Key Factors of Effective Branding Strategies for the Success of Pakistan Apparel Industry

Kashif Latif

University of Management and Technology, Lahore, Pakistan.

ARTICLE INFO	ABSTRACT
	Branding plays a pivotal role for the success of any Industry. There are certain factors which are vital for effective Branding Strategies. To dig out these factors is the crying need for the survival and success of any industry. The study has been conducted to explore the factors which influence effective branding strategies for the success of Pakistan Apparel industry. I decided to use a questionnaire survey because it is a prevailing method used vastly by social science, management, and marketing researchers. For this study 300 questionnaires were sent to different respondents out of which 261 I received. As fewer professional & staff of Apparel industry has been selected so the results will be inferred based on the respondents of these companies while all other organizations of this industry were not included in the study and since we don't have government organizations for this industry so government organizations perspective not included in this study. Considering the importance of branding in Apparel Industry of Pakistan, marketing professionals have to understand the factors which influence branding in the Apparel Industry of Pakistan which ultimately not only give fruit full long term successful results for the textile industry, organizations, to the economy but also gives recognition to Pakistani textile products in the international & local Market. The relevant literature will show the factors which influence branding strategies for the long term success of Apparel Industry of Pakistan. This topic is under researched so, the current investigation will contribute to improve the understanding on significant issues.

Introduction

This research will expose the key factors which actually contribute in branding strategy which have rippling effect on Pakistan Apparel Industry. Branding is the crying need of today's competitive business world. Strong brands win long term loyalty of customers as it gives recognition to product of any company. Textile products are core competence of Pakistan & over the years Pakistan Textile industry produced outstanding products which were praised not only in Pakistan but all over the world. Here comes the problem as many world renowned elite brands produced their products from Pakistan but put their tags on the products hence they've got the recognition of their brands irrespective of the factor from where it has been produced & financial benefits which they get from that is another factor. This initiates the need to dig out what are those factors which influence branding strategies through which Pakistan Apparel Industry can gain long term success. This whole research has been conducted in that frame work to dig out key factors which influence branding strategies from the perspective of Pakistan Apparel Industry to achieve long term success.

The Pakistan textile industry total export is around 9.6 billion US dollars. The textile industry contributes approximately 46 percent to the total productivity or 8.5 percent of the country GDP. In Asia, Pakistan is the 8th largest exporter of textile products giving employment to 38 percent of the work force in the country. However, the textile industry currently faces substantial challenges. The All Pakistan Textile Mills Association (APTMA) needs to augment the quality of its products. However, APTMA argues other factors such as high interest rates and cost of inputs, non favorable government policies, and non-guaranteed energy supplies encumber their competitiveness. Rise in the cotton production and growth of textile industry has been notable.

Pakistan since 1947 cotton – bales amplify from 1.1 million bales in 1947 to 10 million bales by 2000. Number of mills increased from 3 to 600 and spindles from about 177,000 to 805 million similarly looms and finishing units greater than before but not in the same percentage. Pakistan's textile industry experts feel that Pakistan has rather large size textile industry and 60-70% of machines necessitate substitution for the economic and quality production of products for a highly cutthroat market. But regrettably it does not have any capacity for manufacturing of textile machinery of balancing rejuvenation and replacement (BMR) in the textile mills.

The steps taken on the economic front, such as the frequent devaluation of Pak rupee in terms of dollar could not develop the cost competitiveness of exportable products due to increase in prices of the local and imported inputs of the local textile industry. During the period 1973 to December 1992, some 71 spinning units with 1,136, 835 spindles, 6,600 rotors and 7,329 looms were clogged down. In 1992, a foreign consultant was hired by the government to look into the languish situation in the local textile industry. One of the comments of the foreign consultant was "Pakistan has failed to make real growth in the international market and is being over taken by many of the neighboring opponent countries. The rise in export of value-added products from Pakistan was another point of support for the textile sector. "The export of value-added products rose to 57.4% from 53.9% in 2002 which is clear sign that industry is

Tele:
E-mail addresses: level5foru@gmail.com

stirring in the right direction, "said the Chairman of all Pakistan textile mills association.

The trade strategy is considered an adequate paper, but in the industry does not fine anything that could lead to a high level exports attainment and take away trade imbalance. Pakistan's textile sector earned US$5.77 billion during the 2003 year, compared with US$5.577 billion of 2000-2001 indicating a growth of 0.69%. The total exports of textile sector in 2004 were US 5.7 billion which shows 2.5% augmentation it increase to 4% growth in 2005 as compared to 2004.The textile sector shows 8% negative expansion in 2006.The negative expansion continue in 2007 also with the value of 5%. The textile sector shows 15% increase in 2008.

Literature Review:
Branding:

Branding is the most powerful tool to introduce your commodities in the current competitive business world. Traditional definition what we get from literature is "the name, connected with one or more items in the product line, which is used to figure out the source of character of the item(s)" (Kotler 2000). According to American Marketing Association (AMA) a brand is a name, symbol, sign or design which is actually intended to differentiate & to figure out one entities commodities, products from their competitors & to give recognition to seller or group of sellers product line. It has been stated by Aaker and Joachmisthaler (2000) that process of brand management is related to the function of a brand as an identifier. They discuss the traditional branding model where a brand management team was responsible for coordinating and creating brand's management program. It has been stated by (Davis and Dunn 2002) that the focus of most companies are in general on the latest & greatest advertising campaign means they are focusing on brands.

Effective Branding Strategies:

It has been stated by (Doyle 2001) once managers pursue strategies which don't have orientations to maximize share holders value then brands fail to achieve their value creating potential. It has been stated by Urde (1999) while presenting brand orientation as another model of brand building which consider brands as strategic resources. "Brand orientation is an approach having the processes of organization to create, develop and protect the brand identity with target customer in an ongoing process with the objective to achieve long term competitive advantages in the form of brands". It has been stated by Urde (2003) that process of brand building consists of two parts i-e internal & external. He depicted that internal part suggesting the relationship between brand & organization with the bottom line that brand to be lived by the organization. On the other hand external is suggesting the relationship between the brand and customer while creating value. It has also been added by Doyle (2001) that brand strategy should be pursued in a way that will maximize share holder value. It has been argued by Davis (2002) by depicting new way of managing brands that people along with brands are the most valuable assets of a company. Further it has been added by (Davis and Dunn 2002) that there is ever increasing support for considering and managing the brand as an asset by giving core brand drive for every investment & strategic decision. It has been stated by (Davis and Dunn 2002) that customer loyalty, differentiation from competition and establishing market leadership are the three strategic goals which are increasing now a days. It has been argued by (Davis 2002) by depicting that to adopt this perspective it is important

for the company to change the state of mind because brand management has to involve every functional area and has to report all to the top of organization. It has been argued by Balmer and Gray's (2003) that corporate branding has different flavor as compare to product brand. Having said that he concluded that corporate branding leading us towards new horizons of marketing which is known as corporate level marketing. It has been stated by Aaker (2004) by depicting that corporate brand reflects the values, culture, human resource heritage of an organization while defining their strategy. It has been stated by (Schultz and Hatch 2003) that corporate brand should be aligned with the strategic brand vision, dwells by developing brands at the level of organization (Knox and Bickerton 2003) – which requires to manage integration & interaction with many stakeholders (Balmer and Gray 2003, Knox and Bickerton 2003, Hatch and Schultz 2003, Aaker 2004).

Registration:

Brand awareness, i.e. the ability to recognize, or recall, that a brand is a member of a certain product category (Aaker, 1991) appears very important in industrial branding. This is because often large numbers of substitute suppliers and products must be considered and compared (Michell, King, & Reast, 2001). Brand awareness thus reflects the aptitude to recognize the brand under conditions of intricacy and time pressure (Keller, 1998). Furthermore, perceived brand quality, i.e., a perception of the overall quality or superiority of a brand comparative to substitute products (Low & Lamb, 2000), also seems an important gauge of industrial brand equity. Industrial branding, in terms of image creation, competitive differentiation, and buyer gratitude, could be no less advantageous, and no more complicated to achieve for industrial companies than for B2C companies (Shipley & Howard, 1993). While researchers are starting to focus attention on the contented legitimacy of the items constituting reputation, we were concerned by this limitation. We were also mindful of Drolet and Morrison's (2001) strife that if services researchers widen multi-item measures these can escort to participant weariness, ennui and distraction, which in turn can lead to inapt behavior, inflating across-item error term correlation and dejection of respondent reliability. Branding and brand management can no longer be deeming the restricted realm of consumer marketing. A recent overview of the world's 100 strongest brands not only lists Coca Cola, McDonald's and Disney, but also includes many prominent industrial brands such as Boeing, SAP, Xerox, Siemens, and GE (Interbrand, 2003). One of the reasons for the increasingly significant role of industrial branding is the commoditization of many industrial products. Another reason is the mounting importance of B2B buying and selling via the Internet. There is substantiation that online buyers will use cues like the brand to lessen the risks concerned in purchasing decisions (Hunter, Kasouf, Celuch, & Curry, 2004; Ulaga & Chacour, 2001). Similar to consumer marketing, effective branding strategies for commodity-like products might therefore acquiesce considerable benefits (Bendixen, Bukasa, & Abratt, 2004). For example, Dupont, an industrial company that brands almost all the products and ingredients it manufactures, has had significant success with brands such as Teflon, Kevlar, and Lycra. Strong brands could therefore be measured a key source of sustainable competitive advantage in B2B environments (Gordon, Calantone, & Di Benedetto, 1993; Kumar, Bohling, & Ladda, 2003). In spite of these developments, and the total value

of transactions in the B2B market, little pragmatic research has been conducted in the realm of industrial branding (Gordon et al., 1993; Low & Blois, 2002; Mudambi, 2002; Mudambi, Doyle, &Wong, 1997; Shipley & Howard, 1993). So far, little unequivocal conformity exists as to the conceptualization of industrial brand equity. In consumer marketing literature, brand equity is generally defined as the added value endowed to a product as a result of past investments in the marketing of the brand (Keller, 1998). Added value of a brand is formed in the mind of consumers, as a result of perceived performance on various marketing magnitude. Consequently, it has been argued that industrial brand equity could be conceptualized and measured from the standpoint of the industrial buyer (Mudambi et al., 1997). Buyer-based brand equity seems a good starting point to appraise industrial brand equity (Lassar, Mittal, & Sharma, 1995; Wood, 2000).

Positioning:

A brand's positioning sets out who and what the brand is, and what it offers (Rossiter and Percy 1991). Traditionally, brand positioning involves focusing on points of difference (differentiation), and the exclusive benefits that set each brand apart from its competitors (Aaker 1996; Hart and Murphy 1998) to make the brand more enviable and relevant per se. The fundamental reason is that such points of demarcation are what customers remember about a brand (Keller et al. 2002). There is general conformity that the main marketing activity that implants those ideas about a brand's inimitability in a consumers' mind or brand positioning.

An efficient brand position captures the idiosyncratic mission, aspirations, and strengths of an organization and appeals to the motivations and interests of the marketplace. In the last 20 years, there has been a stunning increase in the number of influential frameworks to appraise the determinants of differential performance, from Porter's five forces framework to the resource-based view to transaction-cost economics (Cockburn, Henderson, & Stern, 2000). Put it simply, better competitive position means elevated returns and profitability. It is related to consumers' willingness-to–pay, now and again called "economic value" concept. According to Porter (2001), persistent profitability is the only measure of economic value. He defines two fundamental factors that determine profitability: industry structure, which determines the prosperity of the average, competitor; and sustainable competitive benefit, which allows a company to surpass the average competitor (Porter M. E., 2001). Already since 1988 Day and Wensley presented the scaffold to explain the link between the sources of gain and performance outcomes. They name superior skills and superior resources as the core sources of competitive advantage. Later in resource based theories these two main sources of benefit were called assets and capabilities respectively. Assets are the resource endowments the business has accumulated, and capabilities are the adhesive that keeps these assets together and enables them to be deployed beneficially. Capabilities differ from assets in that they cannot be given a pecuniary value, as can tangible plant and equipment, and are so profoundly entrenched in the organizational routines and practices that they cannot be traded or imitated (Dierkx and Cool 1989, in (Day G. S., The capabilities of Market-Driven Organizations, 1994). It is claimed that branding contributes to a diminution of improbability (or perceived risk) in consumer purchases (Garbarino and Mark 1999; Gommans, Krishan and Scheddold 2001), and helps to reduce social and psychological risks that are allied with ownership or use of the wrong product (Berthon, Hulbert and Pitt 1997).

Dialogue:

As the world becomes digitalized', televisions and the Internet (Web) have turned out to be substitute dialogue channels. According to Hall (1976), a culture can distinguishes itself along ten universal anthropological "Primary Message Systems, of which four (Context, Space, Time and Information flow) later turned out to be admired among marketers. In particular, the milieu concept is helpful for perceptive consumer behavior transversely cultures. According to hall, members of low milieu cultures have less individual contact with each other, and therefore, dialogue within this culture are very detailed, overt and direct, often by way of written texts. In contrast, members of high milieu cultures have more rapidly and more familiar contact with each other, where information is recurrently shared via indirect dialogue, often based on symbols and pictures. Who says it and when, how, and where it is said can be more imperative that what is said in high milieu culture (Hall and Hall 1987). This is unlike the low milieu culture where exact dialogue is not so reliant on long-standing personal relationships or other relative factors. Consistent with Hall's (1976) arguments, Pascale (1978) reports that managers in Japan (high-Context culture) place greater prominence on face-to-face dialogue over written dialogues in organizational settings. It has also been pragmatic that the Japanese prefer indirect and implied communication, in contrast to Western cultures direct and explicit dialogue (Condon 1978). Similarly, Glenn (1981) noted the significance of associative dialogue in Japan with a focus on situation and milieu, and the abstractive dialogue in Western cultures (low- Context culture) which focuses on wiles and facts. In particular, Hofstede (1991) concludes that high eccentricity is often connected to low milieu dialogue, whereas Collectivism (low Individualism) is often related to high milieu dialogue. A high eccentricity ranking indicates that individuality and individual rights are dominant within the society and loose interpersonal ties (Hofstede 1980). While studies have shown no considerable propensity of predilection in print media versus TV utilization in Europe (de Mooij 2004; Medienlandschaft Westeuropa 2005), an exception occurs in East Asian countries like Malaysia, Japan and Korea which demonstrate both high TV and print media consumptions (de Mooij 1998; Mueller 2004; Usunier 1991). The significance of advertising message one and message two supports the hypothesis that an effective brand positioning statement from the perspective of dialogue is contingent on assurance content (uncertainty avoidance). Singapore as a low improbability evasion country would suggest that singaporeans would willingly accept change and risk. Hofstede's eccentricity index has been criticized by Triandis (1994) on the argument that it ignores differences between individuals inside a society. Singapore is a multi-racial country (predominantly Chinese) which may affect the UA ranking. To further explain the low UA ranking, Singaporeans may show a low repugnance to risk (other than investment in education) because their government provides high solidity. Thus, Singapore's citizens probably do not fear insecurity as much as they do in countries with less political firmness.

Relationship:

It has been argued by Morgan and Hunt (1994), relationship marketing was defined as all the marketing activities that are intended to establishing, developing, and maintaining successful relational relationship with customers. It has been defined by

Hougaard and Bjerre (2002, p.40) relationship marketing as "company behavior with the purpose of establishing, maintaining and developing competitive and profitable customer relationship to the benefit of both parties".

It has been argued by (Peng and Wang, 2006) that relationship marketing is apprehensive about building customer loyalty by providing value to all the parties involved in the relational exchanges, as customer loyalty is the final goal of relationship marketing.

As the competitive environment becomes more tumultuous, the most imperative issue the sellers face is no longer to provide excellent, good quality products or services, but also to keep loyal customers who will contribute long-term profit to organizations (Tseng, 2007).

Buyers and sellers in markets achieve reciprocated benefits through developing relationships, which are not simple that a customer is 100 per cent loyal to a vendor (Stone & Woodcock & Machtynger, 2000). There are often switching behaviors occurred in unusual stages of a partnership relationship. Relationship marketing tactics are thus approaches to pertain relationship marketing in practice (Tseng, 2007).

Relationship marketing tactics might be one of the best ways for service providers to retain customers and building customer loyalty. It has been argued by (Peng and Wang, 2006) that many experiential studies have provided evidences that relationship marketing tactics have impact on behavioral loyalty which affects customer retention.

Therefore, well responsiveness of the target consumers and building good relationship with them is the most significant issue. It has been stated by (Tseng, 2007) that during the last decade of the 20th century, relationship marketing has been seen as the mainstream of though in planning a marketing strategy both in industrial marketing and consumer marketing. Compared with traditional marketing, relationship marketing is more apprehensive about building customer relationships in order to achieve long-term mutual benefits for all parties engaged in the exchanges. It has been argued by (Bowen and Shoemaker, 2003) that Relationship marketing essentially means developing customers as partners, where an approach is different from traditional transaction.

There have been different ways for marketers to realize relationship marketing tactics, which are expected to have impact on customer retention and loyalty. It has been stated by Bansal, Taylor and James (2005) by advising that relationship marketing tactics can be executed through service quality, price perception, value offered, alternative attractiveness, and so on. It has been argued by Tseng (2007) that tactics as direct mail, tangible rewards, interpersonal communication, privileged treatment and membership could enhance long-term relationship and increase relationship satisfaction, trust and commitment. Peng and Wang (2006) also examed the relevance of relationship tactics in service quality, reputation (brand), price perception, value offers.

Research Question:

Main Question:

Do registration, positioning, dialogue, relationship have impact on effective branding strategies for long term success of Apparel Industry of Pakistan?

Sub Questions:

1. What is the impact of registration on effective branding strategies for long term success of Apparel Industry of Pakistan?

2. What is the impact of positioning on effective branding strategies for long term success of Apparel Industry of Pakistan?
3. What is the impact of dialogue on effective branding strategies for long term success of Apparel Industry of Pakistan?
4. What is the impact of relationship on effective branding strategies for long term success of Apparel Industry of Pakistan?

Methodology

Research Design:

A survey based research design has been used by pursuing the sampling technique depicted below.

Sampling Technique and Sample:

For this study 300 questionnaires were sent to the different respondents and 261 i received from respondents. Respondents were both male and female, and of many different cultural and educational backgrounds. The age range of the employees who participated in this study was from 25 to 60 years old. As you can see, there was a wide variety of participants in this survey. I was able to get participants from department of several companies. I was able to get a clearer picture of what was going on in the Apparel Industry at the time the survey was taken. All the employees were asked to voluntarily participate.

Dependent variable is effective branding strategies and independent variables are registration, positioning, dialogue, relationship and only respondent filled questionnaires were used. Participant data was obtained thorough in one survey with 5-point likert scale only from (1) strongly disagree to (5) strongly agree. The survey contained a total of 20 questions and incomplete survey was not included in the survey.

To make analysis of data I used Statistical Package for Social Sciences (SPSS) software in which analysis has been done in to two parts where part one will lead to descriptive statistics that will be used to "describe and summarize data and include measures of central tendency (average) and part two will lead to inferential statistics that will be used to identify differences between groups, look for relationships between attributes and create models in order to be able to make predictions. The methodology that I've adapted is discussed below one by one:

In order to get the overall summary of variable I've used descriptive statistics in which i came to know about the nature of response that I got from respondent like the value of maximum, minimum, mean and standard deviation. To check the overall picture for identifying the relationship between dependent and independent variable I've used scatter-plots. This matrix shows all the possible two dimension plots of the variables. I've used correlation to find the relationship among variables as well as check the strength of the relationship of different variables. It also showed the direction of relationship between two variables. I've used regression analysis to find out the effect size of independent variable on dependent variable that how much change will occur in dependent variable due to change in independent variable by using regression equation for analysis. I've also focused on the value of R square to see the contribution level of variable mean as how much independent variable contribute in changing the value of dependent variable. Since the objective of this study is to check the impact of registration, positioning, dialogue and relationship on effective branding strategies for long term success of Textile Industry of Pakistan. So below is the devised model and here in this study ordinary least square (OLS) method of simple regression has been used to find such equation which could be used to find the impact of registration, positioning, dialogue and relationship on effective

branding strategies for long term success of Apparel Industry of Pakistan.

Model and Equation:

Following is the devised model also depicting the relationship of dependent variable and independent variables and an equation has been derived which will be discussed below.
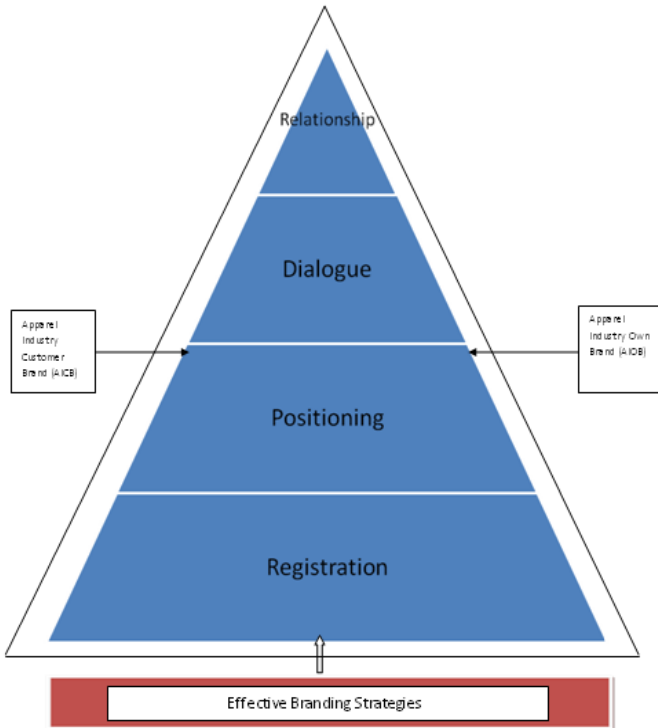
In the perspective of above model the specified regression equation will take the following form.

$$EBSi = C + \beta_1 R_i + \beta_2 P_i + \beta_3 D_i + \beta_4 RL_i + \epsilon_i$$

The equation which shows above where **EBSi** is the dependent variable and **C** is the value of constant, $\beta_1 R_i$, $\beta_2 P_i$, $\beta_3 D_i$, $\beta_4 RL_i$ are the values of independent variables shows the partial regression coefficient represents the change in dependent variable due to one unit change in independent variable. ϵ_i is the error term.

Analysis And Results:

Descriptive Summary:

Table 1.1

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Registration	261	1.40	5.00	3.6550	.90642
Positioning	261	1.00	4.80	3.3255	1.04660
Dialogue	261	1.40	4.80	3.5848	.94517
Relationship	261	1.20	4.80	3.5048	.92163
Effective Branding Strategies	261	1.40	5.00	3.5309	.96486
Valid N (listwise)	261				

Table 1.1 presents the descriptive statistics that show the overall picture of all the five variables. There were scales of 5 responses that lead to the options (strongly disagree, disagree, neutral, agree, and strongly agree). Number of observations of each variable is 261. In the above table the mean values and the values of standard deviation of all the 5 variables have been shown. Mean value provides the idea about the central tendency of the values of a variable. The mean values of the variables

Registration, Positioning, Dialogue, Relationship and Effective Branding Strategies 3.65, 3.32, 3.58, 3.50, and 3.53 respectively as an independent variable that characterizes positive effective branding strategies. If we observe that all the variables the average response rate of respondent lie within the option 3-4 (3 is for neutral and 4 is for agree). The minimum option that is ticked by respondent is 1 and the maximum option that is ticked by respondent is 5. Standard deviation gives the idea about the dispersion of the values of a variable from its mean value. So, if we observe then in the response rate for the variable of Registration has value of standard deviation (S.D.906) which is the lowest value as compare to other variable values. Which shows that most of the respondent answers were same for the variable of registration and have consistency in their response rate but if we observe then for positioning the value of standard deviation is (S.D 1.04) which is quite high as compare to other variables which clearly shows that the response regarding Positioning of mostly respondents were not the same and they don't have consistency in their answers.

Scatter Plots:

It has been inferred from the results of scatter plot matrix that there is positive relationship or association between Registration and Relationship. It means that if there will be greater registration then there will be greater relationship as well. If there will be no registration then there will be no relationship. Therefore Ho rejected, H1 accepted means there is positive relationship between registration and relationship.

Hypothesis:

H1 = There is relationship between registration and relationship.
H0 = There is no relationship between registration and relationship.

It has been derived from the results of scatter plot matrix that there is positive relationship or association between Registration and Effective Branding Strategies. It means that if there is increase in registration then there will be increase in relationship as well. If there will be no registration then effective branding strategies will be low. Therefore Ho rejected, H1 accepted means there is positive relationship between registration and effective branding strategies.

Hypothesis:

H1 = There is relationship between registration and effective branding strategies.
H0 = There is no relationship between registration and effective branding strategies.

It has been inferred from the results of scatter plot matrix that there is positive relationship or association between Positioning and Relationship. It means that if there is increase in registration then there will be increase in relationship as well. If there will be no positioning then there will be no relationship. Therefore Ho rejected, H1 accepted means there is positive relationship between positioning and relationship.

Hypothesis:

H1 = There is relationship between positioning and relationship.
H0 = There is no relationship between positioning and relationship.

It has been derived from the results of scatter plot matrix that there is positive relationship or association between Positioning and effective branding strategies. It means that if positioning is higher then higher will be the effective branding strategies. If there will be no positioning then there will be no effective branding strategies. Therefore Ho rejected, H1

accepted means there is positive relationship between positioning and effective branding strategies.

Hypothesis:

H1 = There is relationship between positioning and effective branding strategies.

H0 = There is no relationship between positioning and effective branding strategies.

It has been derived from the results of scatter plot matrix that there is positive relationship or association between Dialogue and Relationship. It means that if there is increase in dialogue then there will be increase in relationship as well. If there will be no increase in dialogue then there will be no increase in relationship as well. Therefore Ho rejected, H1 accepted means there is positive relationship between dialogue and relationship.

Hypothesis:

H1 = There is relationship between dialogue and relationship.

H0 = There is no relationship between dialogue and relationship.

It has been inferred from the results of scatter plot matrix that there is positive relationship or association between Dialogue and Effective Branding Strategies. It means that if the greater is dialogue then the effective branding strategies will also be greater. If there will be no increase in dialogue then there will be no increase in effective branding strategies as well. Therefore Ho rejected, H1 accepted means there is positive relationship between dialogue and effective branding strategies.

Hypothesis:

H1 = There is relationship between dialogue and effective branding strategies.

H0 = There is no relationship between dialogue and effective branding strategies.

It has been derived from the results of scatter plot matrix that there is positive relationship or association between Relationship and Effective Branding Strategies. It means that if there is increase in relationship then there will be increase in effective branding strategies as well. If there will be no increase in relationship then there will be no increase in effective branding strategies as well. Therefore Ho rejected, H1 accepted means there is positive relationship between relationship and effective branding strategies.

Hypothesis:

H1 = There is relationship between relationship and effective branding strategies.

H0 = There is no relationship between relationship and effective branding strategies.

Correlation:

Correlation is used to check the mutual relationship among variables. For checking the relationship we will make two hypotheses: null (H0) and alternative (H1). We interpret the findings on the acceptance or rejection of the hypothesis. We used correlation matrix to check the mutual relationship of different variables. The hypotheses which have been developed are given below.

Hypothesis 1:

H1 = There is relationship between registration and relationship.

H0 = There is no relationship between registration and relationship.

Hypothesis 2:

H1 = There is relationship between registration and effective branding strategies.

H0 = There is no relationship between registration and effective branding strategies.

Hypothesis 3:

H1 = There is relationship between positioning and relationship.

H0 = There is no relationship between positioning and relationship.

Hypothesis 4:

H1 = There is relationship between positioning and effective branding strategies.

H0 = There is no relationship between positioning and effective branding strategies.

Hypothesis 5:

H1 = There is relationship between dialogue and relationship.

H0 = There is no relationship between dialogue and relationship.

Hypothesis 6:

H1 = There is relationship between dialogue and effective branding strategies.

H0 = There is no relationship between dialogue and effective branding strategies.

Hypothesis 7:

H1 = There is relationship between relationship and effective branding strategies.

H0 = There is no relationship between relationship and effective branding strategies.

The above table presents the level of relationship. According to my point of view if the value of Pearson correlation test is close to 1.00 and value of significance is less than significance level 0.05 then there is strong positive relationship between that variable. All the Ho hypothesis rejected and H1 accepted.

There is relationship between Registration and Relationship because significance is .000. Table shows (.793**) strong relationship between the registration and relationship. Positioning (.908**) shows also strong relationship because close to 1.00. Dialogue (.881**) shows also strong relationship between Dialogue and relationship and also having the significance values less than significant level 0.05 showing the relationship of variables.

There is relationship between registration and effective branding strategies because significance is .000. Table shows (.842**) strong relationship between the registration and effective branding strategies. Positioning (.836**) shows strong relationship because close to 1.00. Dialogue (.927**) shows the strong relationship between dialogue and effective branding strategies. Relationship (.887**) shows the strong relationship between relationship and effective branding strategies and also having the significance values less than significant level 0.05 showing the relationship of variables.

Regression:

Regression is used to check the effect size of independent variable to dependent variable. Let's discuss the results of regression:

Dependent Variable: Effective Branding Strategies

Independent Variable: Registration, Positioning, Dialogue, Relationship

This model summary table shows the contribution of independent variables in percentage to change the dependent variable. In this table value below the Adjusted R Square is .919 it mean the contribution is 91% or 92% rounded.

In the ANOVA table the significance level value .000 which is less than the 0.05 shows that Ho rejected and H1 Hypothesis accepted.

The above given table shows the impact of Registration, Positioning, Dialogue and Relationship on Effective Branding

Strategies. Since obtained value is 0.00<0.05. Therefore I rejected the Ho and accepted H1 that means there is effect and impact of Registration, Positioning, Dialogue and Relationship on Effective Branding Strategies.

Regression Equation:

$$EBSi = C + \beta_1 R_i + \beta_2 P_i + \beta_3 D_i + \beta_4 RL_i + \varepsilon_i$$

Putting values in equation:

EBSi= .424+.303 Ri + .367 Pi + .752 Di + .391 RLi

EBSi= .424 + .303(3.66) + .367(3.33) + .752(3.58) + .391(3.53)

EBSi= .424 + 1.11 + 1.22 + 2.69 + 1.38

EBSi= 6.824

Multiple Regression analysis has conducted subsequently with the four factors as independent variables and overall Effective Branding Strategies as dependent variable. From the above solved solution we conclude that if there is change in one unit of Ri there is change of .303 in Effective Branding Strategies and if there is change of 3.66 unit in Ri the change is occurred 1.11 in Effective Branding Strategies. The inclusion of four factors correlates well with Effective Branding Strategies. Considering the factors Registration, Positioning, Dialogue and Relationship are finding highly significant towards the Effective Branding Strategies for long term success of Apparel Industry of Pakistan. It qualifies that variables related to these factors are important for the effective branding strategies.

Conclusion

It has been concluded from stated literature and in the introduction part of this research paper that branding is the crying need for today's competitive global business world. As brand differentiate a product from other products and gives name and recognition of any commodity or product through which distinct nature or attributes can be portrayed by having effective branding strategies. This can be observed through the performance of the nations who invested and pursued for value addition from the perspective of their Apparel Industry they succeeded in international market and reaped enormous benefits out of it in the shape of more profits by selling branded products through which they not only better off from financial perspective but also achieved recognition of their products in international market. Branding helps to achieve long term success by playing integral part in it. It is evident from top brands and their investment in building brands pays off at the end and they are enjoying benefits of building strong brands with the passage of time. Once brands penetrates in the market or becomes successful then it has long lasting impact for the organization and for that particular brand as well. Certain customers so much associated with the brands that they become too much loyal with the brand which ultimately not only gives the financial benefits to organization but also through word of mouth makes new customers. Previously brand was only part of the product but in modern competitive business world it is now a dialogue which having the key element of effective branding strategy through which corporate image also been created. Brand creates a strong and distinctive image. Brand in modern era performs an economic function in the mind of consumer and customer which raised the importance of brand. In current competitive global business world organizations are more focusing on brand orientation through which an organization revolves around the creation, development and protection of brand. These are the reasons due to which to get long lasting competitive edge Pakistan Apparel Industry needs branding of their products as others are doing and improving their brands with the passage of time. In current modern era brands with human resource of

organization considered to be the most valuable assets of the organization as brand derives the most strategic and investment decisions which further showing that how important brands becomes now. This discussion emphasizing the importance of brands which is the crying need of today's modern competitive business world due to which branding in textile industry of Pakistan is essential to achieve long term success or to sustain competitive advantage over other competitors. In other way somebody else will come up with good enough brands at competitive prices that will fetch the share of Pakistan Apparel industry and this business is ever evolving and ever changing with changing markets as well. By aligning effective branding strategies, dialogue is one of the pertinent factors which are not only involving the customer / consumer of any organization but also this dialogue are between the internal stake holders of organization like having with different functions as well. Like Marketing have to discuss regarding the desired objectives of brand with finance department, with HR department, with production as they have to play their part because their participation is essential to achieve end fruitful gains. Brand has an ability to create and appreciate its value which is the ultimate purpose of any business to achieve enduring desired results. Brands help to achieve enduring desired results with their tangible and intangible values through which an organization make their mark in the industry. Brands create brand equity which form brand association, loyalty of brand, perceived quality and other behavioral factors as well which is essential to compete in current competitive business world. Without brands an organization and industry cannot get any of above association from their customers / consumers.

Currently Pakistan is producing high quality textile products for many renowned world's top brands like Levis, Next, J.C Penny, Nike etc. but these brands are actually reaping benefits out of the transactions as they just only pay few dollars / Euros / Pounds to Pakistani Apparel entities by getting benefits of cheap labor which is also depicted in model with Apparel entity customer brands. But these international brands charge high prices from their customers for these products and in the end these brands gets recognition as well while Pakistan Apparel industry not getting their desired recognition. The transaction amount is not also well enough with respect to efforts they are putting in making products though everything is made here in Pakistan. So to achieve long term success branding is today's crying need for Apparel industry of Pakistan. By having own brands which is also depicted in model then they will have direct access to international markets, direct dialogue with customer / consumer through which they not only have more fruitful results in the shape of more increased transaction amount. If we see from other perspective of recognition of products through which they'll be able to build brand equity and good will not only for their products but for their organizations as well. It is evident that effective branding strategies play a vital role in building a good brand and to achieve desired objectives. Pakistani Apparel industry is lacking well behind in the context to build or pursue brands in result there is very little efforts has been made to make effective branding strategies. This study explored key factors which influence effective branding strategies through which Pakistan Apparel industry will be able to achieve long lasting enduring results and success. It is evident from literature and from the analysis of this study that registration which is one of the pertinent factors of effective branding strategies has a positive relationship and impact on effective branding strategies.

Correlations[a]		Registration	Positioning	Dialogue	Relationship	Effective Branding Strategies
Registration	Pearson Correlation	1	.792[**]	.782[**]	.793[**]	.842[**]
	Sig. (2-tailed)		.000	.000	.000	.000
Positioning	Pearson Correlation	.792[**]	1	.908[**]	.908[**]	.836[**]
	Sig. (2-tailed)	.000		.000	.000	.000
Dialogue	Pearson Correlation	.782[**]	.908[**]	1	.881[**]	.927[**]
	Sig. (2-tailed)	.000	.000		.000	.000
Relationship	Pearson Correlation	.793[**]	.908[**]	.881[**]	1	.887[**]
	Sig. (2-tailed)	.000	.000	.000		.000
Effective Branding Strategies	Pearson Correlation	.842[**]	.836[**]	.927[**]	.887[**]	1
	Sig. (2-tailed)	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).						
a. Listwise N=261						

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Registration, Positioning, Dialogue, Relationship[a]		. Enter

a. All requested variables entered.

b. Dependent Variable: Effective Branding Strategies

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960[a]	.922	.919	.27533

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.515	4	23.379	308.395	.000[a]
	Residual	7.960	105	.076		
	Total	101.475	109			
a. Predictors: (Constant), Registration, Positioning, Dialogue, Relationship						
b. Dependent Variable: Effective Branding Strategies						

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.424	.121		-3.493	.001
	Registration	.303	.050	.285	6.000	.000
	Positioning	-.367	.073	-.398	-5.051	.000
	Dialogue	.752	.071	.737	10.555	.000
	Relationship	.391	.074	.373	5.271	.000
a. Dependent Variable: Effective Branding Strategies						

Through registration a customer / consumer can easily recognized and recall a brand. Once an entity able to create recognition of their brands then it will be very easy for them to make a certain image in the mind of customer / consumer at the same time it is creating an association of recalling for that particular brand/s. Registration is building block on which certain image of product can be build in the mind of customer / consumer. It is very essential for the entities of Apparel industry of Pakistan that they should focus on registration by pursuing the journey from Apparel entity customer brand to Apparel entity own brand so that they can reap the benefit for a building block to make certain image of their brand in the mind of customer / consumer. As it is evident from literature depicted in this study and from analysis that positioning is another key factor and has a positive relationship with effective branding strategies which is to create certain image of product in the mind of customer / consumer. Once certain image of product will be made in the mind of customer / consumer then brand will be easily penetrated and inculcated to achieve desired objectives. It is important for the entities of Apparel industry of Pakistan that they should focus on positioning as it is an important pertinent factor of effective branding strategies through which they can make certain image of their products in the mind of customer / consumer. Communication is very important for any organization whether it is with internal stake holders or with customer / consumer but in modern business world it is not much prevailing as here comes the new phenomenon of dialogue. Communication is all about selling but dialogue is all about sharing. Once an organization starts sharing with its customer / consumer then they will have a sense of warmth and feel security about that organization or in other words for brand/s. It is evident from literature review and analysis that dialogue is one of the pertinent factors of effective branding strategies through which fruitful results can be achieved to build a brand and to make it successful. Pakistan Apparel industry entities should focus on dialogue as this is one of the pertinent factors of effective branding strategies through which brand success can be achieved. Relationship is another pertinent factor of effective branding strategies through which brand success can be achieved. Once an organization has good relationship with their customers / consumers then they will have loyalty and attitudinal commitment with that particular organization or brand/s which ultimately give long term benefits to organization. It is evident from literature review and from analysis of this variable that it has an impact and positive relationship with effective branding strategies. As this variable positively affect effective branding strategies then long term success can be achieved by pursuing it efficiently. Pakistani Apparel industry entities should focus on this factor to achieve long term success by implementing it in an appropriate manner.

After a long discussion, research, collection of data, reading articles, research papers, research thesis, application of different kind of tests like descriptive, regression, correlation etc I conclude that registration, positioning, dialogue and relationship have significant impact and effect on effective branding strategies for the long term success of Apparel industry of Pakistan. So it is the crying need of today that Apparel industry professionals should focus on these stated factors for effective branding strategies through which they'll not be able to build brands but can sustain them for long term success of Apparel industry of Pakistan.

Recommendations:

According to my opinion following are the recommendations in the context of Apparel industry of Pakistan to achieve long term success.

• Pakistan Apparel industry entities have to build brands to secure their recognition around the globe for value added finished goods.

• They have to focus on the pertinent factors which are depicted in this study for effective branding strategies to achieve long term success like on registration, positioning, dialogue and relationship.

• Ministry of Textile Industry should instigate and support the growth of a cluster-based textiles vision.

• Research and development is the area where this industry is lacking. Aptma (All Pakistan textile Mills association) have to take steps through which research and development culture can be instigated in the entities of this industry. They have to give support to the entities of this industry so that they'll be able to start and then carry on this research and development process and with the passage of time this research and development side can be strengthened up to high class international standards.

• Supply chain is another area where Apparel entities are fragile. They have to take measures to improve this grey area.

• Pakistan Apparel industry entities also need government support and coordination to have a cohesive effort for better results like joint effort for conduction of new exhibitions of textile products around the globe.

• Training part is also lacking in this industry so a joint effort is required from government or with other private institutes where training, awareness and educational programs initiated for the grooming and betterment of professionals and employees to enhance their skills to achieve better results.

• Business should focus on relationships rather than transactions. It is needed to make uncompromised efforts for better relationship with customers / consumers.

• Apparel industry has to focus on strategic partnerships with other global entities so that cohesive efforts can be made to fetch different markets by using the expertise of each other respective market research and know how.

• There is also need to invest in IT infrastructure, the system like Sap and ERP so that entities can reap benefits of these systems and at the same time compliance is also necessary.

• Value is more important than anything else so that they have to focus more on what the value they are giving to customer / consumer.

• Global market research is very important to know about the trends and demand of Apparel products. So these entities have to focus on market research from time to time to get up-to-date knowledge of market.

• There is need to invest much more on the development of human resource as in current competitive business global world better human resource is the decisive factor which ultimately affect on the performance of an entity / organization and collectively on industry.

• Government should support and they have to give subsidy to this sector so that they can operate with low energy / electricity cost and then this sector can compete competitor like China as there is no / minimal charges for them to use electricity.

Areas for future research:

There are areas where I feel that future research can be done specifically for Apparel industry of Pakistan. To dig out key factors of international retailing for Apparel products of Pakistan

is one of the area where future research can be done and it will also be helpful for industry to find out what are the key factors which influence international retailing at the same time by contributing body of knowledge because little work has been on this topic from the perspective of Pakistan. I've done my research purely from the context of branding and to dig out the pertinent factors of effective branding strategies but there is need to unfold the key factors of international retailing for Apparel products of Pakistan. This research can be done from mixed method like from both qualitative and quantitative perspective so that findings can be dig out from the analysis will have mixed method results. This will help industry that which key factors will have an impact on international retailing on which they can focus to go for the retailing of their products / brands. Ultimately this will help to sell the products and brands of Pakistan Apparel products in International market.

References

AAKER, DAVID A. (2004a), *Brand Portfolio Strategy. Creating Relevance, Differentiation, Energy, Leverage and Clarity*. New York, Free Press.

----- (2004b), "Leveraging the Corporate Brand" California Management Review, 46 (3), 6-18.

AAKER, DAVID A. AND ERICH JOACHIMSTHALER (2000), *Brand Leadership*, London, Free Press.

AAKER, JENNIFER L. (1997), "Dimensions of Brand Personality", *Journal of Marketing Research*, 34 (August), 347-356.

BALDAUF, ARTUR, KAREN S. CRAVENS, AND GUDRUN BINDER (2003), "Performance Consequences of Brand Equity Management: Evidence from Organizations in the Value Chain", *Journal of Product and Brand Management*, 12 (4), 220-236.

BALMER, JOHN M.T. AND EDMUND R. GRAY (2003), "Corporate Brands: What Are They? What of Them?", *European Journal of Marketing*, 37 (7/8), 972-997.

BALMER, JOHN M.T. AND STEPHEN A. GREYSER (Eds.) (2003), *Revealing the Corporation: Perspectives of Identity, Image, Reputation, Corporate Branding and Corporate-Level Marketing*, Routledge, London.

BENDIXEN,MIKE, KALALA A. BUKASA, AND RUSSELL ABRATT (2003), "Brand Equity in the Business-to-Business Market", *Industrial Marketing Management*, 33, 371-380.

BLUMENTHAL, DANNIELLE AND ALAN J. BERGSTROM (2003), "Brand Councils That Care: Towards the Convergence of Branding and Corporate Social Responsibility", *Brand Management*, 10 (4/5), 327-341.

CHEN, ARTHUR C.H. (2001), "Using Free Association to Examine the Relationship Between Characteristics of Brand Associations and Brand Equity", *Journal of Product and Brand Management*, 10 (7), 439-451.

DAVIS, SCOTT M. (2002), *Brand Asset Management: Driving Profitable Growth through Your Brands*, San Francisco, Josey Bass.

DAVIS, SCOTT M. AND MICHAEL DUNN (2002), *Building the Brand-Driven Business: Operationalize Your Brand to Drive Profitable Growth*, San Francisco, Josey Bass.

DE CHERNATONY, LESLIE (1999), "Brand Management Through Narrowing the Gap Between Brand Identity and Brand Reputation", *Journal of Marketing Management*, 15, 157-179.

DE CHERNATONY, LESLIE AND SUSAN SEGAL-HORN (2001), "Building on Services' Characteristics to Develop Successful Services Brands", *Journal of Marketing Management*, 17, 645-669.

DOYLE, PETER (2001a), "Building Value-Based Branding Strategies", *Journal of Strategic Marketing*, 9, 255-268.

----- (2001b), "Shareholder-Value-Based Brand Strategies", *Brand Management*, 9 (1), 20-30.

DYSON, PAUL, ANDY FARR, AND NIGEL S. HOLLIS (1996), "Understanding, Measuring, and Using Brand Equity", *Journal of Advertising Research*, 36 (6), 9-21.

FARQUHAR, PETER H. (1989), "Managing Brand Equity", *Marketing Research*, 1 (September), 24-33.

FARQUHAR, PETER H., J. Y. HAN, AND Y. IRIJI (1991), *Recognizing and Measuring Brand Assets*, Report 91-119, Marketing Science Institute, Cambridge, MA.

FOURNIER, SUSAN (1998), "Consumers and Their Brands: Developing Relationship Theory in Consumer Research", *Journal of Consumer Research*, 24 (March), 343-373.

GOBÉ, MARC (2001), *Emotional Branding: The New Paradigm for Connecting Brands to People*, New York, Allworth Press.

----- (2002), *Citizen Brand: 10 Commandments for Transforming Brand Culture in a Consumer Democracy*, New York, Allworth Press.

HATCH, MARY JO AND MAJKEN SCHULTZ (2003), "Bringing the Corporation into Corporate Branding", *European Journal of Marketing*, 37 (7/8), 1041-1064.

HUSTED, BRYAN W. (2003), "Governance Choices for Corporate Social Responsibility: to Contribute, Collaborate or Internalize?", *Long Range Planning*, 36, 481-498.

KAPFERER, JEAN-NOËL (1997), *Strategic Brand Management*, Great Britain, Kogan Page.

KELLER, KEVIN LANE (1993), "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity", *Journal of Marketing*, 57 (January), 1-22.

----- (2003a), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, Upper Saddle River, Prentice Hall.

KIM, HONG-BUMM, WOO GON KIM, AND JEONG A. AN (2003), "The Effect of Consumer-Based Brand Equity on Firms' Financial Performance", *Journal of Consumer Marketing*, 20 (4), 335-351.

KING, STEPHEN (1991), "Brand Building in the 1990's", *Journal of Marketing Management*, 7 (1), 3-13.

KNOX, SIMON AND DAVID BICKERTON (2003), "The Six Conventions of Corporate Branding", *European Journal of Marketing*, 37 (7/8), 998-1016.

KOHLI, CHIRANJEEV AND MRUGANK THAKOR (1997), "Branding Consumer Goods: Insights form Theory and Practice", *Journal of Consumer Marketing*, 14 (3), 206-219.

KOTLER, PHILIP (2000), *Marketing Management. The Millennium Edition*, Upper Saddle River, Prentice Hall.

LASSAR,WALFRIED, BANWARI MITTAL, AND SHARMA ARUN (1995), "Measuring Customer-Based Brand Equity", *Journal of Consumer Marketing*, 12 (4), 11-19.

LOGMAN, MARC (2004), "The LOGMAN Model: A Logical Brand Management Model", *Journal of Product and Brand Management*, 13 (2), 94-104.

MCADAM, RODNEY AND DENIS LEONARD (2003), "Corporate Social Responsibility in a Total Quality Management Context: Opportunities for Sustainable Growth", *Corporate Governance*, 3 (4), 36-45.

MCALEXANDER, JAMES H., JOHN W. SCHOUTEN, AND HAROLD F. KOENIG (2002), "Building Brand Community", *Journal of Marketing*, 65 (January), 38-54.

MCWILLIAM, GIL AND ANGELA DUMAS (1997), "Using Metaphors in New Brand Design", *Journal of Marketing Management*, 13, 265-284.

MOTAMENI, R. AND M. SHAHORKHI (1998), "Brand Equity Valuation: A Global Perspective", *Journal of Product and Brand Management*, 7 (4), 275-290.

MUNIZ, ALBERT M. JR. AND THOMAS C. O'GUINN (2001), "Brand Community", *Journal of ConsumerResearch*, 27 (March), 412-432.

PARK, C. WHAN, BERNARD J. JAWORSKI, AND DEBORAH J.MACINNIS (1986), "Strategic Brand Concept-Image Management", *Journal of Marketing*, 50 (October), 135-145.

SCHMITT, BREND H. (1999), *Experiential Marketing: How to Get Customers to Sense, Feel, Act and Relate to Your Company and Brands*, New York, Free Press.

SHOCKER, A.D., R.K. SRIVASTAVA, AND R.W. RUECKERT (1994), "Challenges and Opportunities Facing Brand Management: An Introduction to a Special Issue", *Journal of Marketing Research*, 31 (May), 149- 158.

SCHULTZ, MAJKEN AND MARY JO HATCH (2003), "The Cycles of Corporate Branding: The Case of the LEGO Company", *California Management Review*, 46 (1), 6-26.

SIMON, CAROL J. AND MARY W. SULLIVAN (1993), "The Measurement and Determinants of Brand Equity: a Financial Approach", Marketing Science, 12 (Winter), 28-52.

SMITH, CRAIG N. (2003), "Corporate Social Responsibility: Whether or How?", *California Management Review*, 45 (4), 52-76.

SMITH, SCOTT M. AND DAVID S. ALCORN (1991), "Cause Marketing: A New Direction in the Marketing of Corporate Responsibility", *Journal of Services Marketing*, 5 (4), 21-37.

SPEAK, KARL D. (1998), "Brand Stewardship", *Design Management Journal*, Winter, 32-37.

SRIVASTAVA, R.K AND A.D. SHOCKER (1991), Brand Equity: A Perspective on its Meaning and Measurement, Report 91-124, Marketing Science Institute, Cambridge, MA.

THAKOR, MRUGANK V. AND CHIRANJEEV S. KOHLI (1996), "Brand Origin: Conceptualization and Review", *Journal of Consumer Marketing*, 13 (3), 27-42.

THAKOR, MRUGNAK V. AND ANNE M. LAVACK (2003), "Effect of Perceived Brand Origin Associations on Consumer Perceptions of Quality", *Journal of Product and Brand Management*, 12 (6), 394-407.

UNDERWOOD, ROBERT, EDWARD BOND, AND ROBERT BAER (2001), "Building Service Brands Via Social Identity: Lessons From the Sports Marketplace", *Journal of Marketing Theory and Practice*, 9 (Winter), 1-13.

URDE, MATS (1999), "Brand Orientation: A Mindset for Building Brands into Strategic Resources", *Journal of Marketing Management*, 15, 117-133.

----- (2003), "Core Value-Based Corporate Brand Building", *European Journal of Marketing*, 37 (7/8), 1017-1040.

YOO, B. AND N. DONTHU (2001), "Developing and Validating a Multidimensional Consumer-Based Brand Equity Scale". *Journal of Business Research*, 52, 1-14.

Gordon, G.L., Calantone, R.J., and di Benedetto, C.A., 1993. Brand Equity in the Business-to-Business Sector: An Exploratory Study. Journal of Product and Brand Management. 2(3), 4-16.

Hague, P., and Jackson, P., 1994. The Power of Industrial Brands: An Effective Route to Competitive Advantage. London: McGraw Hill.

Hutt, M.D., and Speh, T.W., 1998. Business Marketing Management: A Strategic View of Industrial and Organisational Markets, sixth edition. Fort Worth: Dryden Press.

Hutton, J.G., 1997. A Study of Brand Equity in an Organisational-Buying Context. Journal of Product and Brand Management. 6(6), 428-439.