

Uncovering the Competitive Advantage of Corporate Brand Equity in E-Commerce

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Cite as:

Klink Benjamin (2023), Uncovering the Competitive Advantage of Corporate Brand Equity in E-Commerce. *Proceedings of the European Marketing Academy, 52nd*, (114007)

Paper from the 52nd Annual EMAC Conference, Odense/Denmark, May 23-26, 2023



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Abstract

Online retailers are among the world's strongest brands. Yet, the strategic relevance of e-tailer brands remains elusive. This research therefore explores the strategic relevance of online retailer brands from a firm-perspective, utilizing theories-in-use techniques and grounded theory development. It draws on interviews with marketing executives from a diverse set of online retailers, collectively representing more than 2.4 bn USD in e-commerce revenue. The findings show a strong e-tailer brand to constitute a competitive advantage, proposing a substantial relationship between online retailer brand equity and e-commerce market share. This research is the first to unveil how this competitive advantage manifests in the marketplace, uncovering the driving mechanisms of the brand equity – market share link. Based on the present findings, corporate brand equity offers a plausible explanation for the astonishingly high market concentration in online retailing.

Subject Areas: *Branding, Electronic Commerce and Internet Marketing, Marketing Strategy*

Track: Marketing Strategy & Theory