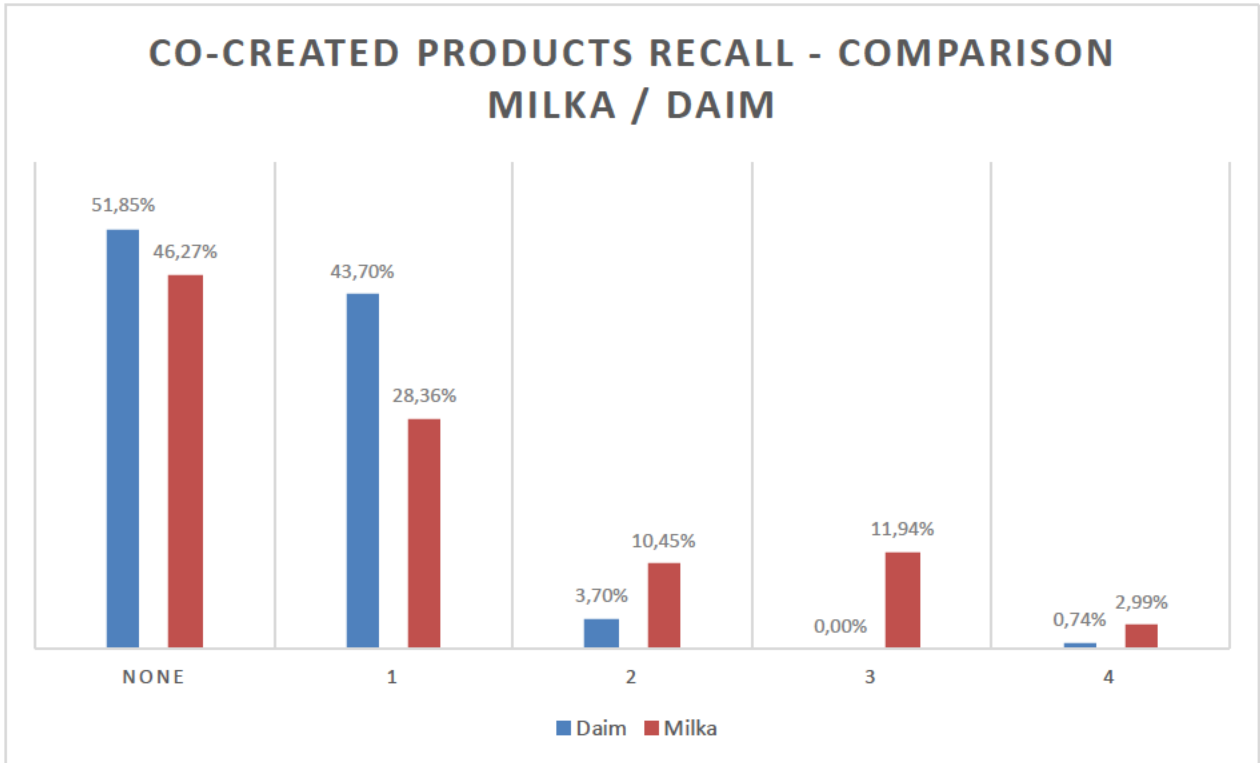


*Source: Own survey (2018)*

In summary, the brand recognition value of both brands is, in fact, similarly high. However, Milka has a higher brand awareness than Daim as both the brand and its products are far better known by consumers. The product recall results support this fact and show that a greater variety of both single- and co-branded products is known by the participants of the survey.

It can therefore be concluded that both the brand Milka itself as well as its products are more strongly anchored in consumers' heads than the brand Daim and its products.

FIGURE 9: CO-CREATED PRODUCTS RECALL - COMPARISON MILKA / DAIM



Source: Own survey (2018)

In the next step, the consumers' brand attitude towards Daim will be analyzed and compared to the results of Milka. Here again a multi-item scale in the form of semantic differentials was used for the evaluation.

With an average value of 4,19, it becomes obvious that the consumers' attitude towards the brand Daim is rather positive than negative. However, in comparison to Milka (with an average value of 4,58), Daim is seen slightly less positive.

In the matter of innovation, both brands reached similar values: Consumers see Milka and Daim as minimally more traditional than innovative.

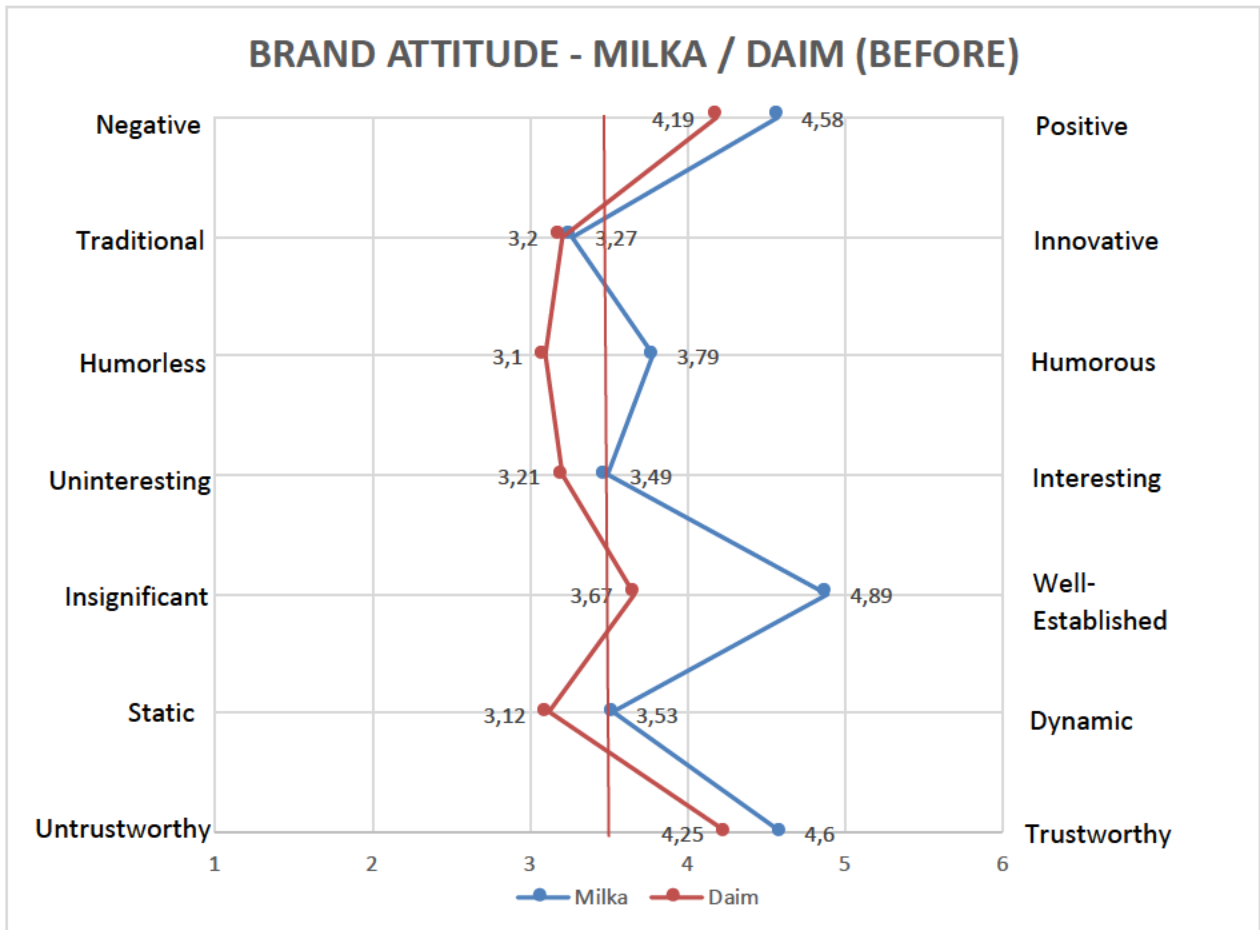
Looking at the opposite attributes humorless and humorous as well as uninteresting and interesting, the following observations can be made: With a value of 3,1, Daim lies below the average. This means that consumers tend to see the brand as a little more humorless



than humorous. This distinguishes the brand from Milka which is viewed as rather humorous than neutral or humorless. As regards the interest that is taken in Daim, the results show that consumers see the brand as minimally less interesting than neutral. Milka, in contrast, is neither assessed as interesting nor as uninteresting.

The biggest difference in the consumer attitude towards the two FMCG brands can be observed in the matter of establishment. In comparison to Milka which is classified as a very well-established brand, Daim only reached a value of 3,62 which is only slightly above average or neutral.

FIGURE 10: BRAND ATTITUDE - MILKA / DAIM



Source: Own survey (2018)

While Milka is classified as neither static nor dynamic, consumers see Daim as a rather static brand with a value of 3,12. Both brands are rated as rather trustworthy than untrustworthy. With an average value of 4,6 Milka, however, lies somewhat ahead of Daim (4,25) in this matter.

In summary, all average values associated with Milka are higher than Daim's brand attitude values. Graphically, the blue dotted line in figure ten which describes the characteristic values of Milka is therefore situated to the right of the red dotted line (representing Daim's average values).

The preceding analysis of Milka's and Daim's brand attitude is based on an uninfluenced opinion of the survey participants on the two brands. In order to gain their unbiased answers, the topic of the investigation and the examined product were not mentioned in the description text of the questionnaire. The attitude towards both brands was deliberately queried twice, at first in the beginning and a second time after the co-branded product was revealed. Thus, potential differences in the perception of the two brands pre and post co-branding could be detected. This investigation takes place in the following sub chapter.

#### 4.1.4 Analyses and Findings Milka Daim

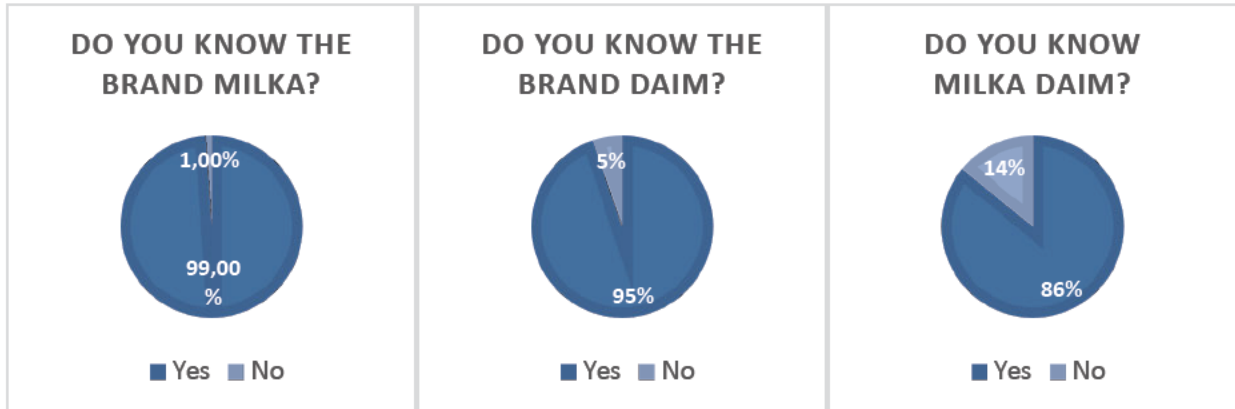
In this sub chapter, the co-branded product Milka Daim chocolate will be examined. Regarding brand awareness and brand attitude, the same kind of questions as in the preceding brand analysis were used in order to gain comparability and reliable results.

In the survey, the participants were firstly asked whether they know the concerned product. In order to support the respondents' memory, a picture of the Milka Daim chocolate packaging was displayed.

The results show that the chocolate bar is known by around 86 % of the participants. The product awareness is therefore significantly lower than the consumers' awareness for the two cooperating brands Milka (99 %) and Daim (95 %).

However, considering the fact that Germany is the country with the highest number of new product launches in the chocolate industry in the world, a product recognition value of 86 % can still be considered as comparably high (Pro Ecuador, 2014).

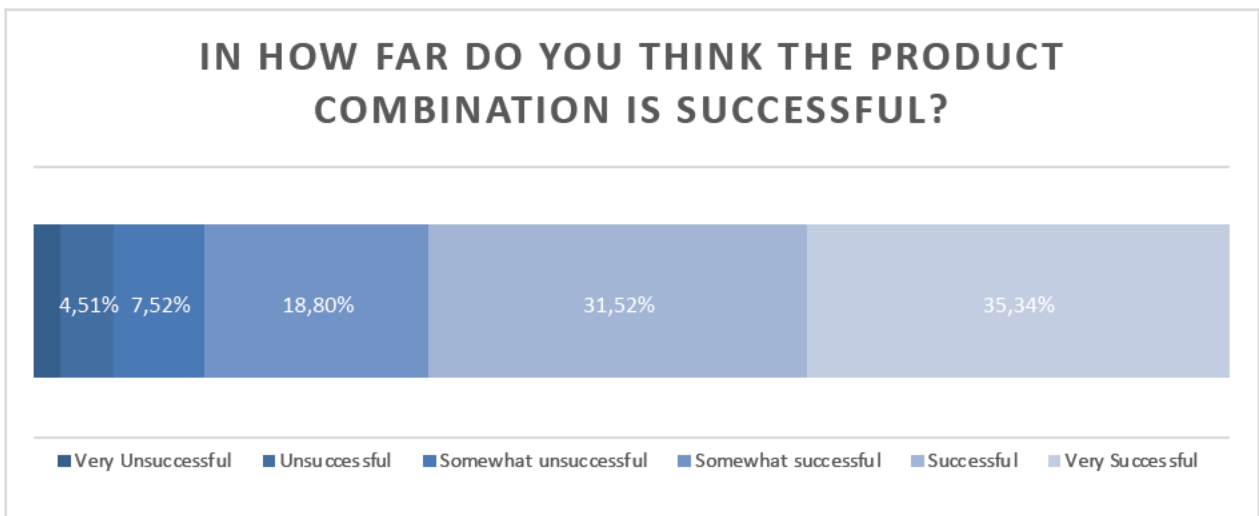
FIGURE 11: BRAND AND PRODUCT AWARENESS COMPARISON



Source: Own survey (2018)

Regarding the consumers' attitude towards the co-branded product, the research results show that almost 67 % of the participants think that the product combination is successful or very successful.

FIGURE 12: IN HOW FAR DO YOU THINK THE PRODUCT COMBINATION IS SUCCESSFUL?



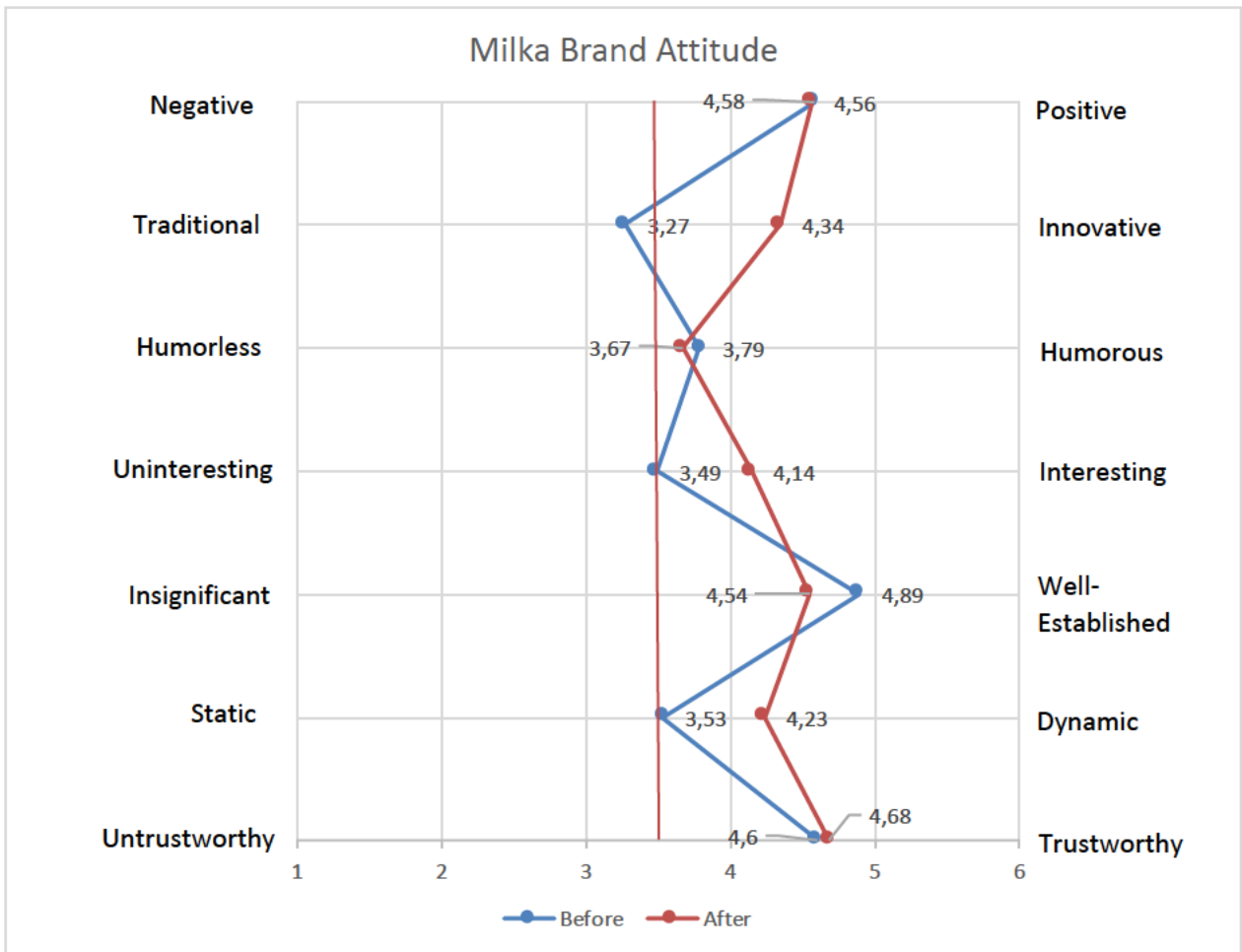
Source: Own survey (2018)

A very low number of around 6,5 % of the participants believe that the co-branded product of Milka and Daim constitutes an unsuccessful or very unsuccessful product combination.

This shows that the consumers' attitude towards the co-branded product, Milka Daim chocolate, is generally positive. However, the question remains what this, in turn, means for the brands themselves. In the following, the consumers' attitude towards both brands in regard to co-branding will be analyzed.

Figure 13 shows once again the consumers' brand attitude towards Milka. The same semantic differentials as in the preceding analysis were used for the evaluation. This time, however, the brand attitude is divided into pre and post co-branding. The red dotted line represents the values that were reached when the survey participants were asked to give their opinion taking into account the co-branded product, Milka Daim chocolate.

FIGURE 13: MILKA BRAND ATTITUDE (PRE / POST)



Source: Own survey (2018)

The blue dotted line is the same as in figure 10. This way, the direct influence co-branding has on the consumers' brand attitude is made graphically visible.

It becomes obvious that co-branding influences the attitude consumers have towards a brand significantly. Even though the general positive attitude towards Milka remains more or less the same (pre: 4,58, post: 4,56), the value of innovation and tradition shifts to the right. This means that previously the brand was seen as slightly more traditional than innovative (3,27). However, when consumers take the co-branded product into account, this image changes and the same brand is evaluated as much more innovative, represented by the value 4,34.

Concerning the opposite attributes humorless and humorous, the results show a minimal shift. The preceding value drops from 3,79 to 3,67 which indicates that the brand Milka is evaluated as less humorous if the co-branded product is taken into account by the participants.

Interestingly, the two values that were initially found to be neutral, have changed significantly. When consumers keep the co-branded product in mind, their attitude towards the brand Milka shifts and is evaluated as much more interesting than uninteresting (pre: 3,49; post: 4,14) and far more dynamic than static (pre: 3,53; post: 4,23).

At the same time the consumers' opinion on the establishment of the brand shifts to a lower value. This indicates that the brand itself is viewed a little less well-established when co-branding is taken into account.

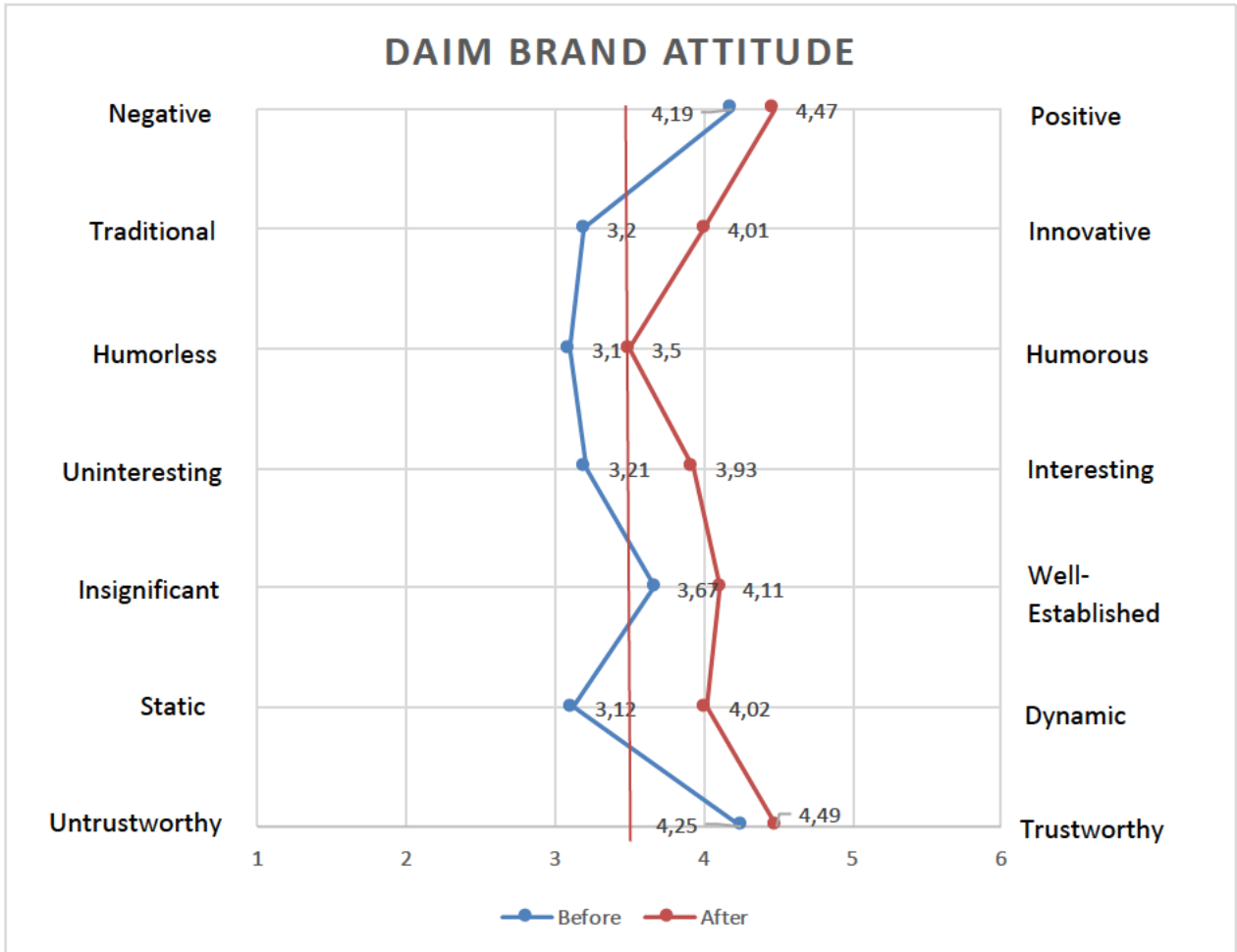
Lastly, it becomes obvious that there is almost no change in the matter of trust (pre: 4,6; post: 4,68). This means that co-branding does not have a real influence on the consumers' evaluation of the brand regarding trustworthiness.

Summarizing the main findings, it can be noted that co-branding does in fact have an effect on the consumers' attitude towards the brand Milka. The pre- and post- brand attitude research results prove that Milka is seen as a more innovative brand when co-branding is taken into account. In addition, the co-branded product let the participants see the brand as more interesting and more dynamic than before. As concerns the remaining attributes, no significant influence could be observed.

In figure 14 the same graphical illustration is used to analyze the impact of co-branding on the second brand, Daim. Obviously, all the red dots are located to the righthand side of the blue line. This indicates a general shift of the consumers' attitude. If co-branding is

taken into account, the participants' impression of the brand Daim is somewhat more positive (pre 4,19; post 4,47).

FIGURE 14: DAIM BRAND ATTITUDE (PRE / POST)



Source: Own survey (2018)

Additionally, the brand is seen as slightly more innovative than traditional, with a value of 4,01. Without the co-branding factor Daim was classified as being a slightly more traditional than innovative brand (3,2).

Concerning humor, the post co-branding value shows a neutral value of exactly 3,5. However, before that customers saw the brand as rather humorless than humorous (3,1).

Another increase can be seen in the interest in the brand. While initially the participants stated that Daim is rather uninteresting (3,21), co-branding made them see the brand as more interesting than uninteresting (3,93).

In terms of establishment, co-branding was able to change the customers' view as well. Due to the existence of Milka Daim chocolate, the attitude towards the brand Daim changed insofar as it became more well-established than before.

The biggest change can be observed in regard of the semantic differentials static and dynamic. Before co-branding was mentioned, the participants of the survey classified Daim as a rather static than dynamic brand (3,12). After introducing Milka Daim as the co-branded product this view shifted and the brand was seen as much more dynamic than static (4,02).

Likewise, the last characteristic moved from a value of 4,25 to 4,49. This means that the brand Daim is seen as even more trustworthy after the introduction of the co-branded product.

In summary, each characteristic that was queried changed after the participants knew about the co-branding strategy of the brand Daim. It had a great impact on the consumers' attitude towards the brand. Co-branding let the participants see the brand Daim as more positive, more innovative, less humorless, more interesting, more well-established, more dynamic and more trustworthy. The greatest influence can be observed in terms of dynamics of the brand.

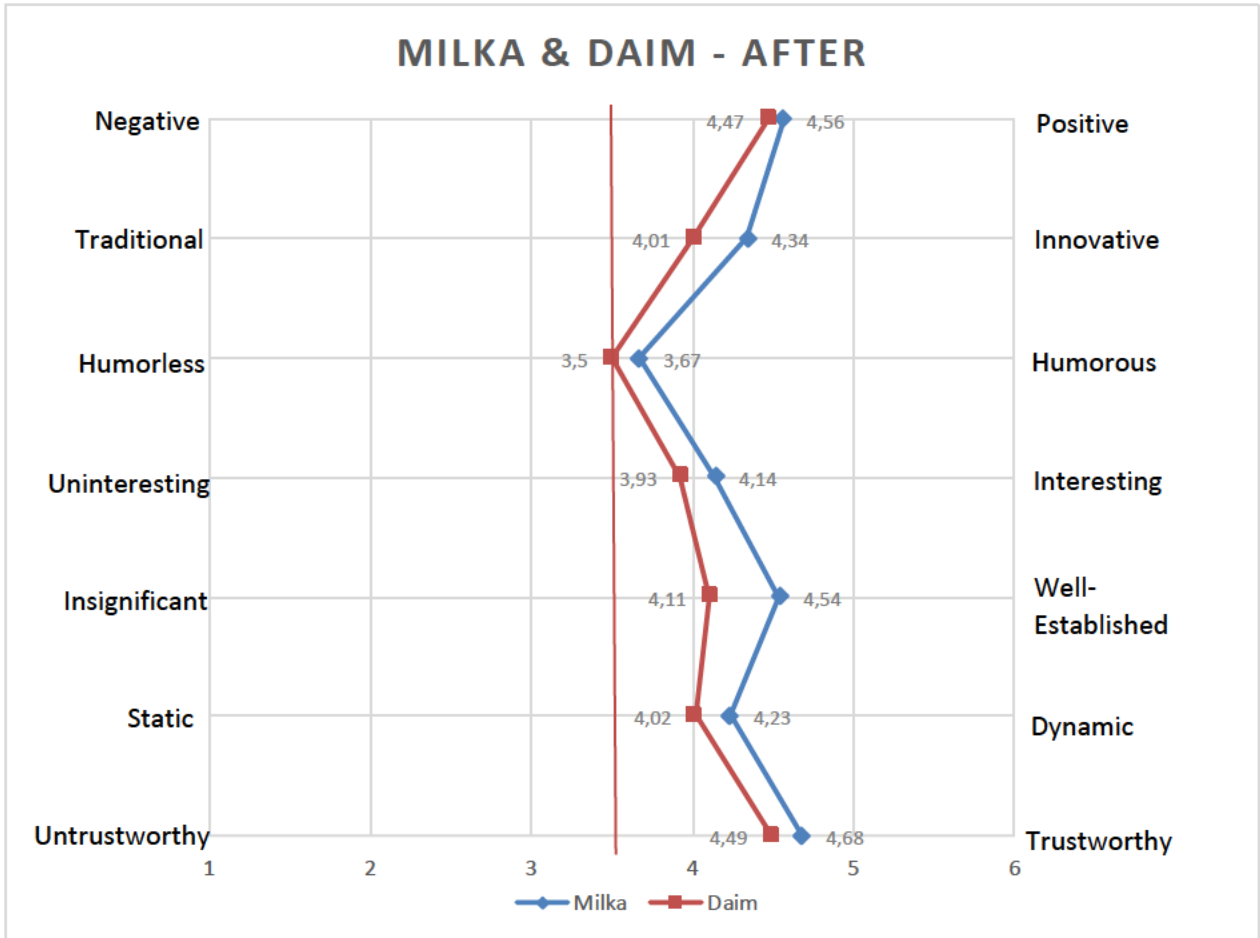
In the next graph the post-attitude towards the two brands Milka and Daim is illustrated. This way, the results of those two brands after co-branding was mentioned can be compared.

Interestingly, the blue and the red line are almost parallel. This means that the participants' attitude towards the two brands became more aligned after they were introduced to co-branding. This does especially become visible when compared to graph ten where the characteristics are much more diverse.

It can therefore be derived that co-branding influences the brand attitude insofar as the allying brands become more alike in the perception of the consumer. While the initial query results show that each brand had its own individual characteristics, the post-co-branding analysis proves the change in consumer perspective.

Once the participants took Milka Daim chocolate into account, their attitude towards both brands changed and became almost aligned.

FIGURE 15: MILKA & DAIM - AFTER



Source: Own survey (2018)

The pre- and post-co-branding values of the semantic differentials that were used to describe the brand attitude will now be compared. In order to carry out a conclusive comparison, the percentage change of each brand attribute was calculated for each of the brands' results. The values are illustrated in tables two and three.

For a better visual understanding a conditional formatting in the form of color scales was applied. In other words, the highest value is colored in a dark green, whereas the lowest value receives a dark red coloring. The values that lie in-between follow the color scale accordingly. This type of presentation visualizes the differences and similarities between the effects co-branding has on both brands. The greatest positive change for Milka can



be observed in terms of innovation with a percentage change of almost 33 %. Secondly, the shift that becomes visible is that the brand is seen as much more exciting (19 %) and more dynamic (20 %). As regards the highest negative shift, Milka was downgraded seven percentage points from being seen as well-established in the direction insignificance.

**TABLE 2: MILKA BRAND ATTITUDE PRE- AND POST-CO-BRANDING PERCENTAGE CHANGE**

Milka	Value 1	Value 2	Pre	Post	Percentage Change
	Negative	Positive	4,58	4,56	-0,44%
	Traditional	Innovative	3,27	4,34	32,72%
	Humorless	Humorous	3,79	3,67	-3,17%
	Uninteresting	Exciting	3,49	4,14	18,62%
	Insignificant	Well-Established	4,89	4,54	-7,16%
	Static	Dynamic	3,53	4,23	19,83%
	Untrustworthy	Trustworthy	4,6	4,68	1,74%

Source: Own survey (2018)

Looking at the percentage changes in the Daim brand attitude, it can be noted that the biggest shift was achieved in the matter of dynamic. The value increased by almost 29 % which is followed by the second highest percentage change of 25 % describing a shift from traditional to innovative. The third value above 20 % with a green color coding can be observed in terms of the contrary attributes uninteresting and exciting. It shows a positive percentage change of 22 %. As described earlier, no negative percentage change could be observed concerning Daim. However, the smallest impact for Daim was reached regarding trustworthiness (6 %).

**TABLE 3: DAIM BRAND ATTITUDE PRE- AND POST-CO-BRANDING PERCENTAGE CHANGE**

Daim	Value 1	Value 2	Pre	Post	Percentage Change
	Negative	Positive	4,19	4,47	6,68%
	Traditional	Innovative	3,2	4,01	25,31%
	Humorless	Humorous	3,1	3,5	12,90%
	Uninteresting	Exciting	3,21	3,93	22,43%
	Insignificant	Well-Established	3,67	4,11	11,99%
	Static	Dynamic	3,12	4,02	28,85%
	Untrustworthy	Trustworthy	4,25	4,49	5,65%

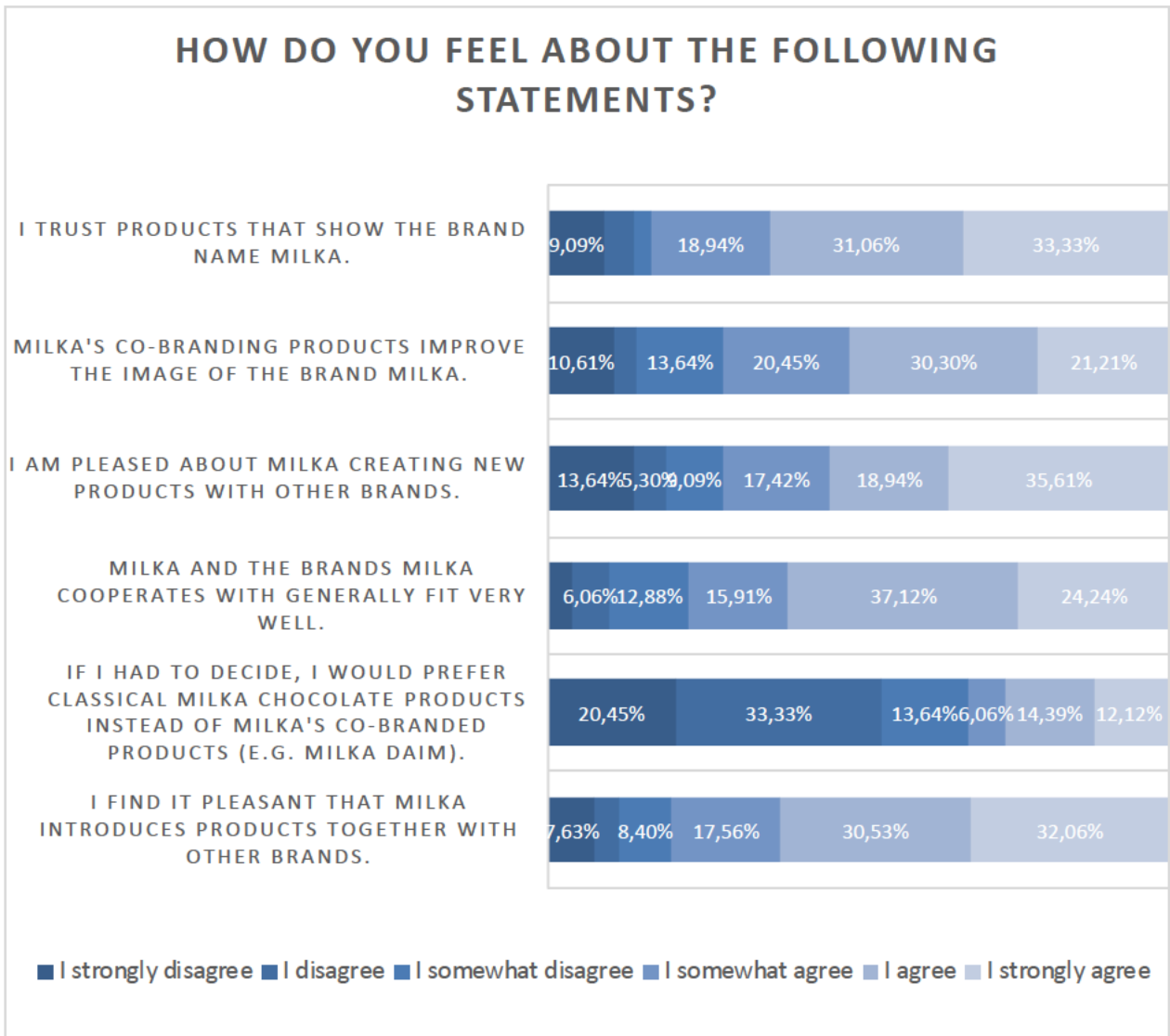
Source: Own survey (2018)

When both percentage change results and the color coding are compared, it can be observed that the similarities lie within the values with a green color. The visualization

shows that for both brands the greatest positive impacts can be observed in terms of innovation, interest and dynamics. As concerns the other semantic differentials no general resemblance can be seen.

Concerning the first research question of this thesis – how do consumers evaluate co-branding – the following evaluation provides a first hint. In figure 12 the results of the concerning survey questions are illustrated.

**FIGURE 16: HOW DO YOU FEEL ABOUT THE FOLLOWING STATEMENTS?**



Source: Own survey (2018)

Almost three quarter of the participants at least agreed that they trust products that show the brand name Milka. Logically, this includes all co-branded products of the Milka brand,

among others Milka Daim. Only about 17 % of the consumers do at least somewhat disagree to the statement. This shows once again the positive attitude of the consumers towards the brand Milka and its products.

The next question aimed at finding out about the influence of co-branding on how the brand Milka is seen. More than 70 % of the test persons at least somewhat agreed that Milka's co-branding products actually improve the image of the brand. Only around 10 % strongly disagreed to that particular statement.

This goes in line with the results of the next statement regarding the pleasure felt about Milka creating products with other brands. More than 35 % of the consumers strongly agree and around 70 % at least somewhat agree that they are pleased about the fact that Milka co-creates products with other brands. In turn, only around 14 % strongly disagree and less than 30 % at least somewhat disagree to this statement.

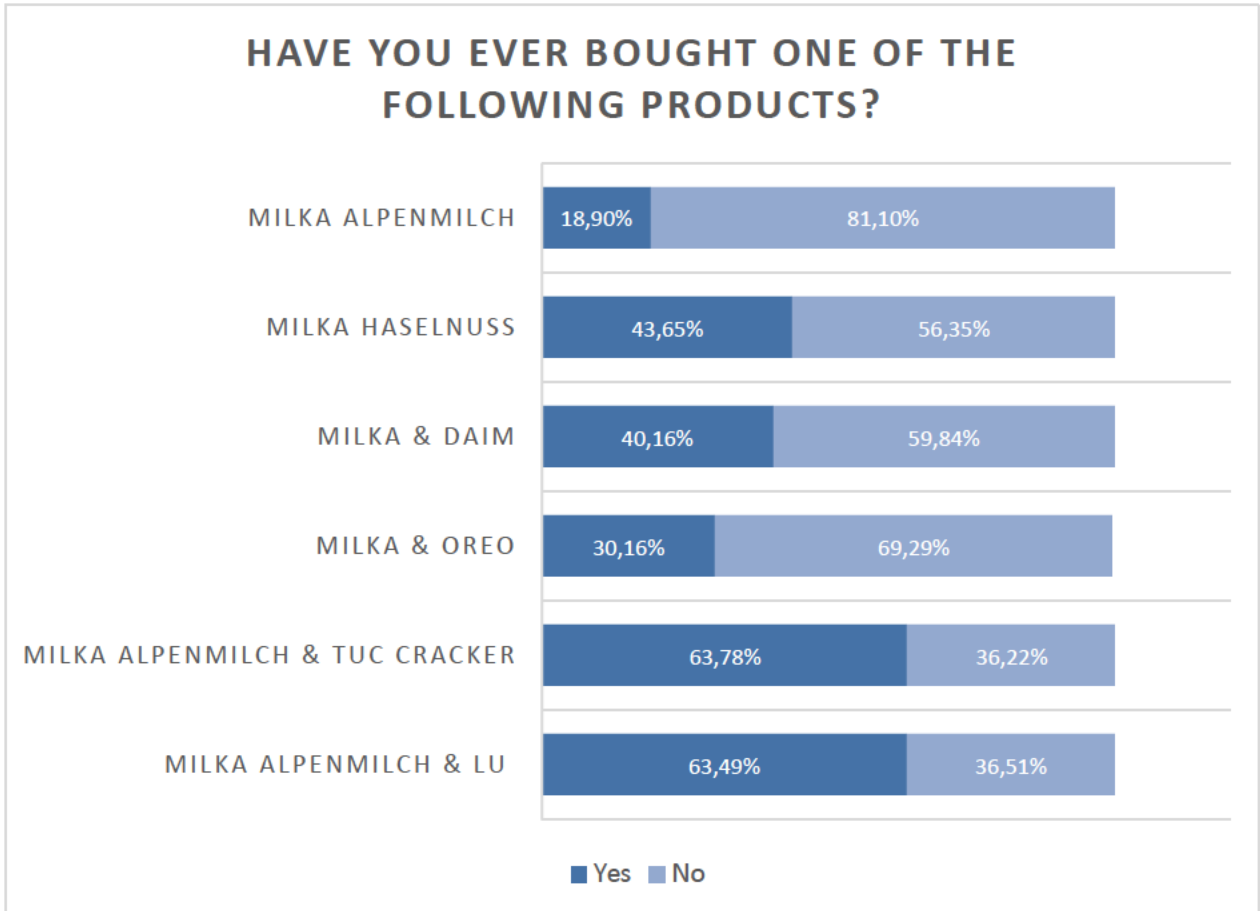
Within the next subitem the brand fit was queried. More than 77 % of the participants stated that they at least somewhat agree to the fact that Milka and the brands it cooperates with generally fit very well. Only about 10 % of the participants disagree or strongly disagree to this statement. This means the brand fit of most of the co-branded Milka products is generally very high.

The next statement queried was the following: "If I had to decide, I would prefer classical Milka chocolate products instead of Milka's co-branded products (e.g. Milka Daim)". Interestingly, more than 53 % of the participants disagreed or strongly disagreed to this statement. In turn, less than a third of the test persons at least somewhat agreed, meaning that the vast majority of the consumers would rather buy co-branded Milka chocolate than mono-branded products.

Lastly, the initial question regarding the attitude towards co-branding was picked up on once again. This time, the results were even more clear: Around 80 % of the participants at least somewhat agree on the statement "I find it pleasant that Milka introduces products together with other brands". In contrast, only 7,63 % strongly disagree to this statement. Again, this empathizes the positivity of the consumers' attitude towards Milka's co-branding activities.

Figure 17 builds upon these findings. The survey participants were asked whether they have ever bought different Milka products.

FIGURE 17: HAVE YOU EVER BOUGHT ONE OF THE FOLLOWING PRODUCTS?



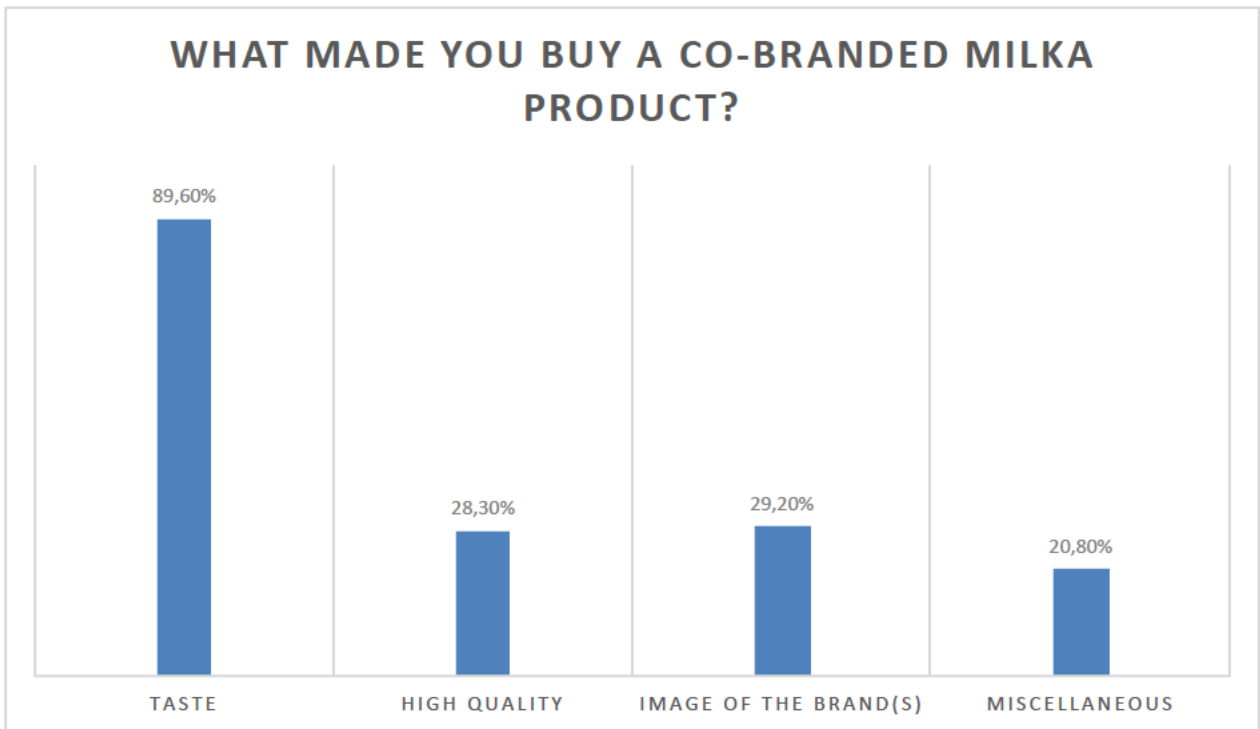
Source: Own survey (2018)

Two of the queried products were mono-branded Milka products, whereas the four other products were co-branded Milka products, all within the chocolate bar segment. The chocolate bar types that reached the highest value were the co-branded products Milka & Tuc Cracker and Milka & Lu, both bought at least once by around 63 % of the participants. They are followed by a mono-branded product, Milka Haselnuss. Around 44 % of the test persons have bought this type of chocolate bar at least once in their lives. The research object of this thesis, Milka & Daim chocolate, follows next. More than 40 % of the survey participants stated that they have already bought it at least once. Milka & Oreo, however, only reached a value of 30 %, meaning that less than a third of the respondents have bought this type of product at some point. The lowest value lies around

19 %, indicating that the mono-branded basic milk chocolate with no additional flavor is the least bought and thus the least favorite chocolate bar of the customers.

These findings are supported by the results of the following question. The consumers were asked why they decided to buy one or more Milka products from the previous question. The most important reason given for the purchasing decision was the taste of the product. Almost 90 % of the participants stated that they bought one or more co-branded Milka product because of the product's taste. This is followed by high quality and image of the brands. Both answers were given by around 29 % as a reason to buy one of Milka's co-branded products.

**FIGURE 18: WHAT MADE YOU BUY A CO-BRANDED PRODUCT?**



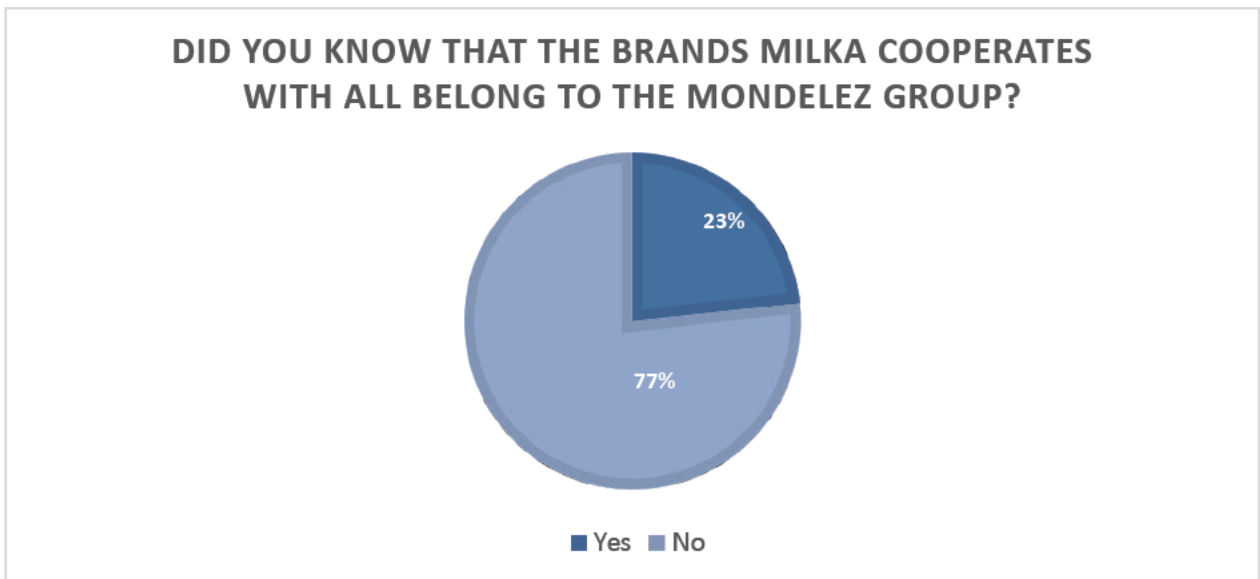
*Source: Own survey (2018)*

Around 20 % of the test persons answered that there are other reasons that triggered their purchasing decision. In this part of the survey, additional reasons could be named by the participants in an open text field. The evaluation shows that the reasons that were named commonest were curiosity and interest in the particular product as well as the desire to try something new in the market.

In summary, it can be said that the majority of the consumers evaluate Milka's co-branding strategy as positive and feel it improves the brand's image. Generally, they are of the opinion that the co-branded products constitute a good brand fit. They even go so far as to say they tend to prefer co-branded products instead of mono-branded Milka products. However, the decisive factor for a purchasing decision is the taste of the product. This is also reflected in the product purchase overview. There is no clear preference in terms of co-branded or mono-branded products, but apparently the individual consumer taste plays the most important role.

As described in chapter 3.3, Mondelez International is the corporate group that stands above Milka and Daim. Both the brands and the company pursue a strategy of co-branding and there are several co-branded products associated with different Mondelez brands.

**FIGURE 19: DID YOU KNOW THAT THE BRANDS MILKA COOPERATES WITH ALL BELONG TO THE MONDELEZ GROUP?**

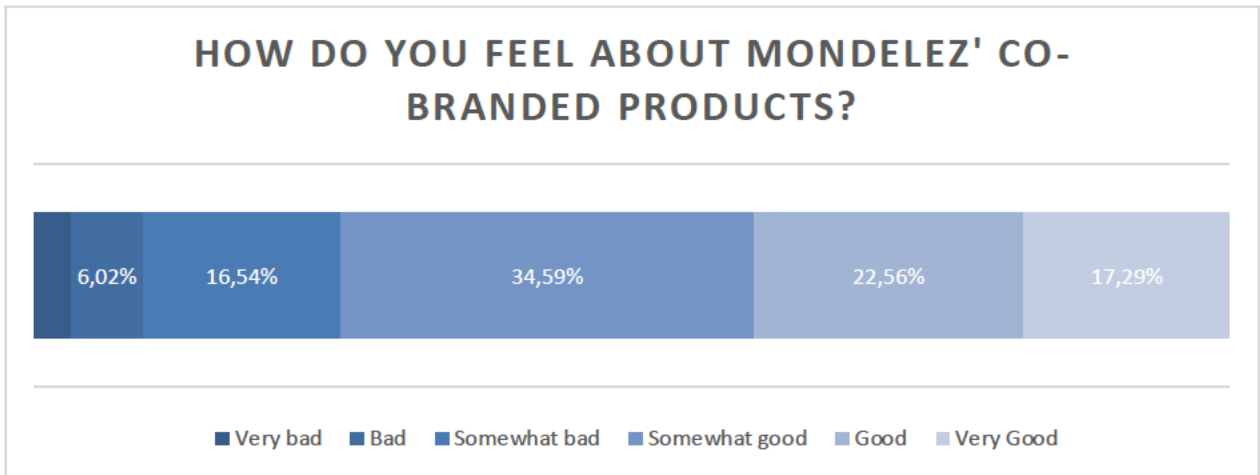


Source: Own survey (2018)

In order to find out if this is an additional influence factor, the participants were first asked if they knew about the fact that Milka and Daim belong to the Mondelez Group. Less than a quarter of the test persons stated they were aware that both brands are part of Mondelez International. The majority of 77 %, however, did not know about this fact.

Interestingly though, when questioned how they thought about this, three quarter of the survey participants stated they feel at least somewhat good about Mondelez' co-branded products. Only around 9 % of the respondents felt bad or very bad about this.

**FIGURE 20: HOW DO YOU FEEL ABOUT MONDELEZ' CO-BRANDED PRODUCTS?**



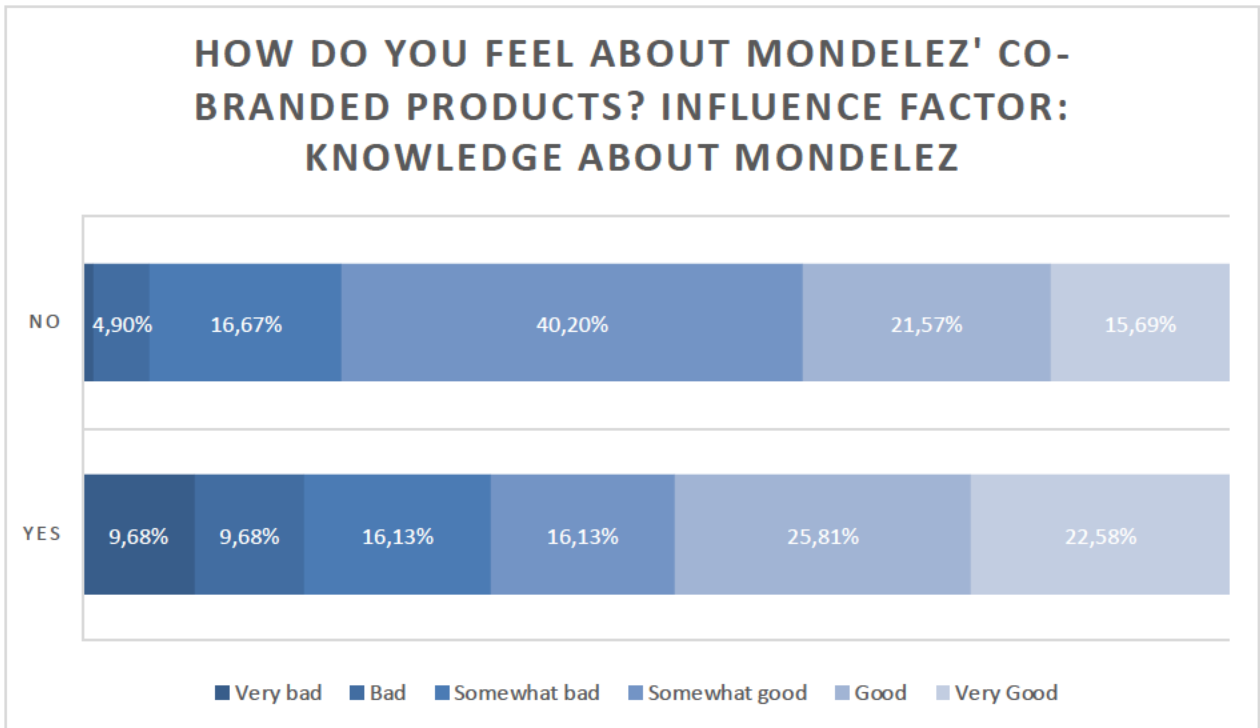
*Source: Own survey (2018)*

The question, however, is whether this knowledge has an influence on how consumers feel about co-branded products. Figure 21 shows the assorted characteristics taking into account if the persons were aware of the fact that both Milka and Daim belong to the Mondelez Group or not. It shows that the two groups feel slightly different about the co-branding strategy: In the group of test persons that knew about this link before, more persons felt good or very good about this fact (58 % compared to 37 %). However, at the same time, this group does hold more people that feel bad or very bad about Mondelez being the parent company (19 % compared to 6 %). In the test group that did not know about Mondelez there is a higher number of participants that feel rather indifferent (somewhat good or somewhat bad) about it (57 % compared to 32 %). However, looking only at the positive numbers, it can be noted that the test group that did not know about Mondelez being the parent company was more positive: More than 77 % of the participants stated they feel at least somewhat good about this fact. In comparison, for the other group this value is set at 65 %.

In summary, it can be noted that persons who knew about Mondelez had a stronger opinion about its co-branded products. However, the opinions differ and no clear direction

can be observed. The participants that did not know about Mondelez and its role in the co-branded products felt more indifferent, than their counterpart. However, a rather positive than negative direction could be observed.

FIGURE 21: FEELING ABOUT CO-BRANDING | WITH / WITHOUT KNOWLEDGE ABOUT MONDELEZ



Source: Own survey (2018)

#### 4.1.5 Evaluation of the Results

This subchapter serves the purpose of summarizing the main findings of the research and giving answers to the research questions that were asked initially.

Firstly, the aim of the study was to find out about how consumers actually evaluate co-branding. The research shows that the majority of the consumers evaluate a co-branding strategy as positive and feel it can improve the brand's image. However, these results refer exclusively to Milka and its co-branding strategy and cannot be generalized or applied in the same way on other brands' strategies. The study showed that in the case of Milka the co-branded products constitute a good brand fit in the head of the consumer. Most likely this is the reason why the co-branded products under the brand name Milka have such a great image and acceptance within the target group. Brand fit and its effect



on the evaluation of co-branding is, however, an additional topic that goes beyond the scope of this research project. Interestingly, Milka customers tend to prefer co-branded chocolate bar products instead of mono-branded Milka chocolate. However, the decisive factor for their purchasing decision is still the individual taste, followed by the image of the brands and the quality.

Furthermore, it was examined whether the knowledge about the Mondelez group's participation in the co-branding strategies of the brands has an impact on the consumers' feeling about co-branded products. The participants that did not know about Mondelez and its role in the co-branded products felt more indifferent, than their counterpart. However, a rather positive than negative direction could be observed. From this, it can be derived that co-branding between brands of the same conglomerate must not necessarily downgrade the image of the brands. However, it can be assumed that scandals or bad press might have a negative impact on the brands cooperating. This is, however, an additional question that goes beyond the scope of this research project.

In the second step, the research aimed at giving an answer to the question "do co-branded products affect consumers' awareness of the participating brands?". It can be noted that Milka is a more popular brand in Germany than Daim, as both the brand and its products are far better known by the consumers: The product recall results show that a greater variety of both single- and co-branded Milka products is known by the participants of the survey. The brand recognition value of both brands is outstanding, however, slightly higher for Milka than for Daim.

From this it can be deduced that Milka, as the parent brand of the co-branded product, has a higher brand awareness than the partnering brand Daim. Looking at the strategy and the product range of both brands, it can be noted that Milka is the more important brand when it comes to co-branding. A high percentage of Milka's most popular products are products that actually result from cooperating measures with other Mondelez brands. Milka is, however, not always the parent brand of these products. Working together with other popular Mondelez brands such as Philadelphia contributed among other things to the outstanding brand awareness that Milka inherits today. The partnering brand Daim, in contrast, has a considerably lower amount of co-branded products in their product portfolio. Their co-branding strategy is highly different as none of their co-branded

products hold Daim itself as the parent brand. Furthermore, there are far less co-branded Daim products in total than there are co-branded Milka products.

In summary, it can therefore be assumed that co-branded products indeed affect consumers' awareness of the participating brands positively. This effect is much stronger for brands that appear primarily as parent brands on the co-branded products. It can also be assumed that having a higher number of co-branded products in a brand's product portfolio can enhance brand awareness even more. However, the brand fit factor always has to be considered thoroughly, meaning that not every co-branded product will necessarily contribute positively to the brand awareness.

Lastly and most importantly, it was examined whether there is a change in the consumers' brand attitude towards allying brands when they buy co-branded products. The survey results show that co-branding does in fact have an effect on the consumers' attitude towards the brand Milka. The pre- and post- brand attitude research results prove that Milka is seen as a more innovative brand when co-branding is taken into account. In addition, the co-branded product let the participants see the brand as more interesting and more dynamic than before. As concerns the remaining attributes, no significant influence could be observed.

Concerning the brand Daim, each characteristic that was queried changed after the participants knew about the brand's co-branding strategy. It let the participants see the brand Daim as more positive, more innovative, less humorless, more interesting, more well-established, more dynamic and more trustworthy.

It can therefore be noted that co-branding does indeed have an effect on the way consumers feel about a brand. However, not every brand attitude is influenced in the same way. As the examples of Milka and Daim show, the effect co-branding has on the consumers' view on the brand depends highly on the brand itself (and most likely on additional factors such as individual taste or brand image which were not taken into account in this investigation). The different outcomes of Milka and Daim prove this and show that consumers evaluate the two brands differently before and after co-branding. With Milka as the more popular brand only slight changes in the characteristics of the brand could be observed. The attitude towards Daim, in contrast, shifted completely. The

resulting graph shows, however, that both brands' characteristics are far more aligned after co-branding than compared to the pre-results. The underlying assumption which can be derived thereof is that the effect co-branding has on the two brands is more decisive on the partnering brand than on the parent brand. This is most likely due to the fact that the design and the appearance of the chocolate bar product are much closer to the classical parent brand branding than to the partner brand's appearance. The latter is basically an addition to the normal product, in this case Milka chocolate, and is therefore also perceived as such. Thus, the opinion on the main product and its brand might already be more pre-determined in contrast to the partnering brand as this brand and its products are rather known in a different shape and appearance. In other words, the main product is more firmly anchored in the consumers' heads than the partner brand which is only seen as an addition to the known classical product. Therefore, the attitude towards the main brand does not change as much as it is the case with the partner brand. Interestingly, a pattern can be observed in terms of the characteristics that change most when it comes to co-branding. For example, both brands are seen as far more innovative. This is due to the fact that co-branding strategies are fairly new in the fast-moving consumer goods sector and are not pursued by a great number of brands.

Innovation also arises from the fact that brands who constantly come up with new co-branded products within different product categories tend to stay in the head of the consumers. Even more than brands who stick to their classical products and only innovate within their own product category. This goes in line with the significant shift both brands showed in terms of being seen as more interesting than before co-branding was taken into account. As a matter of fact, co-branding leads to more variety within the product portfolio which in turn sparks consumer interest. In other words, the brand is seen as considerably more interesting.

Constantly creating new interesting flavors is especially important in the food sector in order to be able to stay competitive in the market. Co-branding is one of the most effective tool in this matter and Milka and Daim are only a few examples of brands who have successfully made use of this strategy. When only one brand is already known by the consumer, cross-over effects can be taken advantage of. This means, that existing customers of one brand will most likely be open to buying new products of this brand,

even if they have not yet had any contact with the co-brand. If they are content with the purchased co-branded product, their view on both brands will subsequently enhance, especially regarding the unknown partner brand. The willingness to buy a new product of either of the co-brands in the future will be increased. It can be assumed that a co-branding strategy can help increase the consumers' interest in the brand itself.

These explanations go in line with the third brand characteristic that changes significantly once consumers take co-branding into account. Namely, the dynamics of a brand. A co-branding strategy leads to consumers seeing a brand as much more dynamic than before. That is because co-branding signals consumers that brands are versatile and adaptable, especially when brand alliances are entered with different brands and in different product categories.

However, the three mentioned characteristics with the highest shifts – innovation, interest and dynamic – cannot be observed individually, in fact they are mutually dependent. The more a brand innovates, the more dynamic it becomes, the more interesting it becomes to the consumers. This is always based on the assumption that the co-brands are perceived as fitting and that the taste of the consumer is met. Also, it has to be noted that the results refer to Milka and Daim in particular and might be different for other markets or other product categories.

#### 4.1.6 Comparison to Previous Findings

In this subchapter the findings of the research will be compared to the previous findings by other researchers on co-branding and the effect of co-branding on consumers' brand awareness and brand attitude (as presented in chapter 2.5).

Following Levin et al. (1996), consumers transfer their opinion on the parent brand directly to the new co-branded product. In turn, the resulting attitude towards this product is an averaging of the attributes of the parent brands. (Levin, et al., 1996, pp. 296, f.). Looking at the study results, this statement can be approved with reservations. The results show that – after co-branding is considered by the consumers – the attitudes towards both the parent and the partner brand become almost aligned. Even though the results of this study do not illustrate the attitude towards the co-branded product itself, it can be noted that indeed the attributes associated with both brands look much more alike in the post-

attitude. However, when looking at the initial situation (before co-branding was taken into account by the participants) and comparing both results, it becomes clear that it is not an averaging that took place. The parent brand characteristics did not change as much as the attributes associated with the partnering brand. It means that – contrary to what Levin et al. (1996) found out – in the case that was investigated in this study the parent brand had a higher influence. The result can therefore not be described as an average attitude.

However, this goes very much in line with what Leuthesser et al. (2003) researched: they discovered that better known brands have a higher influence on the formation of attitudes towards co-branded products (Leuthesser, et al., 2003, p. 37). Again, the results of this study do not describe the attitude towards the co-branded product itself but to both brands individually. Nevertheless, the brand attitudes that were analyzed in this study are quite informative regarding this matter. In fact, to an extent they confirm the given thesis: The brand attitude towards Milka, as the parent brand of the co-branded product, shifted far less compared to the partnering brand Daim. The previous analysis showed that Milka is in fact the better known brand in terms of brand awareness and consumers' product recall ability. Assuming that the determined post-brand-attitudes also reflect the consumers' attitude towards the co-branded product, it can be confirmed that better known brands have a higher influence on the formation of attitudes. This corresponds perfectly well with the findings of Voss & Tansuhaj (1999). They discovered that if an unknown brand allies with a well-known brand, the co-branded product can have a positive effect on the evaluation of the previously unknown brand (Voss & Tansuhaj, 1999). The research results show that each of the queried brand attributes of Daim – the less known brand – shifted to a more positive direction. The brand is perceived as much more positive when consumers take the co-branded product into account.

This is very similar to what Simonin and Ruth investigated in 1998: they found that positive prior attitudes as well as a positive brand perception and the product fit of the partner brands can affect attitudes towards the co-brand positively. Furthermore, they concluded that the influence on the perception of co-brands is higher with strong parent brands than with weaker ones. At the same time, the attitude towards the co-brand influences strong parent brands less (Simonin & Ruth, 1998). Again, the results of this study do not describe the attitude towards the co-branded product itself but to both brands individually. However,

the examined effect on both brands serves as an indicator in regard to the assumptions made by Simonin & Ruth in 1998. Both the positive prior brand attitudes and a good product fit were given for Milka and Daim. In the post-attitude view it can be observed that the attitudes towards both brands became even more positive. The strong parent brand, Milka, influenced Daim insofar as each of the brand's attitude characteristics that were queried changed in a positive way. In turn, Milka's brand attitude only shifted for individual characteristics. It can only be assumed that this would not be the case if it were the other way around. However, no general derivations can be made as these assumptions are not consistent with the research questions. They go beyond the scope of this investigation and can therefore not be compared to the results in a statistically relevant way.

Rao et al. (1999) found that co-branded products send a higher quality signal compared to a mono-branded product (Rao, et al., 1999). This hypothesis was not quite part of the investigation of this study. However, it was found that even though quality plays a role in the consumers' purchase decision for mono- and co-branded products, taste is the more decisive factor in this matter. The analysis could, however, not reveal a direct comparison between pre- and post-quality signals of the investigated co-brand.

Park et al. (1996) studied product complementarity in the context of co-branding. Their results show that a co-branded product can inherit the desirable attributes of both parent brands in the perception of the consumer. As explained previously, this study does not describe the attitude towards the co-branded product itself but towards both brands individually. However, tendencies can be derived regarding the attributes that consumers perceive when they take co-branding into account. In this case, the desirable characteristics that were queried as pre- and post-attitudes showed a greater positive shift for the brand Daim. The more famous brand Milka experienced very positive shifts in regard of innovation, dynamics and interest, but also slight negative shifts for other attributes. It can therefore be assumed that in general some of the desirable image attributes associated with Milka are transferred to the co-branded product. As regards the taste attributes, however, Daim can be seen as an enhancer to the product. This way both brands' unique attributes combined can influence the consumer perception of the co-brand positively.

Washburn et al. (2000) concluded that a brand alliance in the form of co-branding is generally more beneficial for high-equity brands than for low-equity brands. It does however not damage the high-equity brand. This is a finding that can neither be confirmed nor rejected. This study did not deal with brand equity in detail. However, it can be assumed that in the German market Milka has a significantly higher brand equity than Daim as it is far more popular, owns a greater market share and offers a wider product variety. In this case, the assumption of Washburn et al. (2000) would be true insofar as Daim profits to a higher degree in terms of popularity and consumer brand attitude. As regards monetary benefits, these go beyond the scope the give research questions and were therefore not included in this investigation.

## 5 Conclusion

### 5.1 Summary

In this thesis, co-branding as a branding strategy in the FMCG market was analyzed and its effects on consumers' brand awareness and brand attitude were researched. There are various strategies companies can adapt in the field of branding. Within the fast-moving consumer goods sector, especially co-branding solutions are gaining importance as they provide manufacturers with many advantages. For instance, marketplace exposure can be increased and the threat of private label brands can be fended off. The term co-branding can be described as a marketing cooperation of two brands which are independent providers of goods (or services). Overall, there are many advantages and also disadvantages accompanying co-branding strategies and the resulting co-branded products. For each individual product and brand these have to be weighed up cautiously in order to find the right strategy.

The term brand awareness relates to the particular brand knowledge a consumer has about a brand. It is a crucial part of the field of brand management and brand policy as it provides insights into the impact a brand has on the consumer. Brand attitude, in contrast, explains how consumers think about a brand. It describes the consumers' perception, thoughts and feelings concerning a particular brand. Concerning previous research related to the topic of co-branding, investigations have primarily been done in the field of product success. Both studies regarding spill-over effects and studies using real products are rather scarce. For this reason, this thesis deals with co-branding and its direct effects on the consumer.

Three research questions were established and both primary and secondary data was used to investigate them. With the help of a questionnaire within an online survey, the consumers' view on co-branding was examined. A real co-branded product, namely Milka Daim chocolate, was used to carry out the study and retrieve realistic results.



It was chosen because both brands and especially Milka are very popular within the German FMCG market. They belong to the Mondelez group and all pursue a broad co-branding strategy.

The retrieved results of the research show that consumers generally evaluate co-branding as positive and feel it can improve the brand's image. A good brand fit in the head of the consumer can benefit this feeling tremendously and can improve image and acceptance within the target group. However, the decisive factor for consumers' purchasing decision is still the individual taste, followed by the image of the brands and the quality of its products.

Regarding the Mondelez group's participation in the co-branding strategies of the brands, it could be observed that participants who did not know about Mondelez and its role in the co-branded products felt more indifferent than their counterpart.

In terms of consumers' awareness of the participating brands it was found out that it is indeed affected positively by co-branded products. Interestingly, this effect is much stronger for brands that appear primarily as parent brand on the co-branded products. Having a higher number of co-branded products in a brand's product portfolio can enhance brand awareness even more. However, it must be stressed that not every co-branded product will necessarily contribute positively to the brand awareness. The brand fit factor always has to be considered thoroughly.

The survey results show that co-branding does in fact have an effect on the consumers' attitude towards a brand. However not every brand is influenced in the same way. In the case of this investigation, the more popular brand Milka showed only slight changes in the characteristics of the brand.

The attitude towards the co-brand Daim, in contrast, shifted completely. In general, co-branding leads to the brand attitudes that are far more aligned than compared to the pre-view results. There are in fact three characteristics which showed the highest shifts for both brands, namely innovation, interest and dynamic. They are mutually dependent which means that the more a brand innovates, the more dynamic it becomes, the more interesting it becomes to the consumers. This is always based on the assumption that the co-brands are perceived as fitting and that the taste of the consumer is met.

Also, it has to be noted that the results refer to Milka and Daim in particular and might be different for other markets or other product categories. It must therefore be stressed out that the results of this study can only be regarded as a general framework and are not valid for all brands using a co-branding strategy.

## 5.2 Critical Acclaim

The results of this study refer exclusively to Milka and Daim and their co-branding strategies. Therefore, they cannot be generalized or applied in the same way on other brands' strategies. This is also true for the segment that they belong to. The results are supposed to represent the FMCG sector, however, the primary focus was laid on the chocolate segment. General assumptions and derivations are therefore difficult to make as results may look different for other food segments or even for other markets. Additionally, the investigation solely refers to the German market. The findings and derivations that were made can therefore not be applied to other countries as cultural and regional differences might exist.

There was also no representation of the German population given as the survey took place primarily within a university and student environment. Due to the shortness of time and the lack of resources no statistically reliable data could be retrieved. The data sample does not depict the precise population distribution of Germany. However, the sample size of 135 test persons who finished the questionnaire still allows reliable the derivation of reliable statements.

Regarding the examined brand attitude, it must be mentioned that only a few attributes were queried. The selection of these attributes was necessary in order to break down the term attitude and query it in an understandable way for the consumer. The most important attributes that describe the brand attitude were chosen carefully, however, it is possible that additional factors exist that were not included in the research.

There are several factors that could have an additional impact on how consumers perceive co-branding.

Since the research questions aimed at finding out about the consumers' attitude and brand awareness, the research results only refer to the brands. However, no attitude towards the co-branded product was analyzed.

This was not part of the research, thus the results cannot be adequately compared to the previous research findings that refer to the co-branded products themselves.

### 5.3 Outlook

The study conducted in the course of this thesis can by far not answer all questions related to the effect co-branding has on consumers in the FMCG market. There are various research directions that go beyond the scope of this research and provide an interesting subject for future analyses.

First of all, it would be interesting to see how the research results change when looking at co-branded products apart from Milka and Daim. As the conducted research solely focuses on these two brands it remains uncertain whether the findings can be adapted to co-brands from other brands, categories or even different markets. In order to broaden the view on this topic, future researchers could also investigate other products from the same brand (e.g. Milka) in order to find out whether the impact is similar or bound to the brand.

It would also be interesting to integrate the product and brand fit into the analysis in order to uncover the indirect influence of this factor. Since the research of this thesis only provides insights into the unbiased effect of co-branding this would be interesting to investigate as it may show a potential cross-influence on how consumers perceive co-branding and co-branded products.

Brand fit and its relation with brand attitude has already been investigated by several researchers. However, a combination of different factors has never been analysed. Additional factors that could be included into a future research are also the length of time a co-branded product has already existed or accompanying advertising campaigns. These could have influence the way consumers think about brands and the way consumers perceive the co-branded products.

As concerns the brand attitude that was analysed in the course of this research, only selected attributes were included in order to gain insights that are comparable.

However, it might be interesting to see whether there are other factors that describe the brand attitude in a different way. Further research in this direction may reveal other characteristics that can change in the consumers' perception due to co-branding.

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# Appendix

## A. Online Questionnaire

### International Business | Masterthesis Emilia Korte

#### Seite 1

Im Rahmen meiner Masterthesis untersuche ich, welchen Einfluss Branding im Konsumgüterbereich auf die Markenwahrnehmung und Markenentwicklung hat.

Die Umfrage dauert maximal 7 Minuten.

Vielen Dank für die Teilnahme.

Emilia

#### Seite 2

**Kennst Du die Marke Milka? \***

ja

nein

#### Seite 3

**Wie gut kennst Du die Marke Milka?**

Kaum

Sehr gut

**Wie empfindest Du die Marke Milka?**

Negativ

Positiv

Traditionell

Innovativ

Humorlos

Humorvoll

Uninteressant

Spannend

Unbedeutend

Einblütig

Saisisch

Dynamisch

Unseriös

Vertrauenswürdig



**Seite 7**

Welche Produkte der Marke Daim fallen Dir spontan ein?

Fallen Dir spontan Marken ein, mit denen Daim ein Produkt auf den Markt gebracht hat?

Nein

Ja und zwar:

**Seite 8**

**Milka & Daim**



Kennst Du das oben abgebildete Produkt? \*

a

nein









**Seite 13**

**Hast Du schon einmal eines der folgenden Produkte gekauft?**

	Nein	Ja
Milka Alpenmilch	<input type="radio"/>	<input type="radio"/>
Milka & Oreo	<input type="radio"/>	<input type="radio"/>
Milka Alpenmilch & TUC Cracker	<input type="radio"/>	<input type="radio"/>
Milka Haselnuss	<input type="radio"/>	<input type="radio"/>
Milka & Daim	<input type="radio"/>	<input type="radio"/>
Milka Alpenmilch & LU Kekse	<input type="radio"/>	<input type="radio"/>

**Seite 14**

**Was hat Dich dazu bewegt ein Produkt der Marke Milka in Kombination mit einer anderen Marke zu kaufen?**

Mehrfachauswahl möglich

- Geschmack
- Hohe Qualität
- Image der Marke(n)
- Sonstiges:

**Seite 15**

**Wusstest Du, dass die Marken, mit denen Milka kooperiert, alle zum Konzern Mondelez gehören?**

- ja
- nein

**Wie findest Du es, dass verschiedene Marken unter dem Dach Mondelez zusammen Produkte auf den Markt bringen?**

Überhaupt nicht gut       Sehr gut

**Seite 16**

**Wie alt bist Du?**

- 0 - 7 Jahre
- 8 - 25 Jahre
- 26 - 35 Jahre
- 36 - 50 Jahre
- 51 - 65 Jahre
- über 65 Jahre

**Was ist Dein Geschlecht?**

- Männlich
- Weiblich

**Seite 17**

**Was ist Dein höchster bisher erreichter Abschluss?**

- Hauptschulabschluss
- Realschulabschluss
- Abitur/Fachhochschulreife
- Universitätsabschluss
- Sonstiges
- Kein Abschluss

**Was ist Dein monatliches Nettoeinkommen?**

- < 1000 €
- 1000 - 2000 €
- 2000 - 3000 €
- 3000 - 4000 €
- > 4000 €

## B. Online Survey Results

International Business Masterthesis Emilia Korte

### 1 Kennst Du die Marke Milka? \*

Anzahl Teilnehmer 135

134 (99.3%) ja

1 (0.7%) nein



### 2 Wie gut kennst Du die Marke Milka?

Anzahl Teilnehmer 132

links	1 Spalte (1)		2 Spalte (2)		3 Spalte (3)		4 Spalte (4)		5 Spalte (5)		6 Spalte (6)		rechts	Ø	±
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%			
Kaum	2x	1.52	4x	3.03	12x	9.09	11x	8.33	57x	43.18	46x	34.85	Sehr gut	4.93	1.15

Arithmetisches Mittel (Ø)  
Standardabweichung (±)

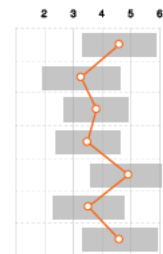


### 3 Wie empfindest Du die Marke Milka?

Anzahl Teilnehmer 133

links	1 Spalte (1)		2 Spalte (2)		3 Spalte (3)		4 Spalte (4)		5 Spalte (5)		6 Spalte (6)		rechts	Ø	±
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%			
Negativ	4x	3.05	7x	5.34	12x	9.16	25x	19.08	52x	39.69	31x	23.66	Positiv	4.58	1.26
Traditionell	9x	6.82	37x	28.03	29x	21.97	27x	20.45	26x	19.70	4x	3.03	Innovativ	3.27	1.33
Humorlos	6x	4.58	7x	5.34	32x	24.43	55x	41.98	26x	19.85	5x	3.82	Humorvoll	3.79	1.09
Uninteressant	7x	5.34	18x	13.74	33x	25.19	52x	39.69	19x	14.50	2x	1.53	Spannend	3.49	1.11
Unbedeutend	7x	5.34	2x	1.53	7x	5.34	17x	12.98	47x	35.88	51x	38.93	Etabliert	4.89	1.31
Statisch	6x	4.58	18x	13.74	41x	31.30	39x	29.77	20x	15.27	7x	5.34	Dynamisch	3.53	1.20
Unseriös	7x	5.34	4x	3.05	9x	6.87	21x	16.03	64x	48.85	26x	19.85	Vertrauenswürdig	4.60	1.27

Arithmetisches Mittel (Ø)  
Standardabweichung (±)



4. Welche Produkte der Marke Milka fallen Dir spontan ein?

Anzahl Teilnehmer: 130

Alle 95 vorangegangenen Antworten anzeigen

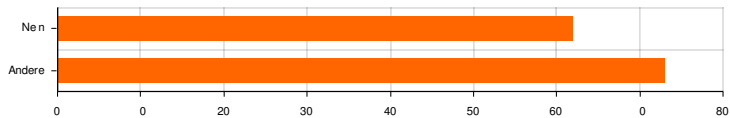
- Schokolade
- Schokolade
- Alpenmilchschokolade
- Tafelschokolade
- Vollmilchschokolade
- Schokolafeln: Damm, Oreo, Nuss, weiße, dunkel, Kuhflecken, Keksen; Weinhäsmänner, Milkahasen
- Schokolade
- Milka Schokolade
- Milka Schokolade
- Schokolade
- Milka Schokolade
- Schokolade, Oserhase
- Tafelschokolade
- Il Pause, Milka Schokolade,
- Milka Schokolade, Milka Pralinen
- Schokolade, Kekse, Milka Philadelphia
- Schokolade, Cookies, Kuchen
- Schokolade, Luflee,
- Weinhäsmann
- Schokolade
- Schokoladenafeln
- Schokolade, Kekse
- Schmuntelhase, Milka Oserer, Weinhäsmann, Schokoladenafel, Collage
- Schokolade, Adventskalender, Tender
- schokolade
- Schokoladenafeln, Löffleer, Snowballs, Cookies
- Alpenmilch
- Schokolade
- schokolade gallerar, wafers, kekse
- Oserhasen
- Weinhäsmann
- schokolade
- Schokolade, Spielzeug, Kekse
- alpenmilchschokolade
- Schokoladenregel

5. Fallen Dir spontan Marken ein, mit denen Milka ein Produkt auf den Markt gebracht hat?

Anzahl Teilnehmer: 132

62 (47.0%): Nein

73 (55.3%): Andere



Antwort(en) aus dem Zufeld:

- Damm, Philadelphia, Oreo
- Philadelphia
- Damm Milkaschokoladenafel
- McFlurry
- Oreo, Damm, uc
- Damm
- Tassimo, Oreo, Tuc
- Damm
- Damm, Oreo
- Oreo
- Oreo

Oreo, Da m  
Da m  
Oreo, lu, da m...  
oreo, da m, le bn z  
Oreo, Da m, TUC  
Da m, Oreo, TUC  
Oreo  
Da m; Oreo, Le bn z  
Oreo, da m, uc, Le bn z  
Oreo, Da m, Tuc  
McDonalds, Dolce Gus o  
TUC, OREO, DAM  
Oreo, Da m  
Oreo  
Tuc  
Tender  
Smar es, Oreo, Da m  
Da m, Oreo, Ph ladelph a  
Oreo  
D am, Oreo  
da m und oreo  
Oreo  
S ehe oben  
Oreo  
Oreo, Da m  
Oreo  
Smar es  
Oreo, Tuc, Smar es  
M lka Oreo??  
Oreo  
Oreo  
rgende ne Kekes Marke  
oreo  
Oreo, TUC  
Oreo  
Da m, Tuc, Oreo  
Ph ladelph a, ass mo  
D am, Smar es  
Oreo, Da m, Tuc, Lu  
Oreo, Tass mo Kakao,  
oreo  
Oreo, da m, uc, le bn z  
da m  
Oreo  
Ph ladelph a  
Da m und Oreo  
oreo  
Oreo  
Kekse m Le bn z  
Tuc  
Oreo  
Ph ladelph a  
Da m, Oreo, M&M's  
da m  
Da m, LU, Tuc, Smar es  
Da m und oreo  
Da m  
Oreo, Da m, Tuc  
Ph ladelph a Schokoc reme  
oreo  
Ph ladelph a  
Da m und Oreo

6. Kennst Du die Marke Da m? \*

Anzahl Teilnehmer: 135

128 (94.8%): ja

7 (5.2%): nein



7. Wie gut kennst Du die Marke Da m?

Anzahl Teilnehmer: 127

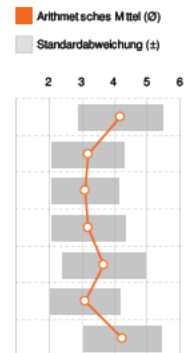
Links	1. Spalte (1)		2. Spalte (2)		3. Spalte (3)		4. Spalte (4)		5. Spalte (5)		6. Spalte (6)		rechs	Ø	±
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%			
Kaum	9x	7,09	22x	17,32	25x	19,69	36x	28,35	21x	16,54	14x	11,02	Sehr gut	3,63	1,42



8. Wie empfandest Du die Marke Da m?

Anzahl Teilnehmer: 127

Links	1. Spalte (1)		2. Spalte (2)		3. Spalte (3)		4. Spalte (4)		5. Spalte (5)		6. Spalte (6)		rechs	Ø	±
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%			
Negativ	6x	4,80	6x	4,80	17x	13,60	45x	36,00	31x	24,80	20x	16,00	Positiv	4,19	1,27
Traditionell	7x	5,56	27x	21,43	41x	32,54	37x	29,37	13x	10,32	1x	0,79	innovativ	3,20	1,09
Humorlos	8x	6,40	25x	20,00	46x	36,80	41x	32,80	3x	2,40	2x	1,60	Humorvoll	3,10	1,01
Uninteressant	10x	7,94	22x	17,46	38x	30,16	46x	36,51	7x	5,56	3x	2,38	Spannend	3,21	1,12
Unbedeutend	6x	4,76	17x	13,49	31x	24,60	37x	29,37	28x	22,22	7x	5,56	Eablen	3,67	1,25
Sass	8x	6,40	26x	20,80	45x	36,00	37x	29,60	7x	5,60	2x	1,60	Dynamisch	3,12	1,06
Unserios	6x	4,80	3x	2,40	14x	11,20	48x	38,40	39x	31,20	15x	12,00	Vertrauenswürdig	4,25	1,18



9. Welche Produkte der Marke fallen Dir spontan ein?

Anzahl Teilnehmer: 111

☞ Alle 76 vorangegangenen Antworten anzeigen

- Schokolade
- Da m Schokpbons
- Schokor egel
- Da m or e
- Schokolade
- Schokolade
- Karamellbonbons
- caramel schokolade
- Dragees, R egel, M n s
- Schokolade
- Da m Schokolade
- klass cher Da m R egel m Caramel
- schokolade
- Da m Schoko B es ( oder so ) D e klass chen m ro en Paper
- Schokor egel
- Schokor egel
- D am Bonbons
- Da m Schokobonbons
- Schokolade und Kakao
- Da m Os erhasen
- Bonbons, M lka Da m
- Schokolade
- Schokolade
- E s, Schokolade
- Schokolade, Tor e
- Tor e, E screme, Schokolade
- schokolade
- schokolade
- Bonbons
- ke ne
- rgendwas m karamell
- schokolade celebra ons
- Schokor egel, E s
- Schokolade, Kuchen
- ke ne

10. Fallen Dir spontan Marken ein, mit denen Du mein Produkt auf den Markt gebracht hast?

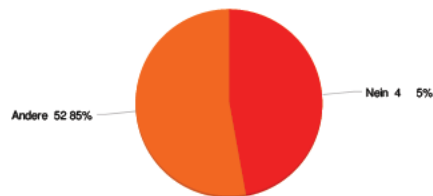
Anzahl Teilnehmer: 123

58 (47.2%): Nein

65 (52.8%): Andere

Antwort(en) aus dem Zufeld:

- McDonalds, M lka
- MC Donalds
- McFlurry a McDonalds
- Marabu
- Mc Flurry
- M lka
- M lka
- M lka
- M lka, MC Donalds
- kea
- M lka



almondy da m  
Marabou  
M lka... und danone be m joguhr  
vllch war es dor auch e ne andere  
marke  
M lka  
Hägen dasz  
M lka  
M lka  
Marabu  
M lka  
M lka  
M lka  
M lka  
M lka  
M lka  
McFlurry, M lka  
M lka  
M lka  
Tor e  
m lka  
M lka  
M lka  
Marabou  
M lka  
M lka  
M lka  
M lka  
M lka  
M lka  
M lka  
marabou  
M lka  
M lka  
M lka  
M lka  
Oreo, Tuc, Tass mo Kakao, Da m  
M lka, marabou  
M lka  
M lka  
Mc Donalds e s  
M lka  
M lka  
M lka  
Schokolade m Marabou  
Marabou  
Mc Flurry // Mc Donalds  
McFlurry m MC Donalds  
M lka  
M lka  
m lka  
M lka  
M lka  
M lka  
M lka

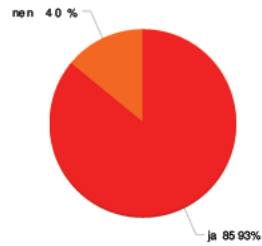


11. Kennst Du das oben abgebildete Produkt ? \*

Anzahl Teilnehmer: 135

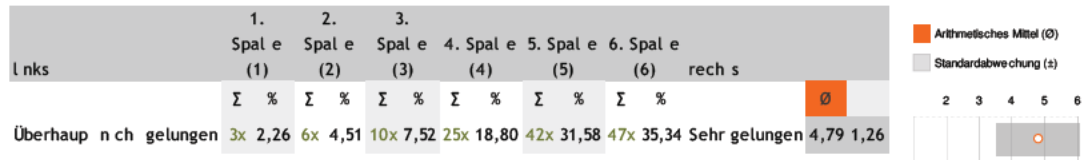
116 (85.9%): ja

19 (14.1%): nein



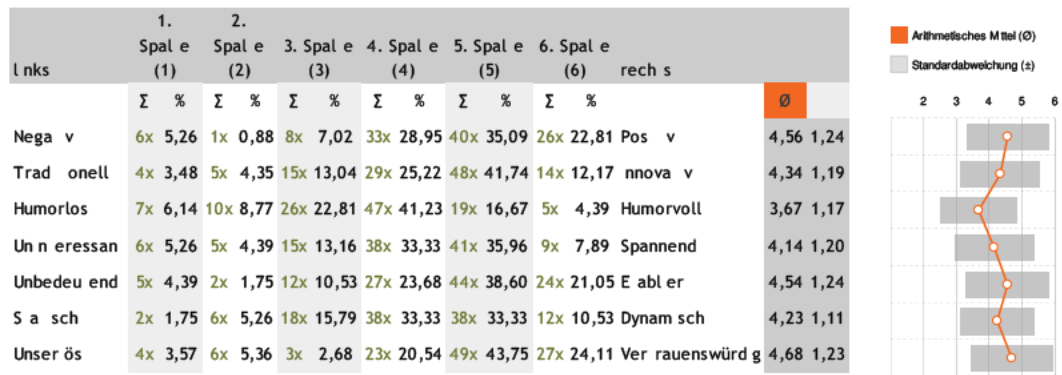
12. Auch wenn Du das Produkt nicht kennst: nimmst Du die Produktkombination gelingen?

Anzahl Teilnehmer: 133



13. Wie empfandest Du Mlika, wenn Du in Deine Bewertung das eben vorgestellte Co-Branding-Produkte nbezieht (Mlika-Data)?

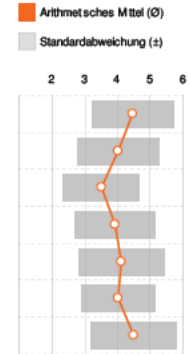
Anzahl Teilnehmer: 115



14. Wie empfandest Du Da m, wenn Du n De ne Bewertung das eben vorgestellte Co Brand ng Produk e nbez ehst (M lka Da m)?

Anzahl Teilnehmer: 110

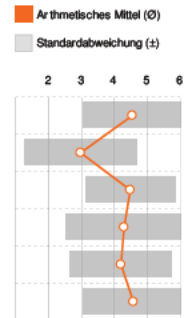
Links	1.												rech s	Ø	
	Spal e (1)		2. Spal e (2)		3. Spal e (3)		4. Spal e (4)		5. Spal e (5)		6. Spal e (6)				
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%			
Nega v	6x	5,50	3x	2,75	6x	5,50	33x	30,28	41x	37,61	20x	18,35	Pos v	4,47	1,25
Trad onell	6x	5,45	7x	6,36	18x	16,36	35x	31,82	37x	33,64	7x	6,36	nnova v	4,01	1,23
Humorlos	7x	6,42	11x	10,09	30x	27,52	47x	43,12	9x	8,26	5x	4,59	Humorvoll	3,50	1,14
Un n eressan	5x	4,59	12x	11,01	14x	12,84	39x	35,78	33x	30,28	6x	5,50	Spannend	3,93	1,23
Unbedeu end	6x	5,50	4x	3,67	21x	19,27	33x	30,28	31x	28,44	14x	12,84	E abl er	4,11	1,28
S a sch	3x	2,75	8x	7,34	15x	13,76	48x	44,04	28x	25,69	7x	6,42	Dynam sch	4,02	1,10
Unser ös	6x	5,50	5x	4,59	3x	2,75	32x	29,36	42x	38,53	21x	19,27	Ver rauenswürdig	4,49	1,28



15. Wie s ehst Du zu folgenden Aussagen?

Anzahl Teilnehmer: 132

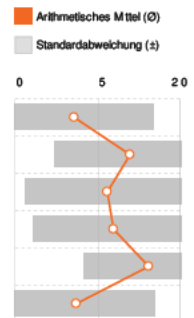
	ch s mme										Ø			
	n ch zu (1)		2. Spal e (2)		3. Spal e (3)		4. Spal e (4)		5. Spal e (5)			ch s mme zu (6)		
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%		Σ	%	
ch f nde es sympa h sch...	10x	7,63	5x	3,82	11x	8,40	23x	17,56	40x	30,53	42x	32,06	4,56	1,49
Wenn ch m ch en sche d...	27x	20,45	44x	33,33	18x	13,64	8x	6,06	19x	14,39	16x	12,12	2,97	1,70
M lka und de Marken, m ...	5x	3,79	8x	6,06	17x	12,88	21x	15,91	49x	37,12	32x	24,24	4,49	1,35
ch freue m ch, wenn M L...	18x	13,64	7x	5,30	12x	9,09	23x	17,42	25x	18,94	47x	35,61	4,30	1,75
Co Brand ng Produk e vo...	14x	10,61	5x	3,79	18x	13,64	27x	20,45	40x	30,30	28x	21,21	4,20	1,54
ch ver raue Produk en, ...	12x	9,09	6x	4,55	4x	3,03	25x	18,94	41x	31,06	44x	33,33	4,58	1,53



16. Has Du schon e nmal e nes der folgenden Produk e gekauft ?

Anzahl Teilnehmer: 127

	Ne n (1)				Ja (2)				Ø	
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%
	M lka Alpenm lch & TUC Cracker	81x	63,78	46x	36,22	1,36	0,48			
M lka & Oreo	38x	30,16	88x	69,84	1,70	0,46				
M lka Haselnuss	55x	43,65	71x	56,35	1,56	0,50				
M lka & Da m	50x	39,68	76x	60,32	1,60	0,49				
M lka Alpenm lch	24x	18,90	103x	81,10	1,81	0,39				
M lka Alpenm lch & LU Kekse	80x	63,49	46x	36,51	1,37	0,48				



17. Was hat dich dazu bewogen ein Produkt der Marke Milka in Kombination mit einer anderen Marke zu kaufen?

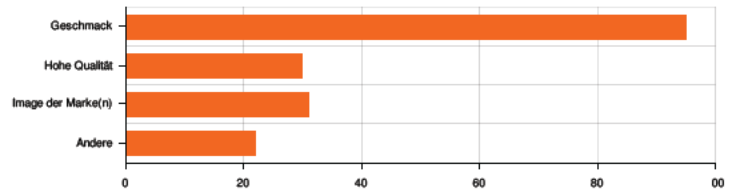
Anzahl Teilnehmer: 106

95 (89.6%): Geschmack

30 (28.3%): Hohe Qualität

31 (29.2%): Image der Marke(n)

22 (20.8%): Andere



An wor(en) aus dem Zusatzfeld:

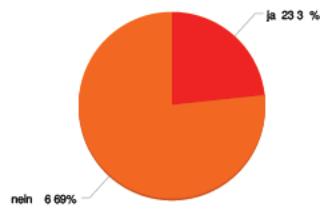
- Neuer Geschmack
- novator
- Zufall
- neuer Geschmack
- Produktverpackung
- neuer Geschmack an der Kombination
- neuer Geschmack
- Geschmackskombinationen und gutes Packaging
- Neuer Geschmack
- Andere Leute mögen es, (selbst essen)
- gerne Milch Lakose Intoleranz
- Neuer Geschmack
- ich liebe Oreo!
- Neuer Geschmack
- Angebot
- Neuer Geschmack, etwas Neues probieren
- Ausprobieren
- Packungsdesign
- neuer Geschmack
- Abwechslung, mal was Neues
- ausprobieren
- Preis
- Neuer Geschmack
- Ausprobieren/ neuer Geschmack
- etwas Neues essen

18. Wusstest Du, dass die Marken, mit denen Milka kooperiert, alle zum Konzern Mondelez gehören?

Anzahl Teilnehmer: 133

31 (23.3%): ja

102 (76.7%): nein



19. Wie findest Du es, dass verschiedene Marken unter dem Dach Mondelez zusammen Produkte auf den Markt bringen?

Anzahl Teilnehmer: 133

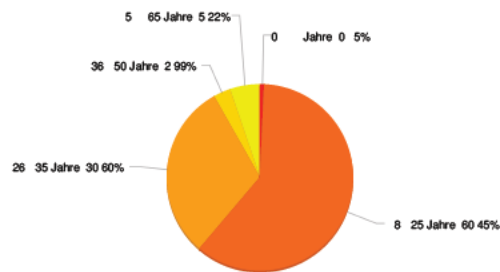
Links	1. Spalte (1)		2. Spalte (2)		3. Spalte (3)		4. Spalte (4)		5. Spalte (5)		6. Spalte (6)		rechts
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	
Überhaupt nicht gut	4x	3,01	8x	6,02	22x	16,54	46x	34,59	30x	22,56	23x	17,29	Sehr gut
													4,20 1,25



20. Wie alt bist Du?

Anzahl Teilnehmer: 134

- 1 (0.7%): 0 - 17 Jahre
- 81 (60.4%): 18 - 25 Jahre
- 41 (30.6%): 26 - 35 Jahre
- 4 (3.0%): 36 - 50 Jahre
- 7 (5.2%): 51 - 65 Jahre
- (0.0%): über 65 Jahre



21. Was ist Dein Geschlecht?

Anzahl Teilnehmer: 134

- 54 (40.3%): Männlich
- 80 (59.7%): Weiblich



22. Was ist Dein höchster bisher erreichter Abschluss?

Anzahl Teilnehmer: 134

(0.0%): Hauptschulabschluss

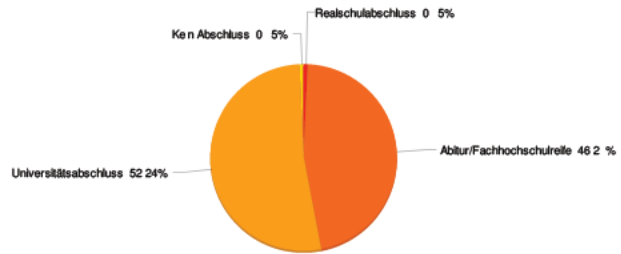
1 (0.7%): Realschulabschluss

62 (46.3%): Abitur/Fachhochschulreife

70 (52.2%): Universitätsabschluss

(0.0%): Sonstiges

1 (0.7%): Kein Abschluss



23. Was ist Dein monatliches Nettoeinkommen?

Anzahl Teilnehmer: 129

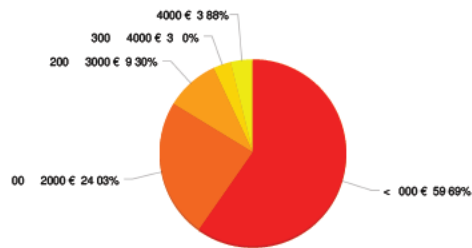
77 (59.7%): < 1000 €

31 (24.0%): 1001 - 2000 €

12 (9.3%): 2001 - 3000 €

4 (3.1%): 3001 - 4000 €

5 (3.9%): > 4000 €



## Declaration of Originality

I hereby declare that this thesis and the work reported herein was composed by and originated entirely from me. Information derived from published and unpublished work of others has been acknowledged in the text and references are given in the list of references.

Emilia Korte

Date, Place

## Declaration of Consent

Ich erkläre mich damit

einverstanden,

nicht einverstanden,

dass ein Exemplar meiner Bachelor- (Master-) Thesis in die Bibliothek des Fachbereichs aufgenommen wird; Rechte Dritter werden dadurch nicht verletzt. (Wenn das Unternehmen Bedenken gegen die Veröffentlichung der Bachelor- (Master-) Thesis hat, ist eine schriftliche Begründung der Firma erforderlich).

Hamburg, den .....

.....  
(Unterschrift der/des Studierenden)