

**The 6th International Conference on Services Management  
Managing Services across Continents  
24th – 25th June, 2013 Cyprus**

## **A Critical Review of Private Labels (PLs): Implications for Managing Retail Brands**

**Sebastian Molinillo**

Faculty of Business, University of Malaga  
smolinillo@uma.es

Sebastian Molinillo (PhD) is Senior Lecturer of Marketing at University of Málaga. His research interests are distribution, brand management, social media and corporate social responsibility. He has published papers in Spanish journals such as *Esic-Market*, *Distribución y Consumo* and *Cuadernos de Ciencias Económicas y Empresariales*. He has presented several papers at the annual conferences of AEMARK, ACEDES, AEDEM among others.

**Yuksel Ekinci**

Faculty of Business, Oxford Brookes University  
yekinci@brookes.ac.uk

Yuksel Ekinci (PhD) is Professor of Marketing at Oxford Brookes University. His research interests include scale development, service quality, consumer satisfaction, consumer loyalty and brand equity. His articles are published in *the European Journal of Marketing*, *the Journal of Business Research*, *the Journal of Marketing Management*, *the Service Industries Journal*, *the International Journal of Human Resource Management* and *Annals of Tourism Research*. Yuksel is a member of editorial board for several marketing journals such as the *Journal of Retailing* and *Consumer Services and Journal of Travel Research*.

**Georgina Whyatt**

Faculty of Business, Oxford Brookes University  
gewhyatt@brookes.ac.uk

Georgina Whyatt is Head of the Marketing Department at Oxford Brookes University. Before entering academe, she worked in the retail sector both in the UK and overseas. Her research interests focus on issues around customer and brand loyalty and marketing strategy implementation. Georgina has published in the *Journal of Marketing Management*, *European Business Review*, *Annals of Tourism Research*, and *The International Journal of Retail and Distribution Management*.

### **Abstract**

**Purpose** – The aim of this paper is to present a review of the state of empirical and theoretical research about Private Labels (PL) and to develop a framework for future research.

**Design/methodology/approach** – This paper presents a bibliometric study of recent advances in the research of PL, based on citation counts; it focuses on the period of greatest scientific output (2000-2012) and consults all the international publications on marketing ranked by the Academic Journal Quality Guide.

**Findings** – The results reveal the influence of differing topics on PL (consumer perceptions and behavior, price, channel relationships and quality). Principal contributions have been identified and areas suggested for future research (e.g. countries with diverse environments, product category, commercial formats, segmentation, brand aspects).

**Research limitations/implications** – Future researchers could broaden the bibliographic content analysis by means of activity and relational indicators.

**Practical implications** - The findings and the proposals for future lines of research will help retail managers to identify relevant strategies.

**Originality/value** - This work focuses on the period of greatest output of PL academic literature and consults the main bibliographical and editorial databases. This has yielded the largest selection of articles (205) ever to be reviewed on the subject of PL. The value of the paper can be found in achieving a more profound understanding of the nature of PL for, equally, academics and industry.

**Keywords** Private label, Private label brand, Private brand, Store brand, Own-brand, Retail brand, Review, Methodology.

**Paper type** Literature review.

## References

- Ailawadi, K. (2001), “The retail power-performance conundrum: What have we learned?”, *Journal of Retailing*, Vol. 77 No. 3, pp. 299-318.
- Ailawadi, K. L., & Harlam, B. A. (2009), “Retailer promotion pass-through: A measure, its magnitude, and its determinants”, *Marketing Science*, Vol. 28 No. 4, pp. 782-791.
- Ailawadi, K. L., Bradlow, E. T., Draganska, M., Nijs, V., Rooderkerk, R. P., Sudhir, K., Wilbur, K.C. and Zhang, J. (2010), “Empirical models of manufacturer-retailer interaction: A review and agenda for future research”, *Marketing Letters*, Vol. 21 No. 3, pp. 273-285.
- Ailawadi, K. L., Pauwels, K. and Steenkamp, J. E. M. (2008), “Private-label use and store loyalty”, *Journal of Marketing*, Vol. 72 No. 6, 19-30.
- Ailawadi, K. and Keller, K. (2004), “Understanding retail branding: Conceptual insights and research priorities”, *Journal of Retailing*, Vol. 80 No. 4, pp. 331-342.
- Ailawadi, K., Neslin, S. and Gedenk, K. (2001), “Pursuing the value-conscious consumer: Store brands versus national brand promotions”, *Journal of Marketing*, Vol. 65 No. 1, pp. 71-89.
- Anselmsson, J., Johansson, U. and Persson, N. (2008), “The battle of brands in the Swedish market for consumer packaged food: A cross-category examination of brand preference and liking”, *Journal of Brand Management*, Vol. 16 No. 1, pp. 63-79.

- Apelbaum, E., Gerstner, E. and Naik, P. A. (2003), "The effects of expert quality evaluations versus brand name on price premiums", *Journal of Product & Brand Management*, Vol. 12 No. 3, pp. 154-165.
- Association of Business Schools (2010), "Academic Journal Quality Guide, Version 4", available at: <http://www.associationofbusinessschools.org/sites/default/files/Combined%20Journal%20Guide.pdf> (accessed 2 July 2012)
- Baltas, G. (2003), "A combined segmentation and demand model for store brands", *European Journal of Marketing*. Vol. 37 No. 10, pp. 1499-1514.
- Baltas, G. and Argouslidis, P. C. (2007), "Consumer characteristics and demand for store brands", *International Journal of Retail & Distribution Management*, Vol. 35 No. 5, pp. 328-341.
- Bao, Y., Bao, Y. and Sheng, S. (2011), "Motivating purchase of private brands: Effects of store image, product signatureness, and quality variation", *Journal of Business Research*, Vol. 64 No. 2, pp. 220-226.
- Batra, R. and Sinha, I. (2000), "Consumer-level factors moderating the success of private label brands", *Journal of Retailing*, Vol. 76 No. 2, pp. 175-191.
- Beristain, J.J. and Zorrilla, P. (2011), "The relationship between store image and store brand equity: A conceptual framework and evidence from hypermarkets", *Journal of Retailing and Consumer Services*, Vol. 18 pp. 562-574
- Besanko, D., Dube, J. and Gupta, S. (2005), "Own-brand and cross-brand retail pass-through", *Marketing Science*, Vol. 24 No. 1, pp. 123-137.
- Binninger, A-S. (2008), "Exploring the relationships between retail brands and consumer store loyalty", *International Journal of Retail & Distribution Management*, Vol. 36 No. 2, pp. 94-110.
- Bonwich, W. (1962), "Will private brands in nonfoods invade the supermarket industry - a nationwide survey", *Journal of Retailing*, Vol. 39 No. 2, pp. 29-33.
- Bronnenberg, B. J., Dube, J. and Mela, C. F. (2010), "Do digital video recorders influence sales?", *Journal of Marketing Research*, Vol. 47 No. 6, pp. 998-1010.
- Callon, M, Courtial, J.P. and Penan, H. (1995), *Cienciometría. El estudio cuantitativo de la actividad científica: de la bibliometría a la vigilancia tecnológica*. Ediciones Trea, Gijón.
- Chintagunta, P. (2002), "Investigating category pricing behavior at a retail chain", *Journal of Marketing Research*, Vol. 39 No.2, pp. 141-154.
- Chiou-Wei, S. and Inman, J. J. (2008), "Do shoppers like electronic coupons? A panel data analysis", *Journal of Retailing*, Vol. 84 No. 3, pp. 297-307.
- Choi, S. and Coughlan, A. (2006), "Private label positioning: Quality versus feature differentiation from the national brand", *Journal of Retailing*, Vol. 82 No. 2, pp. 79-93.
- Collins-Dodd, C. and Lindley, T. (2003), "Store brands and retail differentiation: The influence of store image and store brand attitude on store own brand perceptions", *Journal of Retailing and Consumer Services*, Vol. 10 No. 6, pp. 345-352.
- Corsten, D. and Kumar, N. (2005), "Do suppliers benefit from collaborative relationships with large retailers? An empirical investigation of efficient consumer response adoption", *Journal of Marketing*, Vol. 69 No. 3, pp. 80-94.
- Corstjens, M. and Lal, R. (2000), "Building store loyalty through store brands", *Journal of Marketing Research*, Vol. 37 No. 3, pp. 281-291.
- Cotterill, R. W. and Putsis, W.P. Jr. (2001), "Do models of vertical strategic interaction for national and store brands meet the market test?", *Journal of Retailing*, Vol. 77, pp. 83-109.
- Courtial, J.P. (1994), "A co-word analysis of scientometrics", *Scientometrics*, Vol. 31, pp. 251-260.

- Cuneo, A., Lopez, P. and Maria, J. Y. (2012), "Measuring private labels brand equity: A consumer perspective", *European Journal of Marketing*, Vol. 46 No. 7, pp. 952-964.
- Dahlstrom, R., Nygaard, A. and Crosno, J. (2008), "Strategic, Metric, and Methodological Trends in Marketing Research and Their Implications for Future Theory and Practice", *Journal of Marketing Theory & Practice*, Vol. 16 No. 2 (April), pp. 139-152.
- Dekimpe, M. G., Gielens, K., Raju, J. and Thomas, J. S. (2011), "Strategic assortment decisions in information-intensive and turbulent environments", *Journal of Retailing*, Vol. 87 No. S1, pp. S17-S28.
- Deleersnyder, B., Dekimpe, M. G., Steenkamp, J. E. M. and Leeflang, P. S. H. (2009). "The role of national culture in advertising's sensitivity to business cycles: An investigation across continents", *Journal of Marketing Research*, Vol. 46 No. 5, pp. 623-636.
- DeiVecchio, D. (2001), "Consumer perceptions of private label quality: The role of product category characteristics and consumer use of heuristics", *Journal of Retailing and Consumer Services*, Vol. 8 No. 5, pp. 239-249.
- Dhar, S. K., Hoch, S. J. and Kumar, N. (2001), "Effective category management depends on the role of the category", *Journal of Retailing*, Vol. 77 No. 2, pp. 165-184.
- Diallo, M. F. (2012), "Effects of store image and store brand price-image on store brand purchase intention: Application to an emerging market", *Journal of Retailing and Consumer Services*, Vol. 19 No. 3, pp. 360-367.
- Draganska, M., Klapper, D. and Villas-Boas, S. B. (2010), "A larger slice or a larger pie? an empirical investigation of bargaining power in the distribution channel", *Marketing Science*, Vol. 29 No. 1, pp. 57-74.
- Erdem, T., Zhao, Y. and Valenzuela, A. (2004), "Performance of store brands: A cross-country analysis of consumer store-brand preferences, perceptions, and risk", *Journal of Marketing Research*, Vol. 41 No. 1, pp. 86-100.
- Fan, X., Qian, Y. and Huang, P. (2012), "Factors influencing consumer behaviour towards store brand. A meta-analysis", *International Journal of Market Research*, Vol. 54 No. 3, pp. 407-430.
- Fernandez Nogales, A. and Gomez Suarez, M. (2005), "Shelf space management of private labels: A case study in Spanish retailing", *Journal of Retailing and Consumer Services*, Vol. 12 No. 3, pp. 205-216.
- Frank, R.E. and Boyd, H.W. (1965), "Are private-brand-prone grocery customers really different", *Journal of Advertising Research*, Vol. 5 No.4, pp. 27-35.
- Garretson, J. A., Fisher, D. and Burton, S. (2002), "Antecedents of private label attitude and national brand promotion attitude: Similarities and differences", *Journal of Retailing*, Vol. 78 No. 2, pp. 91-99.
- Geyskens, I., Gielens, K. and Gijsbrechts, E. (2010), "Proliferating private-label portfolios: How introducing economy and premium private labels influences brand choice", *Journal of Marketing Research*, Vol. 47 No. 5, pp. 791-807.
- Ghose, S. and Lowengart, O. (2001), "Perceptual positioning of international, national and private brands in a growing international market: An empirical study", *Brand Management*, Vol. 9 No. 1, pp. 45-62.
- Gielens, K. (2012), "New products: The antidote to private label growth?", *Journal of Marketing Research*, Vol. 49 No. 3, pp. 408-423.
- Gijsbrechts, E., Campo, K. and Goossens, T. (2003), "The impact of store flyers on store traffic and store sales: A geo-marketing approach", *Journal of Retailing*, Vol. 79 No. 1, pp. 1-16.

- Gomez, M. I., Rao, V. R. and Mclaughlin, E. W. (2007), "Empirical analysis of budget and allocation of trade promotions in the US supermarket industry". *Journal of Marketing Research*, Vol. 44 No. 3, pp. 410-424.
- Gomez, M. and Benito, N. R. (2008), "Manufacturer's characteristics that determine the choice of producing store brands", *European Journal of Marketing*, Vol. 42 No. 1-2, pp. 154-177.
- Hansen, K., Singh, V. and Chintagunta, P. (2006), "Understanding store-brand purchase behavior across categories", *Marketing Science*, Vol. 25 No. 1, 75-90.
- Helgeson, E.A., Mager, K.J. and Taylor, C. (1984), "Trends in consumer-behavior literature: a content analysis", *Journal of Consumer Research*, Vol. 10 No.4, pp. 449-454.
- Hirsch, J.E. (2005), "An index to quantify an individual's scientific research output", *Proceedings of the National Academy of Sciences*, Vol. 102 No. 46, pp. 16569–16572.
- Huang, Y. and Huddleston, P. (2009), "Retailer premium own-brands: Creating customer loyalty through own-brand products advantage", *International Journal of Retail & Distribution Management*, Vol. 37 No. 11, pp. 975-992.
- Hyman, M.R., Kopf, D.A. and Lee, D. (2010), "Review of literature – future research suggestions: Private label brands: Benefits, success factors and future research", *Journal of Brand Management*, Vol. 17 No. 5, pp. 368-389.
- J Sainsbury plc (2013), "144 years of history", available at [http://www.j-sainsbury.co.uk/about-us/sainsburys-story/19th-century/#tabbed\\_section](http://www.j-sainsbury.co.uk/about-us/sainsburys-story/19th-century/#tabbed_section) (accessed 26 February 2013).
- Jara, M. and Cliquet, G. (2012), "Retail brand equity: Conceptualization and measurement", *Journal of Retailing and Consumer Services*, Vol. 19 No. 1, pp. 140-149.
- Karray, S. and Zaccour, G. (2006), "Could co-op advertising be a manufacturer's counterstrategy to store brands?", *Journal of Business Research*, Vol. 59 No. 9, pp. 1008-1015.
- Kremer, F., & Viot, C. (2012). How store brands build retailer brand image. *International Journal of Retail & Distribution Management*, 40(7), 528-543.
- Kwon, K-N., Lee, M-H. and Kwon, Y.J. (2008), "The effect of perceived product characteristics on private brand purchases", *Journal of Consumer Marketing*, Vol. 25 No. 2, pp. 105-114.
- Labeaga, J. M., Lado, N. and Martos, M. (2007), "Behavioural loyalty towards store brands", *Journal of Retailing and Consumer Services*, Vol. 14 No. 5, pp. 347-356.
- Lamey, L., Deleersnyder, B., Dekimpe, M. G. and Steenkamp, J. E. M. (2007), "How business cycles contribute to private-label success: Evidence from the United States and Europe", *Journal of Marketing*, Vol. 71 No. 1, pp. 1-15.
- Liljander, V., Polsa, P. and van Riel, A. (2009), "Modeling consumer responses to an apparel store brand: Store image as a risk reducer", *Journal of Retailing and Consumer Services*, Vol. 16 No. 4, pp. 281-290.
- Manikandan, M. K. M. (2012), "Theory Building on Private Label Brands: A Literature Review", *The IUP Journal of Brand Management*, Vol. IX No. 2, pp. 64-77.
- Manzur, E., Olavarrieta, S., Hidalgo, P., Farias, P. and Uribe, R. (2011), "Store brand and national brand promotion attitudes antecedents", *Journal of Business Research*, Vol. 64 No. 3, pp. 286-291.
- Martos-Partal, M. and Gonzalez-Benito, O. (2011), "Store brand and store loyalty: The moderating role of store brand positioning", *Marketing Letters*, Vol. 22 No. 3, pp. 297-313.
- Medina, O., Méndez, J.L. and Rubio, N. (2004), "Price–Quality and Market Share of Consumer Goods in Spain: Retail Brands and Manufacturer Brands. The International Review of Retail", *Distribution and Consumer Research*, Vol. 14 No. 2, pp. 199-222
- Meza, S. and Sudhir, K. (2010), "Do private labels increase retailer bargaining power?", *MAR Quantitative Marketing and Economics*, Vol. 8 No.3, pp. 333-363.

- Mieres, C. G., Martin, A. M. D. and Gutierrez, J. A. T. (2006), "Antecedents of the difference in perceived risk between store brands and national brands", *European Journal of Marketing*, Vol. 40 No. 1-2, pp. 61-82.
- Nies, S. and Natter, M. (2012), "Does private label quality influence consumers' decision on where to shop?", *MAR Psychology & Marketing*, Vol. 29 No. 4, pp. 279-292.
- Noble, C.H., Sinha, R.K. and Kumar, A. (2002), "Market orientation and alternative strategic orientations: A longitudinal assessment of performance implications", *Journal of Marketing*, Vol. 66 No. 4, pp. 25-39.
- Pare, V. and Dawes, J. (2012), "The persistence of excess brand loyalty over multiple years", *Marketing Letters*, Vol. 23 No. 1, pp. 163-175.
- Pauwels, K. and Srinivasan, S. (2004), "Who benefits from store brand entry?", *Marketing Science*, Vol. 23 No. 3, pp. 364-390.
- Pepe, M.S., Abratt, R. and Dion, P. (2011), "The impact of private label brands on customer loyalty and product category profitability", *Journal of Product & Brand Management*, Vol. 20 No. 1, pp. 27 – 36
- Putsis Jr., W. P. and Dhar, R. (2001), "An empirical analysis of the determinants of category expenditure", *Journal of Business Research*, Vol. 52 No. 3, pp. 277-291
- Rubio, N. and Yagüe, M<sup>a</sup>.J. (2009a), "Alternative panel models to evaluate the store brand market share: Evidence from the Spanish market", *European Journal of Marketing*, Vol. 43 No. 1, pp. 110-138.
- Rubio, N. and Yagüe, M<sup>a</sup>.J. (2009b), "The determinants of store brand market share A temporal and cross-sectional analysis", *International Journal of Market Research*, Vol. 51 No. 4, pp. 501-519.
- Russell, G. J. and Petersen, A. (2000), "Analysis of cross category dependence in market basket selection", *Journal of Retailing*, Vol. 76 No. 3, pp. 367-392.
- Sayman, S. and Raju, J. S. (2004), "How category characteristics affect the number of store brands offered by the retailer: A model and empirical analysis", *Journal of Retailing*, Vol. 80 No. 4, pp. 279-287.
- Sayman, S., Hoch, S. J. and Raju, J. S. (2002), "Positioning of store brands", *Marketing Science*, Vol. 21 No. 4, pp. 378-397.
- Semeijn, J., van Riel, A. C. R. and Ambrosini, A. B. (2004), "Consumer evaluations of store brands: Effects of store image and product attributes", *Journal of Retailing and Consumer Services*, Vol. 11 No. 4, pp. 247-258.
- Small, H. (1973), "Co-citation in Scientific Literature – New Measure of Relationship Between 2 Documents", *Journal of the American Society for Information Science*, Vol. 24 No. 4, pp. 265-269.
- Soberman, D. A. and Parker, P. M. (2006), "The economics of quality-equivalent store brands", *International Journal of Research in Marketing*, Vol. 23 No. 2, pp. 125-139.
- Sprott, D. E. and Shimp, T. A. (2004), "Using product sampling to augment the perceived quality of store brands", *Journal of Retailing*, Vol. 80 No. 4, pp. 305-315.
- Steenkamp, J. E. M., Van Heerde, H. J. and Geyskens, I. (2010), "What makes consumers willing to pay a price premium for national brands over private labels?", *Journal of Marketing Research*, Vol. 47 No. 6, pp. 1011-1024.
- Sudhir, K. and Talukdar, D. (2004), "Does store brand patronage improve store patronage?", *Review of Industrial Organization*, Vol. 24, pp. 143-160.
- Tarziján, J. (2004), "Strategic Effects of Private Labels and Horizontal Integration", *The International Review of Retail, Distribution and Consumer Research*, Vol. 14 No. 3, pp. 321-335

- Teichert, T. A. and Schoentag, K. (2010), "Exploring consumer knowledge structures using associative network analysis", *MAR Psychology & Marketing*, Vol. 27 No. 4, pp. 369-398.
- Tellis, G. J. and Tellis, K. (2009), "Research on advertising in a recession A critical review and synthesis", *Journal of Advertising Research*, Vol. 49 No. 3, pp. 304-327.
- Vahie, A. and Paswan, A. (2006), "Private label brand image: Its relationship with store image and national brand", *International Journal of Retail & Distribution Management*, Vol. 34 No. 1, pp. 67-84.
- Veloutsou, C., Gioulistanis, E. and Moutinho, L. (2004), "Own labels choice criteria and perceived characteristics in Greece and Scotland: factors influencing the willingness to buy", *Journal of Product & Brand Management*, Vol. 13 No. 4, pp. 228-241
- Verhoef, P. C., Nijssen, E. J. and Sloot, L. M. (2002), "Strategic reactions of national brand manufacturers towards private labels: An empirical study in the Netherlands", *European Journal of Marketing*, Vol. 36 No. 11, pp. 1309-1326.
- Walsh, G., Shiu, E. and Hassan, L.M. (2012), "Investigating the drivers of consumer intention to buy manufacturer brands", *Journal of Product & Brand Management*, Vol. 21 No. 5, pp. 328-340
- Williams, B.C. and Plouffe (2007), "C.R.: Assessing the evolution of sales knowledge: a 20-year content analysis", *Industrial Marketing Management*, Vol. 36 No. 4, pp. 408-419.
- Wu, P. C.S., Yeh, G. Y-Y. and Hsiao, C-R. (2011), "The effect of store image and service quality on brand image and purchase intention for private label brands", *Australasian Marketing Journal*, Vol. 19, pp. 30-39.
- Wulf, K. D., Gaby Odekerken-Schröder, Goedertier, F. and Gino, V. O. (2005), "Consumer perceptions of store brands versus national brands", *Journal of Consumer Marketing*, Vol. 22 No. 4, pp. 223-232.
- Zielke, S. and Dobbstein, T. (2007), "Customers' willingness to purchase new store brands", *Journal of Product & Brand Management*, Vol. 16 No. 2, pp. 112-121.