

# Middlesex University Research Repository

An open access repository of

Middlesex University research

<http://eprints.mdx.ac.uk>

Kooli, Kaouther, Cai, Huifen (Helen) and Wright, Len Tiu (2016) Better together? A hospitality case for umbrella branding. *Journal of Business and Industrial Marketing*, 31 (8). pp. 1004-1016. ISSN 0885-8624

Final accepted version (with author's formatting)

This version is available at: <http://eprints.mdx.ac.uk/19523/>

## Copyright:

Middlesex University Research Repository makes the University's research available electronically.

Copyright and moral rights to this work are retained by the author and/or other copyright owners unless otherwise stated. The work is supplied on the understanding that any use for commercial gain is strictly forbidden. A copy may be downloaded for personal, non-commercial, research or study without prior permission and without charge.

Works, including theses and research projects, may not be reproduced in any format or medium, or extensive quotations taken from them, or their content changed in any way, without first obtaining permission in writing from the copyright holder(s). They may not be sold or exploited commercially in any format or medium without the prior written permission of the copyright holder(s).

Full bibliographic details must be given when referring to, or quoting from full items including the author's name, the title of the work, publication details where relevant (place, publisher, date), pagination, and for theses or dissertations the awarding institution, the degree type awarded, and the date of the award.

If you believe that any material held in the repository infringes copyright law, please contact the Repository Team at Middlesex University via the following email address:

[eprints@mdx.ac.uk](mailto:eprints@mdx.ac.uk)

The item will be removed from the repository while any claim is being investigated.

See also repository copyright: re-use policy: <http://eprints.mdx.ac.uk/policies.html#copy>

**Abstract** : While the topic of ‘umbrella branding’ (UB) strategies for manufacturers' products in the business-to business literature has received attention, much less has been written about UB strategies in the hospitality industry. With the aid of a theoretical framework this paper explores three types of behavioural characteristics: alliance attribute; communication behaviour; and alliance management to examine cost and service benefits for alliance success within one umbrella organisation in the German hospitality industry. The theoretical framework of the paper built on the model of Vanpoucke and Vereecke (2010), incorporating a top management perspective to test and extend an umbrella brand. Design/methodology: Semi-structured interviews with a sample of senior managers were undertaken in Germany at the headquarters of Ringhotels v.E. Content analysis of the data collected was implemented to increase understanding of the research phenomenon with regard to relationships and the conceptual framework applied. The results were presented in the tables with discussions about the qualitative research Findings: The results of the study showed that behavioural characteristics played a significant role in explaining overall alliance success on cost and service benefits. A good level of quality presented in Ringhotels’ services, marketing, risk and coordination were found to be a better predictor of success when absence of management and lack of trust hampered good performance. Originality/Contribution: The study offers insights into the management of relationships within Ringhotels v.E. and how these can be better managed. The main contribution of the work fills in a gap currently existing in the literature about umbrella branding within the hospitality industry.