



**THE EFFECT OF POSITIONING ON CUSTOMER LOYALTY: A
EMPERICAL STUDY ON ANCHOR MILK PRODUCTS
ETHIOPIA S.CO**

A Thesis Submitted to School of Commerce of the Addis Ababa
University for the Partial Fulfillment for the Requirement of Master of
Art in Marketing Management

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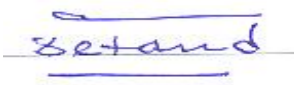

February, 2024
Addis Ababa, Ethiopia

APPROVAL

We attest to having perused and approved Hana Tsegaye's thesis, "The effect of Positioning on Customer Loyalty in the case of Anchor Milk Powder Share Company," which was submitted to the Addis Ababa University School of Commerce This work, in our opinion, fulfills the prerequisites for earning a master's degree in marketing management.

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Statement of the declaration

Hereby, Hana Tsegaye certifies that the research paper titled "the effect of positioning on customer loyalty in the case of Anchor Milk Share Company" is entirely original with no usage of material from any other source for any other university requirement. All information used in the study has been properly cited.

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Acknowledgement

Firstly, I am grateful to God for all of his blessings and grace, for leading me through life, and for enabling me to finish my paper. I would also particularly want to convey my sincere appreciation to my advisor, Dr. Mesfin Workineh, for his assistance, support; advice, knowledge, and mentorship have greatly influenced this thesis. As for the responses to the questionnaires, I want to thank everyone for their willingness, endurance, and trust.

Furthermore, I also want to express my gratitude to my parents for their unwavering encouragement and support during my studies. And special thanks for my husband gave me unwavering support, understanding, and encouragement during my academic career; His unwavering dedication and commitment have been an inexhaustible source of inspiration and strength.

TABLE OF CONTENT

Acknowledgement.....	i
List of Table.....	VI
List of Figure.....	vii
Abstract.....	viii

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study.....	1
1.1.1 Background of the Company.....	4
1.2 Statement of the Problem.....	5
1.2.1 Basic Research Questions.....	9
1.2.2 Sub Research questions.....	9
1.3 Objectives of the Study.....	10
1.3.1 General Objective	10
1.3.2 Specific Objectives	10
1.4 Significance of the Study	10
1.5 Scope of the Study	11
1.6 Limitation of the study.....	12
1.7 Organization of the Study.....	12
1.8 Definition of Terms.....	12

CHAPTER TWO REVIEW OF RELATED LITERATURE

2. Introduction.....	14
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2.1 Theoretical Review.....	14
2.1.2 Concept of Positioning.....	16
2.1.2.1 Positioning as Customer Perception.....	16
2.1.2.2 Positioning as Value Proposition or Creator.....	17
2.1.2.3 Positioning as a builder of customer relationship.....	17
2.1.2.4 Positioning as Competitive Advantage.....	17
2.1.2.5 Positioning as Communication or promotional tool.....	18
2.1.3 Objective of Positioning.....	18
2.1.4. Positioning Map and Market Research.....	19
2.1.5. Customer Loyalty.....	20
2.1.6 How to Determine if you're Brand Position is Strong.....	22
2.2 Empirical Review.....	25
2.2.1 Relevance and Customer Loyalty.....	27
2.2.2 Differentiation and Customer Loyalty.....	28
2.2.3 Delivery and Customer Loyalty.....	28
2.2.4 Communication and Customer loyalty.....	28
2.2.5 Durability and Customer Loyalty.....	29
2.2.6 innovation and Customer Loyalty.....	29
2.2.7 Brand Reputation and Customer Loyal.....	30
2.3. Conceptual Framework.....	30
CHAPTER THREE	
RESEARCH DESIGN AND METHODS	
3.1. Research Approach.....	32

3.2. Research Design.....	32
3.3 Data Type and Data Source.....	33
3.4 Population of the study.....	34
3.5 Sampling Procedure.....	34
3.5.1 Sampling Size.....	34
3.5.2 Sampling Technique.....	35
3.6 Data Analysis and Technique.....	35
3.7 Reliability and Validity.....	36
3.8 Ethical Consideration.....	37

CHAPTER FOUR

DATA ANALYSIS, PRESENTAION AND INTERPRETATION

4.1 Introduction.....	38
4.2 Descriptive Statistics.....	38
4.2.1 Respondents Profile.....	38
4.2.2 Mean and Standard Deviation.....	41
4.3 Correlation Analysis.....	41
4.4 Assumption of multiple regression	44
4.4.1 Assumption 1 Normality Test.....	44
4.4.2 Assumption 2 Linearity Test.....	45
4.4.3 Assumption 3 Multicollinearity Test.....	46
4.4.4 Assumption 4 - Homoscedasticity Test.....	47
4.5 Regression Analysis.....	48
4.5.1 Result of the Regression Analysis.....	50

4.5.2 Hypothesis Testing.....51
4.6 Discussion of Result.....54

CHAPTER FIVE

5. Summary, Conclusion and Recommendation.....57
5.1 Introduction.....57
5.2 Summary of Finding.....57
5.3 Conclusion.....59
5.4 Recommendation.....61
Reference.....62
Appendix I.....67
Appendix II.....74
Appendix III.....79

List of Table

Table #	Title	Page
1	reliability Test.....	36
4.1	Gender of Respondents	38
4.2	Age of the Respondent	39
4.3	Educational level of the Respondents	39
4.4	Income of the respondents	40
4.5	products usability of the respondents.....	40
4.6	Longtime customer of the respondents.....	40
4.7	Descriptive Statistics of Variables.....	41
4.8	Correlation Analysis	42
4.9	Skewness and Kurtosis of Variables	44
4.10	Multicollinearity Test.....	47
4.11	Model Summary	48
4.12	Table 4.12 ANOVA.....	49
4.12	Result of the Regression Analysis.....	50
4.13:	Summary of the tested Hypothesis.....	54

List of Figure

Figure One: - Conceptual framework.....	31
Figure 4.1: Normality Test	45
Figure 4.2: Linearity Test	46
Figure 4.3 Homoscedasticity Test.....	48

Abstract

The purpose of the study is to determine how numerous positioning factors—such as relevance, differentiation, delivery, communication, durability, innovation and brand reputation affect Anchor Milk's ability to retain customers. 384 questionnaires in all were circulated; 384 of them were gathered and utilized for analysis. For the sampling process, purposive sampling was employed. The sources of the data were primary and secondary data. The research employed a correlational design, and regression analysis was performed to determine the relationship between each of the independent variables, depend variable and the independent. The loyalty of customers a 5-point Liker-scale questionnaire was used to gather primary data from 384 participants. Using IBM's SPSS software 27, the survey questionnaire results were gathered and examined. Package Using IBM's SPSS software, the survey questionnaire results were gathered and examined. Seven variables were examined, and it was found that all components except for innovation had a significant effect on consumer loyalty. Consequently, the greatest influence on consumers' loyalty was derived from the differentiation correlation (0.884) and ($\beta=.526$, $P=<.000$), which was followed by the communication correlation (0.876) and ($\beta=.413$, $P=<.000$). Customers' loyalty was also found to be influenced by relevance, delivery, durability, and brand reputation, while innovation ($\beta= -.048$, $P=.227$) had no effect. Consequently, recommendations for Anchor milk owners include focusing their resource on factors in which they excel while maintain important factors such as differentiation, communication, delivery, and brand reputation to ensure they remain relevant and profitable in a highly competitive industry

Keywords: Customer loyalty, Positioning, Relevance, Differentiation, Delivery, Communication Durability, Innovation and Brand Reputation

CHAPTER ONE

Introduction

This study aims to assess how positioning affects consumer loyalty for Ethiopia Share Company's Anchor milk products. The present chapter provides an overview of the study, including its, the background of the study, statement of the problem, research question, objective of the study, significance of the study, scope of the study, limitations of the study, the definition of terms, and organization of the study.

1.1 Background of the study

Three phases or trends have been seen in marketing: in the 1950s and 1960s, product management was prioritized, and in the 1970s and 1980s, customer management took center stage. It underwent more evolution in the 1990s and 2000s when brand management was added. Setiawan, Kartajaya, and Kotler (2010).

The power of globalization of markets and other forces such as information technology, deregulation, changes in legislative framework, increased advertising and stiff competition has made customers more educated, more inquisitive and demanding (Capron &Hulland, 1999). Because of this marketing philosophies have changed, posing serious challenges to the survival and profitability of firms. The main philosophies that guide marketing related decision of a company is marketing concept and it has passed through the following three level, which starts from a focus of Product management in the 1950s and 1960s to customer management in the 1970sand 1980s. It then evolved further and added the discipline of brand management in the 1990sand the 2000s (Kotler, Kartajaya, and Setiawan, 2010).

In 1950s and 1960s of Product concept stage the main function of marketing was to generate

demand for products. The products were fairly basic, cheap and available. Thus, in consumers' minds, many products were seen as commodities because they had no distinct positioning, which made demand scarce. Marketers realized that to effectively generate demand, "customer" should replace "product" at the heart of all marketing activities. This trend forced marketers to be customer oriented for the sake of providing greater customer value and satisfaction than their competitors do, in this era strategies such as segmentation, targeting, and positioning (STP), was introduced. However, to generate demand, it was no longer enough to target the customer's mind with the classic positioning model, this phenomenon leads to the birth of brand management concept. The brand management concept is the extension of customer orientation concept which is also defined as a consonant triangle of brand, positioning, and differentiation (Kotler, Kartajaya, and Setiawan, 2010). To win the consumers, businesses have to ride on unique selling propositions to stay ahead of the competitors (Kotler, 2006). In this era marketers understood how every marketing activity should be derived from the needs, wants & demand of the ultimate customer and needs to develop strategies for gaining competitive advantage by building customer relationship based on superior customer value, superior satisfaction and superior quality. Both customer management and brand management concept broadly holds the positioning concept. This is due to, the whole idea of positioning focused on delivering customer satisfaction than competitors through the help of marketing tools called perceptual mapping & market research.

Customer oriented era is the birth of modern marketing concept. As customers are bombarded with cheaper substitute products to choose from, they become more aware of their tastes and preferences (Kotler, 2002).

Positioning is the use of marketing to enable people to form a mental image of your product in their minds (relative to other products). Positioning is how the product or service is to be

perceived by a target market compared to the competition. It answers the question: “Why will someone in the target market(s) buy my product or service instead of the competitions?” An equivalent question is: “What should be the perceived value of my offering compared to the competitions?” (Kotler, 2002). Positioning is the way a company wants customers to perceive, think and feel about its brand versus competitive entries (Janiszewska&Insch, 2012). Positioning is a process of formulating a marketing mix that locates a product and/or service in the mind of the customer more favorably than in relation to alternative services offered by competitors with the aim of achieving competitive advantage (Semen, 2010). According to Morrison & Anderson, (2002) “Positioning begins with the customer. But positioning is not so much what you say about your products or company as much as it is what your customers say about you”. Positioning is the act of identifying a market niche for a brand, product or service utilizing traditional marketing placement strategies (i.e. price, promotion, distribution, packaging, and competition). Also positioning is defined as the way by which the marketers create impression in the customers’ mind (Kotler, 2002). It is also the act of designing the company’s offerings and image to occupy a distinctive place in the target market ‘s mind (Levi, 2011). Kotler & Armstrong (2011), define Positioning as arranging for a product to occupy a clear, distinctive, and desirable place relative to competing products in the minds of target consumers. Generally, positioning focuses on delivering personally relevant product to a target audience, providing differentiation in relative to competitors; delivering the highest customers’ value; and direct marketing communication which retain in the mind of prospective customers.

An increase and retention of customer loyalty has become a key factor for long-term success of any organization, loyal customer will also help promote the organization. They will provide strong word-of-mouth, create business referrals, provide references, and serve on advisory boards. According to (Li and Green,2010) loyal customers serve as a fantastic marketing force

by providing recommendations and spreading positive word-of-mouth; those partnerships like activities are the best advertising a company can get. Bowen and Shoemaker (1998) found loyal customers had higher purchases than non-loyal customer. Customer loyalty is the result of successful marketing strategy in competitive markets that creates value for consumers (Li & Green, 2010).

The milk powder industry in Ethiopia has been growing steadily. The market for milk powder in Ethiopian is competitive. Competition in the milk powder industry is driven by factors such as product quality, pricing, branding, distribution channel, and marketing strategies. Additionally, consumer preference, including taste, nutritional value, packaging, play a significant role in shaping competition within the market. The milk powder business, like any other business, does come with its own set of risks. Positioning strategies for milk powder business are crucial for establishing a strong brand and capturing market share. By carefully selecting and implementing positioning strategies, a milk business can effectively differentiate itself in the market. The objective of the study is to identify the factors that affect customer loyalty in study Anchor milk powder It also aims at prioritizing the identified determinant factors based on their importance.

1.1.1 Background of the Company

Faffa Foods S.C. (30%) and Fonterra (70%)—a well-known dairy cooperative from New Zealand—join forces to form Anchor Milk Products (Ethiopia) Share Company. It generates and markets the top milk brand in Ethiopia is Anchor. Founded in 1886, Anchor was initially introduced to the country as a nationwide brand of Anchor's Fortified Milk Drink in August 2015. Ethiopia would meet its 2030 target to abolish child malnutrition earlier if it were possible to produce fortified milk drinks locally. This is known as the Sekota Declaration. At the moment, Fonterra holds a third of the global dairy trade and is the leading exporter of dairy products

worldwide. Approximately 13,000 dairy farmers work together as a collective. Five distinct sizes of consumer cans and sachets—25g, 300g, 400g, 900g, and 2.5kg—are available for the fortified milk powder produced by the business.

Vision

To become the most reliable and well-known global brand that inspires and remains dedicated to our partners, consumers, and employees while being the most reliable source of dairy nutrition worldwide.

Mission

Provide top-notch goods and services so that our customers will come back to us or suggest us to others, our suppliers will view us as a top priority, our staff will feel proud of their work, and investors will be urged to join forces with us. Additionally, by 2025, we want to create a globally significant cooperative that improves the lives of two billion people.

Positioning Statement

“Anchor Milk powder: trusted for generation, our premium quality milk powder delivers the goodness of New Zealand dairy in every glass. with a rich heritage and a commitment to purity and quality, Anchor milk powder is the choice for families seeking nourishment and satisfaction. enjoy the taste of natural goodness with Anchor milk powder.”

1.2 Statement of the problem

Developing a strategy to set oneself apart from competition is crucial for firms that are finding it difficult to stand out in a crowded market. Their target market needs to be understood and met, great customer service must be offered, and a distinctive positioning that appeals to customers must be developed. Generating a unique product that appeals to customers and enables the

business to surpass its rivals is the difficult part. Additionally, offering outstanding customer service is essential for companies to stand out from the competition. This can involve going above and above to satisfy customers' demands, responding promptly to their questions and comments, and offering individualized and attentive service. From a product and selling philosophies by doing this, companies can provide their clients with an enjoyable and unique experience that will help them stand out from the competition and win over new clients.

Kotler (1999) a key component of marketing strategy is positioning, which entails giving a product or service a unique identity and image in the eyes of the target market. Businesses may stand out from the competition and draw in and keep clients by presenting their products in an original and enticing manner. This can be done by highlighting particular qualities, advantages, or principles that matter to the intended audience in order to establish a strong and enduring position in the market. In the end, effective positioning can help companies surpass their rivals by fostering enduring client relationships and raising customer satisfaction levels.

Sengupta's concept emphasizes how crucial it is to take into account the product's ability to satisfy the requirements and desires of the client as well as the emotional and rational components of positioning. A brand can establish a strong and relevant position in the market with the aid of this all-encompassing positioning strategy. For it to be successful, the target audience must be successfully informed of the product or service's distinctive value and advantages. Comprehending the viewpoint of the clientele and matching the brand's posture to their requirements and preferences is necessary for this. By doing this, the company can establish a solid rapport with the client. Profitable it must offer a set of clear advantages to the consumer. As noted by Kotler et al 1999 the secret to attracting as well as keeping customers is to deliver greater value and to comprehend client demands and buying behaviors better than rivals as a result it is possible to state how successful positioning can lead to more loyal clients since the concept of

positioning is derived from the viewpoint of the consumer with the aid of tools such as market research and perceptual maps and it is also created with comparison of the offers of competitors. Various studies have also noted how positioning is a crucial marketing choice that influences every aspect of the marketing process. Positioning is a potent tool that enables the organization to forge an identity or image. According to Sullivan, 2011 the main concern is whether your product is well positioned in an effective and efficient way within the customer set value perception as failure to do so will have a detrimental effect on the company's goal achievement positioning for your market product or brand is not sufficient. What matters is not what you do, but how you do it. As demonstrated by Chauduri and Holbrook (2001), brand loyalty is directly correlated with both purchase and attitudinal loyalty. More authors have emphasized the significance of trust in uncertain situations (Morgan and Hunt, S.D. 1995). Effective positioning aids businesses in both short-term customer acquisition and long-term customer relationship building (Akpoymare, Adeosun, and Ganiyu, 2013).

According to studies, positioning must be legitimate, relevant to the audience, distinct (unique) from the competition, and conducive to the organization's expansion (Janiszewska and Insch, 2012). A strong brand position can get past these four filters, according to Semans (2010): relevance, differentiation, delivery, and communication. Jennifer Rice, of Fruitful Strategy, who Advocates the "4D's Rule" of strong brand positioning, again articulates these dimensions as evaluating positions.

Considering how quickly the sector is expanding and how competitive it is, the study intends to do at Anchor Milk Product on the Ethiopian milk powder market seems topical and attractive. In a market where consumers may quickly move between brands, it is imperative to investigate the impact of positioning on consumer loyalty.

According to Sullivan, 2011 Sullivan makes some important points on how crucial it is to position

product effectively and efficiently in the eyes of the consumer. The statement underscores the importance of a brand not just having a presence in the market, but also making sure that this presence is consistent with the value that customers derive from it. For the business to succeed and keep its customers loyal, this is essential. It's not about what you do, but about how you do it. The fact that no particular research has been done on how positioning affects consumer loyalty in Ethiopia's milk powder market industry, the possible importance of the findings. The research might fill this knowledge gap and offer Anchor Milk Product and other businesses in this industry insightful information. All things considered, the research may yield important insights for the sector and assist businesses such as Anchor Milk Product in improving their positioning tactics to increase customer loyalty. Several academics from different backgrounds are conducting relevant research in various parts of the world. A few of studies, titled "Effect of positioning on customer loyalty case of Ambassador Garment and trading plc (Melaku 2019)," have been carried out in Ethiopia, and the parameters that were employed were relevance, difference, delivery, and communication. Research questions

The fact that no particular research has been done on how positioning affects consumer loyalty in Ethiopia's milk powder market industry, most of the studies are only focused on the effect of positioning on customer loyalty. in the context of our country powder milk company owners may identify different factors that may affect customer loyalty but pinpointing the exact factors seems to be a difficult challenge as we see many powder milk to enhance customer loyalty, gain a competitive edge and going out of business quickly. upon research, the only conducted regarding this topic in recent times was by Melaku (2019). he studies four factors which were relevance, differentiation, delivery, and communication. Although his research may have identified certain factors there were still so many factors that were not studied that may have a significant impact on customer loyalty. research may have contributed to milk powder company and literature; it is

clear to see that there exists a knowledge gap that needs to be studied regarding this topic in our country. the dairy industry, a competitive with consumer preference and behavior. how different positioning strategies employed by Anchor milk powder influence customer loyalty compared to competitors. Given the competitive nature of the industry, owners of the company need to identify the factors considered by customers and how different positioning strategies employed by Anchor milk powder influence customer loyalty compared to competitors.

The researcher attempted to provide answers to the following basic and supporting questions during the course of the study for this work.

1.2.1 Basic research questions

The general objective of the study is to identify the effect of positioning on customer loyalty study on Anchor Milk powder, it also aims at prioritizing the identified determinant factors based on their important.

1.2.2 Sub Research questions

1. What extent does positioning relevance influence a customer loyalty of Anchor milk?
2. What is the effect of product differentiation effect on customer loyalty of Anchor milk?
3. What is the effect of positioning delivery on customer loyalty?
4. What is the effect of positioning communication affects the customer loyalty?
5. To what extent does durability affect the customer loyalty of Anchor milk?
6. What is the effect of innovation, such as the creation of Anchor milk products, on customer loyalty?
7. What is the effect of positioning brand reputation affect customer loyalty of Anchor milk?

1.3 Objective of the study

1.3.1 General Objective of the study

The main goal of this study is to examine how positioning affects customer loyalty Anchor milk.

1.3.2 Specific objective

- To ascertain how the company's positioning relevance affects client loyalty of Anchor milk
- To look at how product differentiated Anchor milk products affect customer loyalty.
- To determine how the company's positioning delivery, affect customer loyalty of Anchor milk?
- To determine the extent to which positioning communication impacts customer loyalty?
- To examine the effect of durability on customer loyalty of Anchor milk?
- To examine the impact of innovation, such as the creation of new, Anchor milk products, on customer loyalty.
- To examine the effect of brand reputation on customer loyalty of Anchor milk

1.4 Significant of the study

The following people have a lot to gain from the study's conclusions, both inside and outside the company. The organization benefited from the study's conclusions. The company's leadership are aware of how to sell and position its Anchor milk product. Additionally, it's essential to guarantee the upkeep of consistent, high standards for product quality. Gaining knowledge of how consumers view Anchor Milk's positioning in relation to rivals outside the company. Furthermore, it is crucial to examine how Anchor Milk is positioned in relation to its competitors. The findings of this research also will provide company owners with valuable information they can use to improve their current operations. This study will indicate factors considered highly by the company to plan strong brand

positioning to grow and gain more loyal customers. Also the study will provide high-level managers may receive proof of how to draw in and keep customers with strategic positioning, and they would comprehend the significance of positioning for their everyday marketing endeavors to ensure long-term brand image of the company. Employees' long-term dedication to their companies in order to obtain a competitive edge and achieve desired performance was positively impacted by this study.

Additionally, the study will supply data for upcoming investigations into Ethiopia's dairy sector. Since there isn't much documented information about this subject in our nation, this study will provide future academics something to work with when they perform research in this area. It will also add to the body of knowledge for later studies on this subject carried out in other regions of Ethiopia.

1.5 Scope of the study

According to Janiszewska and Insch (2012), positioning should be relevant (personally meaningful), different (unique) from the competition, communicable, and deliverable. The "4D's Rule" of good brand positioning, as proposed by Jennifer Rice of Fruitful Strategy, is to be desired by customers, deliverable by the business, unique from the competitors, and long-lasting. The research was encompassing extra elements, such innovation and brand reputation, that have been omitted by certain scholars. Although many factors influence positioning and consumer loyalty, this study used seven positioning parameters.

there are numerous factors that can affect customer loyalty. the study was focus 7 variables that are considered to be the main determinants in 9 the selection of retailers. the geographical boundary of the study is set to the population residing in Addis Ababa.

the study was also cover additional variables left out by some researchers such as innovation and brand reputation which did not receive coverage in most previous studies. (Melaku 2019), studied 4 factors affecting customer loyalty in Addis Ababa.

The study's main information sources examined "The Effect of Positioning on Customer Loyalty" among Addis Ababa clients of Anchor Milk Product retailers. Primary data was collected by using a 5-point Likert-scale questionnaire from 384 respondents

1.6 Limitation of the study

the results of the study can only be applicable to consumers of Anchor milk located in Addis Ababa in a particular geographical location or others customers in other regions. The other limitation of the study is that since convenience sampling was used the results may not represent the entire population of the study.

1.7 Organization of the study

The study was divided into five chapters, the first of which addressed the background, issue statement, research question, and objectives of the study in addition to its importance, scope, and structure. A few important words were also defined. The second chapter contained a theoretical framework and concentrated on pertinent literature pertaining to the primary issues and their subtopics. The conceptual foundation of the investigation is also offered. Design and research methods are the third chapter's primary subjects. The data analysis, presentation, and other pertinent information were the main topics of the fourth chapter. The research paper is brought to a close with a summary, a conclusion, and a suggestion in the last chapter.

1.8 Definition of Terms

- Positioning: The way that marketers want a brand to be seen by customers (or a subset of consumers) in comparison to a competitor brand is known as positioning. In 2009, Lhotáková and Klosová)
- Loyalty is the correlation between behavior and attitude, where conduct is the act of

making a purchase and attitude is defined as the result of engagement, contentment, and trust. The promise to stick with a firm over the long haul is known as loyalty. (BOBÖLCĂ, 2013).

- **Relevance:** According to Lombard (2007), personal importance or relevance asks whether your target audience cares about your unique selling proposition and whether it affects their decision to buy.2011 (Semans).
- **Differentiation:** what sets your brand apart from rivals in the market and serves as a driving force behind consumer preference (Semans, 2010))
- **Delivery:** deals with to assure weather the company actually delivers on is it a promise you will be able to keep over time? (Semans, 2010).
- **Communication:** -speak for the brand and offer a conduit for consumer relations and communication (Lombard, 2007).
- **Durability:** According to Rice (2004), this refers to the product's shelf life or the period during which the product maintains its quality, nutritional value, and safety for consumption.
- According to Nemati, Khan, and Iftekhar (2010), innovation refers to the development of entirely new products, new production techniques, and new market prospects.
- **Brand Reputation:** The way the general public, consumers, rivals, and stakeholders view a brand is referred to as its reputation

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This section includes a review of the relevant resources for the role. It contains a definition, a theoretical explanation, advantages of positing, and positing techniques. This chapter, in general, synthesized earlier empirical research that was done in the domains of proposing, summarizing, and pinpointing the knowledge gaps. The development of the hypotheses and the conceptual framework employed in this study are explained in the final paragraph.

2.1 Theoretical Review

The impact of positioning on consumer loyalty is explained by a number of theoretical frameworks and models. Chang (2013) emphasizes how crucial distinction is to positioning, particularly in a crowded market where customers are inundated with messages from a variety of media outlets. To differentiate themselves from the competition and get customers' attention, businesses must develop distinctive value propositions and successfully convey them to their target market. In this situation, successful positioning tactics may involve knowing the demands of the client, providing distinctive value, achieving operational excellence, product leadership, or close customer relationships. In the end, having a well-defined brand strategy can assist companies in building consumer loyalty and brand recognition, both of which are critical for long-term success. Thus, positioning involves more than just differentiating yourself from the competition; it also involves leaving a lasting impact on customers, which encourages advocacy and loyalty. Key elements in creating consumer commitment and brand loyalty are trust and

reliable brand fulfillment. In the eyes of potential buyers, positioning seeks to place a product in a certain space or role. The consumer makes every rational and sentimental purchasing decision in their head. Kotler's observation from 2002 remains relevant today, as the proliferation of substitute products and the increasing empowerment of consumers continue to shape the competitive landscape. Businesses that can effectively position themselves by understanding and meeting the evolving tastes and preferences of their customers are better positioned to succeed in this dynamic environment (Kotler, 2002). A unique selling proposition (USP) is a key marketing concept that emphasizes the distinct benefits or attributes of a product or service that sets it apart from competitors. By effectively communicating a strong USP, businesses can differentiate themselves in the marketplace and capture the attention of potential customers. (Levi, 2011). Kotler (1999) emphasizes the importance of gaining deep insights into customer needs, preferences, and purchasing behaviors in order to provide greater value than competitors. Offering greater value than competitors can take various forms, such as providing superior product features, offering better customer service, ensuring a seamless buying process, or delivering a more compelling overall brand experience. This emphasis on value creation is essential for attracting new customers and retaining existing ones, as it helps build strong relationships and fosters customer loyalty. According to Dickens (2013), there are three key ways to deliver value: operational excellence/efficiency (lowest price), product leadership and product categories (best product), and customer intimacy (best solution and service). It's difficult to hold a dominant position in the market, but if you clearly state your strategy and build your brand around it, you have a better chance of succeeding. Before making this choice, it is best to have a thorough understanding of your market, including its demographics, segments, and pain points, as well as how well you and your competitors offer solutions, how truly valuable you are, and your strengths and weaknesses (Dickens, 2013). Consumers' perceptions of product attributes help them distinguish one brand from its rivals while positioning attributes meet their needs. Because of this, a good and unique brand positioning can increase

consumers' brand identification, which breeds loyalty. 2001: Romaniuk Any organization's long-term success now heavily depends on the loyalty of its customers, who will also aid in its promotion. They will serve on advisory boards, generate business referrals, and spread positive word of mouth. Raman (1999) asserts that devoted customers are an excellent marketing force because they recommend products and spread good word of mouth; these partnership-like activities are the best advertising a business can receive. Loyal customers made more purchases than non-loyal customers, according to Bowen and Shoemaker's research

From 1998. Morgan and Hunt (1995) make the point that trust is a key factor in determining the commitment of a relationship. Brand trust fosters exchange relationships that are highly valued, which in turn fosters brand loyalty. Brand trust has been linked to both purchase and attitudinal loyalty, according to Chaudhuri and Holbrook (2001).

2.1.2 Concept of positioning

Similar terms like position, positioning, market positioning, product positioning, brand positioning, and others have been used to refer to positioning. Various authors have defined these terms from a variety of points of view that explain the role, purpose, and significance of the concept. By acknowledging that "the various terminologies associated with the concept, i.e. positioning, position, product positioning, market positioning, etc., are simply "several sides of the same coin" and complement each other," Blankson & Kalafatis (1999) also share this reality. From those vantage points, positioning has been defined as the fundamental marketing strategy and the specifics of the marketing mix, as well as the customer perception, value proposition or value creator, customer relationship building and improvement, competitive advantage, image creation, and communication or promotional tool. Some of the definitions include the following:

2.1.2.1 Positioning as Customer Perception

Consumer perceptions of a product's qualities, uses, benefits, and drawbacks in comparison to

rival brands are referred to as product positioning (Kurtz, 2008). Kotler (1999) defined a product's position as the complex collection of consumer perceptions, impressions, and feelings about the product in relation to its competitors. In order to understand how an image is formed, perceptions must be understood as the process of meaning creation whereby the brain recognizes input patterns and recognizes specific elements as intertwined (Heding, Knudtzen, & Bjerre, 2009). Positioning as a Creator or Value Proposition

2.1.2.2 Positioning as Value Proposition or Creator

The brand identity and value proposition, which must be actively communicated to the target audience, include positioning (Semans, 2010). According to Dickens (2013), competitive positioning entails deciding how to distinguish your product and add value for your target market. According to Kotler and Armstrong (2011), the full mix of benefits on which a brand is differentiated and positioned is known as the brand's value proposition.

2.1.2.3 Positioning as a builder of customer relationship

According to Rodrigues, Menegazzo, and Chaves (2014), positioning is the cornerstone on which businesses build their brands and client relationships. Positioning is a first step toward promoting clarity throughout the marketing function and, as a result, improving the customer relationship, according to Semans (2010), who also supports this role.

2.1.2.4 Positioning as Competitive Advantage

The secret to creating a powerful brand and gaining a competitive advantage is brand positioning (Semans, 2010). The company hopes that by doing this, it will be able to establish a competitive advantage that will entice customers in the target market (Baker, 2003). According to Kotler and Armstrong (2011), a company can develop a competitive advantage by establishing a position based on meaningful differentiation and supporting it with the right strategy and implementation.

2.1.2.5 Positioning as Communication or promotional tool

To set their company's offerings apart from those of rivals and to develop promotions that convey the desired position, marketers use a positioning strategy (Kurtz, 2008). Levi (2011) asserts that your organization's marketing team or those in charge of leading marketing and/or promotional activities should be responsible for brand positioning. Positioning is used as a communication tool to reach target customers in a crowded market, as indicated by Merwin's definition from 2005. As a result, positioning is about giving your brand a unique place in the consumer's mind, and key messages are derived from that position (Semans, 2010).

2.1.3 Objective of Positioning

The purpose of product positioning is to keep your product at the forefront of your customers' minds whenever they are thinking about making a purchase. According to Mark (2005), for product positioning to be effective, it must accomplish the following three goals:

- Set or differentiate your product apart from the competition
- Address crucial customer requirements
- Clearly state important aspects of your product (or business)

Successful product positioning strategies should emphasize how your product differs from competitors' offerings; take into account crucial customer buying criteria, and highlight key product features. You need to be well-versed in the following in order to accomplish all three goals:

- How your target market makes purchasing decisions?
- How your competition positions their products?
- What your product has to offer

To gain a competitive advantage, the Positioning Triangle's three interconnected components must be in harmony.

2.1.4 Positioning Map and Market Research

Perceptual mapping, a graphical method for locating objects on a surface, as well as other survey methods and statistical methods like multi-dimensional scaling and correspondence analysis, all help with positioning. These positioning strategies place perceived similar products close to one another and perceive dissimilar products far apart; the location of each circle on the map indicates the brand's perceived positioning, and the size of each circle indicates the brand's relative market share (Kotler & Armstrong, 2011). In accordance with Mark's (2005) recommendation, each product positioning strategy should be periodically evaluated against the following list of attributes.

- Differentiating- Does it compare your strengths to those of the opposition?
- Believable- Will it be accepted by the intended audience?
- Credible- Can you provide evidence to support your claims?
- Sustainable- Will it continue to be relevant to the target audience in the future?
- Single-minded- Does it only deliver the main message at a time?

- Important-Is it significant and relevant to the intended audience?
- Meaningful- Will it resonate with the intended audience?

2.1.5 Customer Loyalty

Customer loyalty is an ongoing emotional bond between you and your customers that shows in their willingness to interact with you and make repeated purchases from you as opposed to your competitors. loyalty is essential to a business' success, when a customer has a good experience with you, loyalty develops naturally and contributes to building trust. A loyal customer is someone who consistently does business with a company. It's what motivates repeat business and influences current clients to pick your business over a rival that provides comparable advantages. Oliver (1999) proposed four categories of customer loyalty based on the assumption that the consumers first process information to form beliefs, use those beliefs as the basis for attitudes and then make behavioral decisions based on relative attitude strengths. Customer loyalty, according to Dick and Basu, is the strength of the bond between an individual's relative attitude and repeat business.

Attitude and behavioral customer loyalty are two important aspects of customer loyalty that businesses often focus on. Let's explore each of them in more detail:

1. Attitudinal Loyalty: Attitudinal loyalty refers to customers' emotional attachment, trust, and commitment to a brand or company. It is characterized by positive attitudes, beliefs, and feelings towards the brand. Attitudinal loyalty is typically measured through customer satisfaction surveys, brand perception studies, and customer feedback. Some key factors that influence attitudinal loyalty include:

a. **Customer Satisfaction:** Satisfaction with the product or service plays a crucial role in developing positive attitudes towards the brand. Satisfied customers are more likely to have favorable opinions and intentions to repurchase.

b. **Brand Image and Reputation:** A strong brand image and positive reputation can create a sense of trust and loyalty among customers. Brands that consistently deliver on their promises and provide high-quality products or services tend to generate positive attitudes.

c. **Perceived Value:** Customers who perceive that they are receiving a good value for their money are more likely to develop positive attitudes towards the brand. This includes factors such as pricing, product quality, customer service, and overall experience.

2. **Behavioral Loyalty:** Behavioral loyalty refers to customers' actual purchase and usage behaviors that demonstrate their loyalty to a brand. It focuses on repeat purchases, frequency of transactions, and customer retention. Some key indicators of behavioral loyalty include:

a. **Repeat Purchase:** Customers who repeatedly choose to buy from a particular brand over time demonstrate behavioral loyalty. Repeat purchase behavior is often measured through metrics such as purchase frequency, customer lifetime value, and retention rates.

b. **Cross-Buying and Upselling:** Behavioral loyalty can be further reinforced when customers engage in cross-buying or upselling, meaning they purchase additional products or services from the same brand. This indicates a deeper level of loyalty and trust.

c. **Referrals and Advocacy:** Customers who actively promote and recommend a brand to others exhibit behavioral loyalty. They become brand advocates and contribute to the growth of the customer base. By focusing on both aspects; businesses can build strong and sustainable customer loyalty, leading to increased customer retention, profitability, and advocacy.

2.1.6 How to determine if you're Brand Position is Strong

You must start from within your company in order to position your brand in the minds of your customers. Every employee of your company who interacts with a customer must perfectly express your philosophy. Everyone should represent your position to the best of their ability because everyone interacts with the customer in some way. There are numerous positions available to organizations. These four filters can be overcome by a strong brand position (Semans, 2010). Identification and communication of a brand's distinctiveness, differentiation, and verifiable value are necessary for effective brand positioning.

Differentiation

The basis of a differentiation positioning strategy is a product's uniqueness or innovative features in comparison to its well-established rivals in the market. Simply put, differentiation is what distinguishes and differentiates your brand from similar brands in the marketplace and serves as the primary motivator for consumer purchase (Semans, 2010). He asserts that differentiation involves answering two questions: - Does the target market actually think you are different from (or superior to) your rivals? Can your rivals make the same statement? What a company can boast about in the context of business that no other company can claim is. Businesses need to effectively differentiate themselves. Effective positioning must be focused on providing the collection of current and anticipated benefits sought by the target segment as a means of setting a product apart from its rivals (Akpyomare, 2013).

Relevance

Relevance assesses whether or not the positioning value proposition is viewed favorably or as desirable by potential customers. Semans (2010) suggests that relevance in positioning raises the following two issues: - "Does your differentiation matter to your target market and play a role in

their decision to make a purchase? Three things are necessary for the creation of effective benefit-centered positioning. You must first comprehend the advantages that consumers seek, as well as their relative importance. Second, you must comprehend how consumers view a company and its product in comparison to rivals based on the benefits that consumers seek. Third, a business must be aware of the goods and services that customers purchase and use (Akpyomareet al., 2013).

Delivery

Delivery is the question of whether the business truly gives the client the positioning it promised. According to Semans (2010), delivery offers responses to the following two questions: – Do you actually possess the ability to differentiate yourself? Will you be able to retain this commitment in the long run? Based on Kotler Armstrong 2011 study findings, creating a successful positioning plan for a corporation is usually simpler than putting it into action. All of the company's marketing mix actions must complement the positioning strategy. The business must first uphold its position before it can decide to develop one on better quality and service. In light of this, a business that follows a more-for-more strategy is conscious that it must produce high-quality items, charge a high price, distribute through dealers of high caliber, and promote in medium of caliber. It has to recruit and train additional customer care agents, look for shops with a good reputation for customer service, and develop sales and advertising messaging that highlight its first-rate customer service. This is the only way to establish a trustworthy and legitimate more-for-more position.

Communication

The business must take decisive action to deliver and communicate its chosen position to its target audience once it has made its decision (Kotler & Armstrong, 2011). You had better plan on having a lot of resources accessible if you have a highly technical stance, need to educate the market about

your position, or want to alter the way customers behave (Semans, 2010). According to Levi's (2011) explanation, a lot of companies focus their staff and financial resources on creating and enhancing their product and service offerings. Even if this is undoubtedly important for commercial success, one's own offerings are useless if their worth is not clearly defined and recognized. He asserts that the reason why 90 percent of firms fail during the first five years is

Frequently due to poor value communication rather than a poor product or insufficient execution. You can't just assume that your target customer knows how valuable your "flux capacitor" is. Another perspective on analyzing stances comes from Jennifer Rice of Fruitful Strategy, who suggests the "4D's Rule" as powerful brand positioning, also in accordance with Semans' (2010) list.

- **Is it desirable by consumers?**

Any firm must answer this issue by determining whether or not the planned positioning appeals to consumers. As stated by Akpoyomare (2013) Business has to be aware of the perks that consumers want and those are not provided by rivals but are sought by the target market. Additionally, Janiszewska (2012) emphasized that positioning is about adopting a certain place in the audience's consciousness by possessing a particular set of associations in the context of competition.

- **Is it deliverable by the company?**

The answer to this question confirms if the company truly provided the advantage that was described. According to Kotler and Armstrong's (2011) rationale, powerful positions cannot be created on the basis of hollow promises. When a business presents a product as having the highest quality and service, it must truly stand out from the competition to provide the claimed

quality and service. More has to be done by businesses than just using slogans and taglines to announce their opinions. To begin with, they must embody the motto. However, if a company's marketing claims aren't supported by actual consumer experiences, then aren't very valuable.

- **Is it distinctive by the competition?**

Does the target market actually think you're better than your rivals? Can your rivals make the same assertion? (Substituting the brand name of your rival for your own is one of the methods frequently used to evaluate positioning claims. It is not a strong position if the assertion is still accurate. In addition, it is asked if the company's claim is distinctive or distinct from those made by competitors in the target market or by the industry in which it operated. The variable mentioned above as a filter of an effective positioning variable, differentiation, is the same as the rule of strong positioning.

- **Is it durable over time?**

The final inquiry in the 4D rule of a strong position concerns if the positioning, which is desired by the client, deliverable by the business, and distinguished by the competitors, has remained constant through time. The question of whether you will be able to uphold the promise over time is addressed by this rule, which is one of the four filters of good positioning mentioned above.

2.2 Empirical Review

Scholars are endeavoring to manipulate the indisputable impact and function that robust positioning possesses in organizational performance, not only with regard to a certain functional activity but also with regard to overall accomplishment. Semans (2010) asserts that brand positioning is difficult labor with a clear benefit, as seen in his Polaris Marketing Research, Inc. A

strong and well-positioned brand leads to better customer satisfaction and loyalty, lower sales costs, more efficient operations, and competitive inoculation. According to a different study by Semans (2010) that Jennifer Rice emphasized, positioning takes a lot of work. It is beyond the scope of an ad agency or marketing department. The objective of the company and its organizational structure are being aligned with what best engages, serves, and benefits customers and makes them brand ambassadors. As mentioned in the Hartmann, Apaolaza, and Sainz (2002) example, "This study looks at how positioning affects customer loyalty. The research assesses how the company's perceived positioning affects customer loyalty. The analytical results highlight the significance of good placement for customer management by confirming a substantial association between positioning dimensions and various rates of loyalty. Positioning should enable for the expansion of the organization. in this sense, positioning should be believable, meaningful to the audience, distinct from the competition, and enabling the organization's growth, according to Janiszewska& Inch (2012). Jennifer Rice, of Fruitful Strategy, suggests the "4D's Rule" of good brand positioning, which includes being desired by customers, deliverable by the firm, different from the competition, and durable through time.

Muhammad YosaVernanda conducted study for the 2020 issue of the journals of law and economics review under the heading The influence of brand positioning and service quality on customer loyalty. The investigation's findings show that factors affecting brand positioning have a significant impact on consumer loyalty. These factors mitigate the effect of brand positioning on customer loyalty, which is influenced by important factors of service quality on customer loyalty. In many locations throughout the world, various researchers are doing certain connected studies. But few studies have been done in Ethiopia under the title "effect of positioning on customer loyalty case of Ambassador Garment and trading plc (Melaku 2019)," which took relevance, differentiation, delivery, and communication into consideration as parameters. The result revealed

that the effect of positioning delivery is the first and highest than the effect of positioning communication. In explaining the variation in total customer loyalty, positioning communication effect is bigger than positioning difference. Similarly, in terms of significance, delivery comes first, Communication comes second, and Differentiation comes last to impact overall customer loyalty, while relevance has essentially little or lowest effect on the variability of overall customer loyalty. While the researcher focuses on how positioning affects consumer loyalty in the context of a Anchor milk share firm, taking into account parameters like relevance, difference, delivery, communication, durability, innovation and brand reputation.

2.2.1 Relevance and Customer Loyalty

One of the characteristics of positioning that may be discussed by researchers Semans (2010) and Rice (2004) is relevance. Semans (2010) states that relevance is concerned with whether a product is relevant to a target audience or whether that audience is interested in your differentiator and considers it to be crucial when making a purchasing choice. Relevance assesses whether or not the positioning value proposition is viewed favorably or as wanted by potential customers. The following two questions are relevant in positioning, according to Semans (2010): "Does your differentiation matter to your target market and play a role in their decision to make a purchase? Relevance is the first factor affecting customers' loyalty among the four filters that strong positioning is expected to pass through in the study on the effect of positioning on customer loyalty a case of Ambassador Garment and trading plc. Melaku (2019) Customer loyalty develops when a product is important and relevant to the target market. Consequently, the study's initial hypothesis is

H1: There is a positive and significant correlation between relevance and customer loyalty.

2.2.2 Differentiation and Customer Loyalty

Differentiation is what distinguishes and differentiates your brand from similar brands in the marketplace and serves as the primary motivator for consumer purchase (Semans, 2010). According to Rice (2004), one of the factors considered while determining the right or strong positioning is differentiation or distinctiveness from the competitors. Even though differentiation is the last to have an impact on total customer loyalty, there is a considerable positive association between differentiation and customer loyalty, according to a study on the impact of positioning on customer loyalty by Melaku (2019). A hypothesis will form as a result, as follows.

H2: There is a positive and significant relationship between differentiation and customer loyalty.

2.2.3 Delivery and Customer Loyalty

Delivery is the question of whether the business truly gives the client the positioning it promised. According to Semans (2010), solid positions cannot be founded on hollow promise, according to Kotler and Armstrong's (2011) rationale. When a business claims that its product offers the finest quality and service, it must truly stand out from the competition to fulfill those claims.

H3: There is a positive and significant relationship between delivery and customer loyalty.

2.2.4 Communication and customer loyalty

Communication serves as the brand's voice and provides a channel for interaction and relationship-building with consumers (Lombard, 2007). Companies must convey their posture to the market in order to capture customers' attention after ensuring that it is relevant, distinctive, and credible (Kotler & Armstrong, 2011). Furthermore, Levi (2011) argues that effective communication is essential for company success.

H4: There is a positive and significant relationship between communication and customer loyalty.

2.2.5 Durability and Customer Loyalty

According to Rice (2004), durability is all about maintaining the promised distinctiveness over time. The fourth and last component of having a strong position is if the positioning, which is desired by the consumer, achievable by the business, and unique from the competitors, is consistent or durable through time. This consistency should be understood to refer to the brand's personality and values, which are enduring components that persist despite significant environmental changes (Janiszewska and Insch, 2012). cited by Rice (2004) under the heading "fruitful full strategy". Who suggests durability as a key component of the "4D's Rule" of powerful brand positioning: is regarded as an additional factor when assessing employment. As a consequence, the following conclusion is reached.

H5: There is a positive and significant relationship between durability and customer loyalty.

2.2.6 Innovation and customer Loyalty

Innovation, according to Pan and Zinkhan (2006), is the act of a business creating something new in order to please its consumers and grow its market share. Because the goal of innovation is to create something fresh that neither you nor your rivals have, it has a favorable impact on consumer perceptions of the providing organization. Utilizing innovation strategically to focus on customer happiness, brand loyalty, and market potential will boost the company's market share. According to Nemati, Khan, and Iftekhhar (2010), innovation involves the creation of completely new goods, new manufacturing methods, new market opportunities, creative use of supply chain resources, and the emergence of new markets within a given industry. However,

this does not imply that innovation is only considered to be something completely new that is introduced into a market. It is also considered to be innovation to join a new market with new features. The hypothesis that follows is the result of this.

H6: There is a positive and significant relationship between Innovation and customer loyalty.

2.2.7 Brand Reputation and customer Loyalty

What everyone believes about your brand is referred to as its reputation. The two most essential factors that generally characterize it are the number of individuals that follow you and what that says about your products and services. how a brand is viewed by the general public, consumers, rivals, and stakeholders. According to Zeitham and Shapiro suggested that the perceived quality of a product or service is related to the reputation associated with the brand name.

H7: There is a positive relationship between Brand Reputation and customer loyalty.

2.3 Conceptual Framework

Using the criteria of effective brand positioning—relevance, distinction, credibility, and communication—the researcher develops a conceptual framework from the idea of brand positioning itself (Semans, 2010). Semans (2010) states that a strong brand position can overcome these four filters. Effective brand positioning requires the identification and communication of a brand's unique selling point, point of differentiation, and measurable value. Fruitful Strategy's Jennifer Rice proposes the "4D's Rule" as an alternative method of evaluating positions: are they those that the organization can deliver, are sought after by customers, stand out from the competition, and will last over time? A conceptual framework is then developed using the following criteria: relevance, distinction, credibility, communication, and durability. Using the criteria of relevance, distinctiveness, credibility, and communication, a conceptual

framework can be created. Additionally, the researcher intends to examine how a company's position influences the following two variables: inventiveness and brand representation

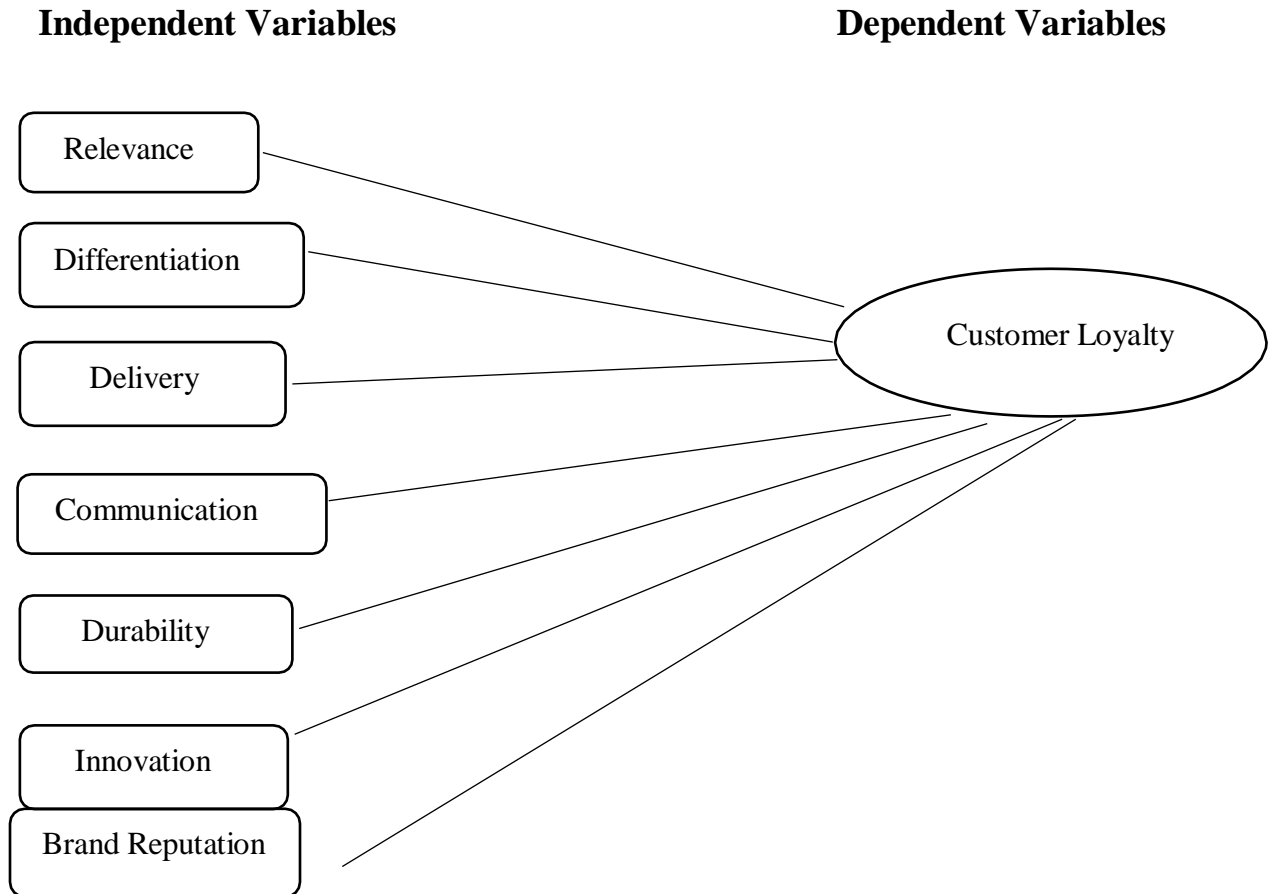


Figure One: - Conceptual framework

Source: - Utilized format filters for effective positioning (Semans, 2010); fruitful strategy (Jennifer Rice, 2004); positioning goal (Mark, 2005); Kurtz, 2008, Levi (2011), Rice (2004), Kotler and Armstrong's (2011), , Pan and Zinkhan (2006), Nemati, Khan, and Iftekhar (2010),

CHAPTER THREE

Research Methodology and Design

Introduction

This component of the study covers the general research plan. Furthermore, included are the study population, sampling strategy, data collection technology, data analysis, reliability, validity, and ethical aspects in research.

3.1 Research Approach

There are two types of research approaches known as deductive and inductive research approaches. The deductive approach works from general to the more specific; this ultimately leads to testing the hypotheses with specific data to confirm or refute the original theories (Trochim, 1998-2000). The study was employ a deductive approach in its hypotheses development and testing. By applying such an approach, the study was try to observe the effect of positioning on customer loyalty in Addis Ababa and test the research questions which was being derived from the theory constructed from the empirical findings.

3.2 Research Design

A research design is a scheme used to generate answers to research problems. It provides a framework for collecting and analyzing data. It gives direction and systematizes the research as it involves the process, which the investigator was follow from the initiation to the completion of the research (Creswell, 2003). The study is designed to investigate the effect of positioning on customer loyalty. Correlational Research is a type of research that examines the statistical relationship between two or more variables without manipulating them. It is a non-experimental research design that seeks to establish the degree of association or correlation between two or more

variables. It attempts to determine the extent of a relationship between two or more variables using statistical data. As for the procedures to collect, analyze, and interpret data, there are three types of methods in social sciences. These are quantitative, qualitative, and mixed approaches. The research aims to confirm or test hypotheses based on statistical outcomes so the research was used a quantitative approach. Quantitative research is used to measure the problem by producing numerical data that can be transformed into usable statistics. It is used to measure attitudes, behaviors, and other variables and generalize results from a larger sample population.

3.3 Data Type and Data Source

The investigation was conducted using both primary and secondary data sources. The primary study data were gathered using a questionnaire.

Primary data was collected by using a 5-point Likert-scale questionnaire from 384 respondents who are customer of Anchor milk retail shop customers and gain valuable and experience with the products. A questionnaire is useful when researchers seek information on consumer attitudes and sentiments, according to Kothari (2004). According to Tull and Hawkins (1993), a survey can provide information on attitudes, feelings, beliefs, and descriptive items. The conceptual framework was used in the creation of the questionnaire, and each question took into account a number of customer loyalty characteristics. Both English and Amharic will be used in the questionnaire's creation to ensure that the respondent understands its objective. For the aim of the theoretical and conceptual framework, secondary data were being gathered from a variety of sources, including previously reviewed works that are related to the study subject. Most of the information was gathered from online sources, including academic publications, websites, papers, journals, and the internet.

3.4 Population of the study

The population, as defined by Veal (2005), is the total set of units of analysis under study. Zikmund (2003) defined population as the entire group being studied. Currently, the country is home to 27 distributor, dispersed among five regions, eleven sub regions, and one contemporary market (the Addis Ababa market, as well as the North, West, South, and East markets). In addition, Addis Ababa is separated into sub cities, has one contemporary market, and eleven sub regions. The individual customer of Anchor milk retail shop customers .

3.5 Sampling frame

A sampling frame is a list from which samples are drawn out for a research. In the case of this study, the sampling frame is infinite and undefined because there is no statistical estimate of the number of retails shop in Addis Ababa. Therefore, the sampling frame for this research were customers of Anchor milk powder in Addis Ababa.

3.5.1 Sampling Size

The sample size is directly proportional to the desired confidence level of the estimate(z) and to the variability of the phenomenon being investigated, and it is inversely proportional to the error that the researcher is prepared to accept (Corbetta, 2003). When the size of the population is unknown and previous researches are unavailable to agree on the variability of an estimate over all possible samples, the sample size is designed for the least favorable case $p = q = 0.5$ (Corbetta, 2003). Since the population is infinite the following formula is used based on the suggestion of Corbetta (2003) in determining the standard deviation, 95% confidence interval, and 5% sampling error in calculating the sample size .

$$n = z^2 \frac{p \cdot q}{e^2}$$

Where:

n = required sample size

z = Degree of confidence (i.e., 1.96)

p = Probability of positive response (0.5)

q = Probability of negative response (0.5)

e = Tolerable error (0.05)

Therefore:

$$n = (1.96)^2 \cdot 0.5 \cdot 0.5 / (0.05)^2$$

$$n = 3.8416 \cdot 0.25 / 0.0025$$

$$n = 384.16 \dots \text{ Respondents}$$

3.5.2 Sampling Technique

The sampling technique that was used for this study was non-random sampling. A non-probability sampling includes convenience sampling, (Zikmund, et al., 2013). Convenience sampling was used to choose samples for the study. Convenience sampling was used because it's an easy and low-cost method of selecting samples. Convenience sampling allowed the researcher to gather data easily.

3.6 Data Analysis Technique

This study uses IBM SPSS software to perform bivariate correlation and linear multiple regression approaches in order to solve the key research concerns. Each respondent's answer to the question is assessed using this method. All analysis can thereafter be conducted using the Statics Package for Social Science (SPSS 27 Windows Version). Descriptive analysis (mean and standard deviation) was also used to assess the respondents' overall characteristics.

3.7 Reliability

Reliability, according to A. Field (2009), indicates that a measurement (in this example, a questionnaire), should continually represent the object that it is intended to assess. According to Burns (2008), "Reliability refers to the consistency and stability of findings that enable findings to be replicated." "Cronbach's Alpha" is highly helpful in constructing attitude scales and surveys since it tells if the items are measuring the same construct by its alpha level (or reliability). Items that are not measuring what is necessary can be recognized and selected, according to Burns (2008). According to Burns (2008), Cronbach's alpha should be more than 0.70 to establish a credible scale, and any scale that is less than this alpha coefficient should be discarded. As a result, the research employed the Cronbach Alpha Test to evaluate its dependability

Table 1. Cronbach's Alpha Result

Variables	Cronbach's Alpha	No of items
Relevance	.850	7
Differentiation	.754	6
Delivery	.789	6
Communication	.736	6
Durability	.762	5
Innovation	.783	4
Brand Reputation	.841	8
Customer loyalty	.836	8

Validity

According to Blumberg et al. (2005), validity is frequently defined as the extent to which an instrument measures what it is intended to measure. According to Robson (2011), the validity of a research instrument determines the amount to which it measures what it is intended to measure. It is the extent to which the outcomes are honest. This means that it requires a research tool (questionnaire) to accurately quantify the topics being studied (Pallant, 2011)

3.8 Ethical Consideration

A covering letter would be attached to the questionnaire to guarantee participant anonymity and the confidentiality of the information collected from them. The researcher was requesting the required authorization and approval from Addis Ababa University and the school of graduate studies. Additionally, respondents were reassured that their answers would remain private and that the data would only be utilized for academic research in an effort to boost their confidence. The rights of each respondent to anonymity, complete disclosure, privacy, and secrecy will also be taken into consideration. The study will not make use of the respondents' personal information. Furthermore, the research was carried out with a receptive mindset and will represent viewpoints as they exist. Nothing will be altered or changed. Because of this, the acquired data are provided exactly as they were

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The present chapter provides a summary of the actual findings obtained from the questionnaire survey. It analyzes every question and delivers the findings graphically or through charts as needed. The results of the study, correlation and regression analyses, and other addressed below

4.2 Descriptive Statistics

4.2.1 Respondent Profile

Demographic analysis in research studies is to describe the characteristics of the sample, such as gender, age, marital status, education level, monthly income, and product usability of the respondents. The demographic features of the respondents are outlined in the tables below. Target population for the study consisted of 384 respondents at first, of which 384 completed the survey.

Table 4.1's gender summary shows that the survey's participants are evenly split between male and female. With regard to the respondents, 40.9 % were men and 59.1 % were women.

Table 4.1 Gender of Respondents

	Frequency	Percent
Male	157	40.9%
Female	227	59.1%
Total	384	100 %

Source SPSS Out Put 27

Table 4.2 presents the age group summary, showing that the majority of respondents (38.5%)

belonged to the 26-35 age group, with the 36–45 age group accounting for 35.4% of the total. Ages 46 to 55 accounted for 12.2% of the total, while age groups 18-25 accounted for 9.6%, The age group over 55 accounted for 4.2% of the total responses, which was the least. The majority of respondents who purchase Anchor Milk are thought to be in the age range of 26 to 35, according to the researcher's analysis of the respondents' ages. For this reason, the Anchor Milk Product Company can focus its marketing, product development, and effort on this demographic.

Table 4.2 Age of the Respondent

	Frequency	Percent
18-25 Years	37	9.6%
26-35 Years	148	38.5%
36-45 Years	136	35.4%
46-55 Years	47	12.2%
Above 55	16	4.2%
Total	384	100%

According to the data, the majority of respondents (68.2%) held a Diploma/ degree, followed by high school (21.1%) and masters (5.5 %). 5.2 % of respondents held elementary. This result shows that The majority of Anchor Milk customers have diploma/degrees holder; In order to appeal to customers with a variety of educational backgrounds, the corporation should implement strategies that make the product accessible to consumers and provide clear and easy information about its benefits and usage.

Table 4.3 Educational level of the Respondents

	Frequency	Percent
Elementary	20	5.2%
High School	81	21.1%
Diploma/Degree	262	68.2%
Masters	21	5.5%
Total	384	100%

SPSS output 27

Regarding the respondents' income distribution, nearly every respondent earns more than 3001. Since every respondent has the highest income, Anchor Milk Product can employ the target pricing strategy, putting a premium emphasis on quality and branding.

Table 4.4 Income of the respondents

	Frequency	Percent
30001-above	384	100 %

Source: SPSS output 27

given that every respondent uses and purchases Anchor milk, it is likely that consumers are well-known for and devoted to the brand. this suggests that Anchor Milk is a trustworthy product.

Table 4.5 products usability of the respondents

	Frequency	Percent
Yes	384	100%

The respondents who have been longtime customer information indicate that majority of (68%) were 2-6 years, 27.1% were less than two years, and 4.9 % were 7-10 years. The vast majority of respondents have been regular Anchor Milk consumers for a long time. this indicates a high degree of band loyalty and contentment with the output. The business must continue to provide high-quality products.

Table 4.6 Longtime customer of the respondents

	Frequency	Percent
Less than 2 years	104	27.1%
2-6	261	68.0%
7-10	19	4.9%
Total	384	100%

4.2.2 Mean and Standard Deviation

The variables' descriptive statistics, such as their means and standard deviations, were calculated in an effort to determine the effects of relevance, differentiation, delivery, communication, durability, innovation, and brand reputation on customer loyalty.

Table 4.7 Descriptive Statistics of Variables

	N	Mean	Std Deviation
	Statistics	Statistics	Statistics
Relevance	384	3.8542	1.02475
Differentiation	384	4.1185	0.78540
Delivery	384	3.8754	1.05182
Communication	384	3.4670	0.94287
Durability	384	3.9359	0.70572
Innovation	384	3.3079	1.00306
Brand reputation	384	3.9743	0.77870
Customer Loyalty	384	3.8470	0.92219
Valid N (listwise)	384		

Every variable reveals an above average effect (4.11) in relation to the mean values displayed in table 4.7. (4.11) Differentiation, brand reputation (3.97). Durability (3.93), delivery (3.87). relevance (3.85), communication (3.46), and innovation (3.30). Differentiations take the majority in effect on customer loyalty. Regarding other significant variables, innovation had the lowest mean score compare to others.

4.3 Correlation Analysis

The correlation coefficient is a very useful statistic for determining the direction and strength of a relationship between two variables using a single number that lies between -1 and +1 (Field, 2005). According to Pallant (2010), the correlation coefficient should be between -1 and +1 to indicate the

strength of the association. An absolute value of +/-1 denotes a perfect degree of positive or negative relationship, however, the relationship weakens as the value approaches zero.

Consequently, in order to ascertain the link between the independent and dependent variables in the study, Pearson's correlation analysis was carried out on each of them. Correlations of 0.1 to 0.3 are regarded as low, correlations of 0.3 to 0.7 are considered moderate, correlations of 0.7 to 0.9 are considered high, and correlations of 0.9 to 1.00 are considered very high, according to standards proposed by (Marczyk et al, 2005).

Table 4.8 Correlation Analysis

		R	D	DL	C	DU	IN	BR	CL
R	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	384							
D	Pearson Correlation	.373**	1						
	Sig. (2-tailed)	0.000							
	N	384	384						
DL	Pearson Correlation	.590**	.807**	1					
	Sig. (2-tailed)	0.000	0.000						
	N	384	384	384					
C	Pearson Correlation	.570**	.744**	.840**	1				
	Sig. (2-tailed)	0.000	0.000	0.000					
	N	384	384	384	384				
DU	Pearson Correlation	.502**	.230**	.525**	.487**	1			
	Sig. (2-tailed)	0.000	0.000	0.000	0.000				
	N	384	384	384	384	384			

IN	Pearson Correlation	.445**	0.082	.233**	.416**	.339**	1		
	Sig. (2-tailed)	0.000	0.108	0.000	0.000	0.000			
	N	384	384	384	384	384	384		
BR	Pearson Correlation	.564**	.646**	.742**	.735**	.693**	.306**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		
	N	384	384	384	384	384	384	384	
CL	Pearson Correlation	.525**	.884**	.865**	.876**	.440**	.227**	.726**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	384	384	384	384	384	384	384	384
**. Correlation is significant at the 0.01 level (2-tailed).									

SPSS output 27

The outcome in the table above is understood as follows based on the classification:

- ✓ The independent variable relevance and customer loyalty displays a positive and substantial association. (**$r=.525^{**}$** **$P\leq 0.01$**)
- ✓ The independent variables of differentiation and customer loyalty exhibit a highly substantial positive association. (**$r=.884^{**}$** **$P\leq 0.01$**)
- ✓ The independent variables of differentiation and customer loyalty exhibit a highly substantial positive association. (**$r=.865^{**}$** **$P\leq 0.01$**)
- ✓ The independent variables of communication and client loyalty exhibit a highly substantial positive association. (**$r=.876^{**}$** **$P\leq 0.01$**)

- ✓ Between the independent variable durability and customer loyalty, there is a moderately strong and positive association. ($r=.440^{**}P\leq 0.01$)
- ✓ The independent variables of innovation and consumer loyalty exhibit a modest, positive, and significant association. ($r=.227^{**}P\leq 0.01$)
- ✓ Customer loyalty and the independent variable of brand reputation have a substantial positive association that is high. ($r=.726^{**}P\leq 0.01$)

4.4 Assumption of multiple regressions

The following are some fundamental presumptions needed in order to provide reliable regression results:

4.4.1 Assumption 1 Normality Test

Since most parametric tests rely on the data being roughly normally distributed, this is one of their fundamental presumptions. Skewedness and kurtosis tests are frequently used to verify normalcy. Skewness refers to the symmetry of distribution and kurtosis refers to the peakness of the distribution. Garson (2012) states that for data to be considered normally distributed its skewness and kurtosis values must fall between -2 and 2. According to Table 4.10, the distribution can be deemed normal as the results for both fall within the typical limits.

4.4.2 Skewness and Kurtosis of Variables

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std Error	Statistic	Std Error
Relevance	384	-.879	.125	.675	.248
Differentiation	384	-.465	.125	-.180	.248
Delivery	384	-.838	.125	-.487	.248

Communication	384	-.840	.125	-.478	.248
Durability	384	-1.591	.125	3.094	.248
Innovation	384	-.371	.125	-1.019	.248
Brand Reputation	384	-1.302	.125	1.935	.248
Customer Loyalty	384	-.846	.125	-.003	.248
Valid N (listwise)	384				

SPSS output 27

Gujarati (2004) claims that histograms are a visual test that is commonly used to verify the normality of standardized residuals. A bell-shaped, centered, unimodal histogram is what you get when the residuals are normally distributed.

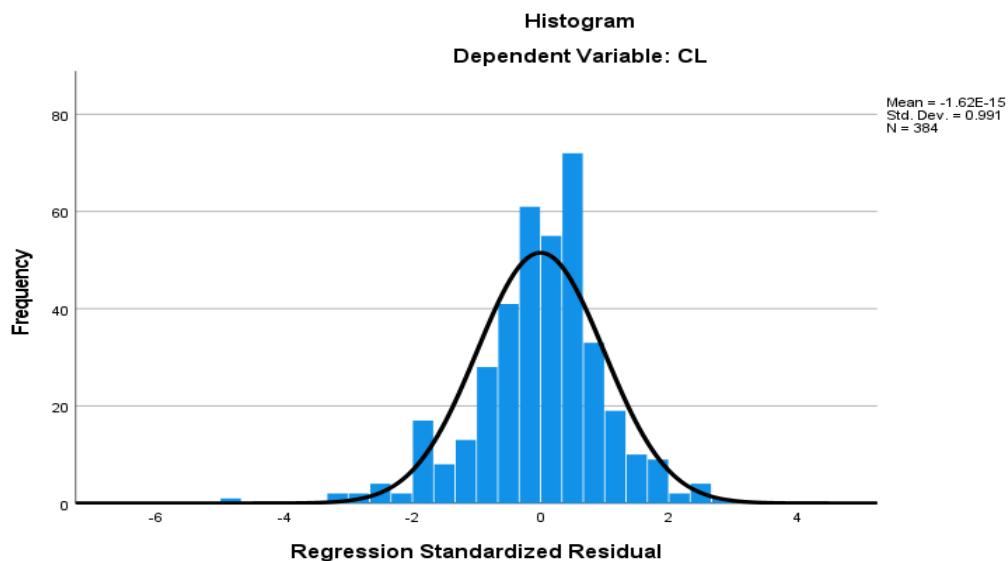


Figure 4.1: Normality Test

Source: SPSS output 27

4.4.3 Assumption 2 Linearity Test

A linearity test, which determines whether or not there is a linear relationship between the independent and dependent variables, is the second presumption needed to get correct regression

findings. The normal P-P Plot illustration of the regression residuals derived from. Plots of the regression residuals using SPSS software version 26 were used to ascertain whether there was a relationship between the customer loyalty and the independent variables R (Relevance), D (Differentiation), DL (Delivery), C (Communication), DU (Durability), IN (Innovation), and BR (Brand Reputation). The dependent and independent variables have a linear association, as this plot demonstrates. As a result, this finding implies that the researcher's attempted relationship is linear.

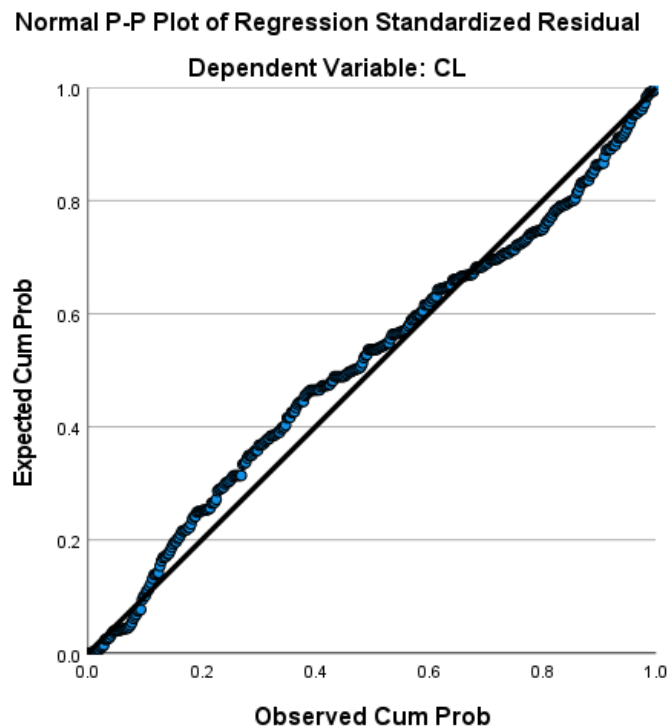


Figure 4.2: Linearity Test

Source: SPSS output 27

4.4.4 Assumption 3 Multicollinearity Test

One test must be performed prior to implementing multiple regression is the multicollinearity test, which measures the potential degree of correlation between the independent variables.

Table 4.10 Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Relevance	.515	1.943
Differentiation	.222	4.500
Delivery	.163	6.137
Communication	.208	4.798
Durability	.369	2.711
Innovation	.638	1.567
Brand Reputation	.250	4.007

a. Dependent Variable: Customer Loyalty

Source: SPSS output (27)

According to Kline (2005), multicollinearity can be evaluated using the variance inflation factor (VIF) and its reciprocal, tolerance value. It is accepted to have a VIF value between 1 and 10 and a tolerance value over 0.1, which indicates no multicollinearity.

4.4.5 Assumption 4 - Homoscedasticity Test

Homoscedasticity refers to the conditions whereby the variance of residuals or error terms are constant across the observations. The errors have been shown to be heteroscedastic if they do not have a constant variance (Brooks, 2008). It is possible to determine whether heteroscedasticity was an issue if the SPSS scatter plot graph shows a specific pattern, such as points that make up a regular pattern. To put it another way, homoscedasticity has been satisfied.

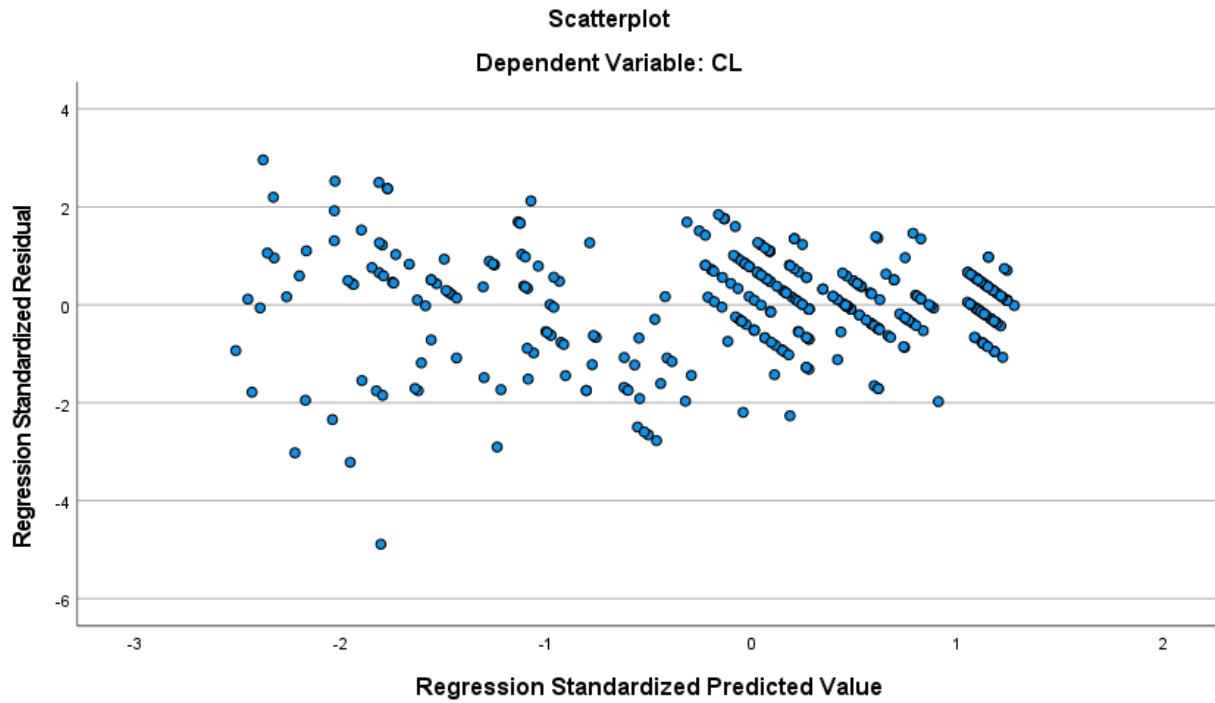


Figure 4.3 Homoscedasticity Test
 Source: SPSS output 2

4.5 Regression Analysis

The study employed regression analysis to examine the correlation between the dimensions of Relevance, Differentiation, Delivery, Communication, Durability, Innovation, Brand Reputation on customer loyalty.

Table 4.11 Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin - Watson
1	.949 ^a	.902	.900	1.63039	.471

a. Predictors: (Constant), BR, IN, R, D, DU, C, DL

b. Dependent Variable: CL

As the Model Summary table above illustrates, the $R = .949$, it shows how explanatory variables (Relevance, Differentiation, Delivery, Communication, Durability, Innovation, Brand Reputation) and customer loyalty are positively correlated. Also the R^2 is .902 evaluates how well those explanatory variables fit the dependent variable variation. The adjusted R^2 is called the coefficient of determination. This value reveals the ways in which relevance, differentiation, delivery, communication; durability, innovation, and brand reputation affect the customer loyalty. Once more, the adjusted R^2 value is .900 this suggests that relevance, differentiation, delivery, communication, durability, innovation and brand reputation have a range of 90 % of the influence on consumer loyalty at Anchor Milk powder.

Table 4.12 ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9149.270	7	1307.039	491.708	.000 ^b
	Residual	999.469	376	2.658		
	Total	10148.740	383			

a. Dependent Variable: CL

b. Predictors: (Constant), BR, IN, R, D, DU, C, DL

According to Gujarati (2003), ANOVA is used to test the overall significance of the estimated regression, that is, to test the null hypotheses that the true (partial) slope coefficients are simultaneously equal to zero, and to assess the incremental contribution of an independent variable. The F-ratio also demonstrates the goodness of fit, and a significant F-test suggests the null hypothesis arguing that the population means are equal can be rejected, implying that the overall regression model is acceptable (Pallant, 2010). With the F-value for this study at 491.708, df (regression) = 7, df (residuals) = 376, and the p-value of .000 significance level, the null hypothesis can be rejected. It can, therefore, be concluded that the model of this study is statistically significant

4.5.1 Result of the Regression Analysis

The contribution of each independent variable to the prediction is displayed via the coefficient analysis. All independent variables, with the exception of innovation, have positive regression coefficient beta values that imply a positive impact on the dependent variable. This is seen in the table below. i.e. on customer's loyalty. With a beta value of β of .526, differentiation has the highest unique contribution to explaining the dependent variable, while innovation has the lowest, with a beta coefficient of - 0.048.

Table 4.13 Result of the Regression Analysis

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.307	1.410		-5.183	.000
	R	.097	.039	.056	2.484	.013
	D	.837	.055	.526	15.331	.000
	DL	.066	.052	.048	1.209	.027
	C	.569	.049	.413	11.644	.000
	DU	.310	.071	.116	4.346	.000
	IN	-.086	.036	-.048	-2.365	.227
	BR	.109	.070	.051	1.563	.019

a. Dependent Variable: CL

Source SPSS output 27

The following regression equation was established by the results and used: The regression equation

$$Y = a + \beta_1(X_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) + \beta_5(X_5) + \epsilon$$

Where: -

Y = Customer loyalty at Anchor Milk powder

A = Constant

R = Relevance

D = Differentiation

DL= Delivery

C= Communication

DU= Durability

IN= Innovation

BR= Brand Reputation

e =error

Incorporating the values of the Beta values into equation 1 we have:

$$CL= -7.307+ 0.056R+0.526D+0.048DL+0.413C+0.116DU-0.048IN+0.051BR+e$$

4.5.2 Hypothesis Testing

Strong positioning markers included relevance, differentiation, delivery, communication, durability, innovation, and brand reputation. The aim of this research was to examine how Anchor Milk Share Company's positioning affects consumer loyalty. This section offers a brief description of each of the seven hypotheses that were developed especially for this investigation.

H1: There is a positive and significant relationship between relevance and customer loyalty

As per the findings of this investigation, there is a notable correlation between relevance and customer loyalty. The data gathered aligns with the hypothesis that was prepared. The outcome for the independent variable's grand mean value is 3.8542. According to the correlation research, relevance is the five's positive and significant relationship (0.525) with the dependent variable customer loyalty. The relevance coefficient's beta value, as determined by regression analysis using the coefficient table, is 0.056, and its significant value is .013. data suggests that the prediction of customer loyalty is positively and statistically significantly influenced by relevance. In light of

these findings, (H1) is accepted

H2: There is a positive and significant relationship between differentiation and customer loyalty

According to the findings, differentiation in Anchor milk powder has a substantial correlation with customer loyalty. The grand mean value of the independent variable result shows the value of 4.1185. Out of all the factors that determine outstanding positioning, the independent variable differentiation is the one that has the greatest impact on customer loyalty. The independent variable has a 0.884 correlation value with the dependent variable, as demonstrated by correlation analysis and in the coefficient table show that differentiation has a beta coefficient of .526 with a significance value of .000. This suggests that differentiation contributes positively and statistically significantly to the prediction of customers' loyalty. The finding articulates differentiation in positioning is essential because it makes the brand stand out from the competition. A distinctive and differentiating positioning can make a business stand out in the marketplace and develop a devoted following of customers. In addition to its reputation and quality, Anchor Milk Products sets itself apart from rivals through its sustainability initiatives.

Following these results, (H2) is accepted

H3: There is a positive and significant relationship between delivery and customer loyalty

Based on a 0.865 correlation value, the correlation value indicates that the delivery variable has the third-highest correlation with the dependent variable customer loyalty. According to the regression coefficient table the variable displays a beta value of .048 values with a significance level of .027 and the independent variable delivery has a mean value of 3.8754. Given these findings, (H3) is accepted

H4: There is a positive and significant relationship between communication and customer

loyalty.

The mean value of the independent variables result shows that the value of 3.4670. also the correlation value of the independent variable communication shows 0.876 and the second highest correlated value with customer loyalty. The coefficients table demonstrates that the variable .413 Beta value with significant of .000. Following these results, (H4) is accepted

H5: There is a positive and significant relationship between durability and customer loyalty

The results in the coefficient table show that durability has a beta coefficient of .116 with a significance value of .000 this indicates that durability makes a positive and significant contribution to the predication of customer loyalty. The correlation value demonstrates the variable is correlated with the dependent variable by .440 and The grand mean value of the independent variable result shows the value of 3.9359. Following these results, (H5) is accepted

H6: There is a positive and significant relationship between innovation and customer loyalty

the researcher tries to identify the effect of innovation on customer loyalty, and the respondents were asked four questions to measure the level of the company positioning innovation. the questionnaires were designed to collect the respondents' attitude towards how the company products new product development, introducing new and improved products and overall customer experience. as clear shown from the mean value of the independent variable result shows the value of 3.3079. the correlation value of the independent variables 0.227 and the results in the coefficient table show that innovation has a beta coefficient of .135 with a significance value of -.048 with a significant value of .227 this indicate that innovation doesn't make a positive statically significant contribution to the predication of the customer loyalty. in this case the innovation may not have a significant impact on customer loyalty because the customer preference and need regarding on innovation is not aligned with what customer's value or it doesn't prove overall experience.

Following these results, (H6) is rejected.

H7: There is a positive and significant relationship between brand reputation and custom loyalty.

The study's findings demonstrate that brand reputation and customer loyalty have a strong and favorable relationship. 3.9743 is the mean value of the independent variable, the independent variable has a 0.726 correlation value with the dependent variable, as demonstrated by correlation analysis. The results in the coefficient table show that brand reputation has a beta coefficient of .051 with a significance value of .019 following these results, (H7) is accepted

Table 4.14: Summary of the tested Hypothesis

	Independent Variable	Correlation and Regression Value	Sig	Test Result
H1	Relevance	.525** .056	.013	Accepted
H2	Differentiation	.884** .526	.000	Accepted
H3	Delivery	.865** .048	.027	Accepted
H4	Communication	.876** .413	.000	Accepted
H5	Durability	.440** .116	.000	Accepted
H6	Innovation	.227** -.048	.227	Rejected
H7	Brand Reputation	.726** .051	.019	Accepted

4.6 Discussion of Result

The correlation and regression analysis table results indicate that there is a statistically significant association between the dependent variable and the majority of the independent variables, which include relevance, differentiation, delivery, and communication, durability, and brand reputation. This implies that these variables have a significant impact on the dependent variable. The rejected null hypothesis, however, indicates that there is no statistically significant association between the variable "Innovation" and the dependent variable. With the data available, this suggests that

innovation might not have a significantly affect the dependent variable.

The independent variable has a 0.884 correlation value with the dependent variable, as demonstrated by correlation analysis and a coefficient with ($\beta=.526$, $P=<.000$), differentiation made the most contribution. Findings by Semans (2010). Showed that for customers to remain loyal to a product across all categories, differentiation was a key factor. It also supports the assertion made by (Akpoymare, 2013) that the most crucial elements taken into account by consumers are those that distinguish a product from its competitors. The study's findings confirm this.

According to the correlation value of 0.876 with ($\beta=.413$, $P=<.000$), communication had the second-strongest contribution. Per Semen (2010), one of the key components in achieving positioning has been shown to be communication. According to Kotler and Armstrong (2011), there has been various studies that demonstrate the significant influence of communication in conveying the intended message to the intended target group.

A correlation value of 0.865 indicates that the third strongest contribution is delivery ($\beta =.048$, $P =<.027$). The business fulfilled its commitment to the client and truly made the difference, according to Semans (2010). Kotler and Armstrong (2011) discovered that the company ought to focus on taking action and improve the quality of its products and services.

The contribution from brand representation was the fourth-strongest. Correlation coefficient of 0.726 with ($\beta=.051$, $P=<.019$). Zeitham and Shapiro proposed that a company's top priority should be to establish and maintain a strong, dependable brand image and perceived product quality, as these factors have a substantial impact on customer loyalty.

Relevance a correlation value of 0.525 with ($\beta =.056$, $P =<.013$) the finding of this result support by findings as Semans (2010), who found that relevance had an impact on client loyalty. Target consumers are concerned with product differentiation and consider it significant when making

decisions on what to buy. Additionally, according to Akpoyomare (2013), the business must be aware of the goods and services that customers purchase and utilize.

Finally, with a correlation value of 0.227 and $\beta = -.048$, $P < .227$, innovation had no effect on customers' loyalty. Although these studies don't often include innovation as a variable, some have discovered that it does affect customer loyalty. Pan and Zinkhan (2006) discovered that developing something novel is crucial to attracting new customers and expanding a company's market share. innovation may not have a significant impact on customer loyalty because the customer preference and need regarding on innovation is not aligned with what customer's value. the innovation is not effectively communicated to customers.

In conclusion, the research highlights the significance of elements that impact the dependent variable, including relevance, differentiation, delivery, communication, durability, and brand reputation.

CHAPTER FIVE

5. SUMMARY, CONNCLUSION AND RECOMMANDATION

5.1 Introduction

This chapter's research sought to understand how positioning affects consumer loyalty within the Ethiopian Anchor milk powder market. The objective of the study was to assess the relevance, differentiation, delivery, communication, durability, innovation, and brand reputation of effective positioning as factors that may impact customer loyalty. The research offered significant perspectives on the ways in which several facets of a well-positioned product influence consumption in the milk powder industry in Ethiopia.

5.2 Summary of Finding

The purpose of the study was to determine how positioning affected consumer loyalty in the Ethiopian Anchor milk powder market. Relevance, differentiation, delivery, communication, durability, innovation, and brand reputation were the seven main factors that were examined. Six of the seven factors had a significant impact on consumer loyalty, according to the research; innovation was the only one that did not.

According to an overview of the respondents' demographic profile, it can be said that:

- ✓ Respondents' genders were evenly dispersed, with males making up 40.9% and females making Up 59.1%. Data demonstrates that women make up the majority of user respondents.
- ✓ The largest percentage, 38.5%, was accounted for by the age group of 26-35 years;
- ✓ 68.2% of respondents had a bachelor's degree/diploma, making up the majority of those with that level of education.

✓ At 100%, the majority of income earnings fell between the 3,001 and above.

✓ Regarding the respondents' product usability 100 %

✓ The majority of respondents (68.0%) who have been long-term customers for two to six years

The seven positioning dimensions that were chosen—positioning relevance, differentiation, delivery, communication, durability, innovation, and brand reputation—all have a substantial impact on customer loyalty, with the exception of positioning innovation. Let's go over the results in more depth. Analysis of the collected data shows that relevance, differentiation, delivery, communication, durability, innovation and brand reputation and customer loyalty have been tested for reliability with Cronbach's Alpha of 0.850, 0.754, 0.789, 0.736, 0.762, 0.783, 0.841, and 0.836 respectively.

According to the respondent's evaluation, consumer loyalty at Anchor Milk Share Company has a favorable and significant relationship with the independent variable (differentiation). Among the factors that determine strong positioning, differentiation is the independent variable that has the greatest or the first position on Anchor Milk's share company. The independent variable, differentiation, has a mean value of 4.11, which demonstrate a notable degree of significance. Correlation analysis proves that the independent variable is correlated with dependent variable by 0.884 correlation value and the multiple regression analysis's findings have revealed that differentiation has been shown to have the strongest contribution towards customer loyalty, with Beta coefficient β score of .526.

According to the study, the correlation value demonstrates that the dependent variable, customer loyalty, and the variable, communication, have the second-highest connection by 0.876 correlation value and the multiple regression analysis revealed that communication has been shown to have a positive and significant relationship with beta coefficient β score of .413 The remaining five factors

have the following contribution towards consumer loyalty respectively. Innovation had the lowest correlation value by 0.227 and the mean value 3.30 and the beta coefficient β score of -.048, delivery had a correlation value by 0.865 and the mean value 3.87 and a beta coefficient of .526, brand reputation had a correlation value by 0.726 and the mean value 3.97 and the beta coefficient β score of .051, relevance had a correlation by 0.525 and the mean value 3.85 and the beta coefficient β score of .056, durability had a correlation value by 0.440 and the mean value 3.93 and beta coefficient β score of .116,

5.3 Conclusion

As stated before, this study's primary goal was to look into how positioning effect consumer loyalty. A total of 384 respondents shared their thoughts about the variables influencing their customer loyalty on a 5-point Likert scale. Relevance, Differentiation, Delivery, Communication, Durability, Innovation, and Brand Reputation reviews were shown to have varied degrees of impact on customers' loyalty.

Differentiation is the most crucial element in establishing, sustaining, and fostering consumer loyalty. When compared to competitors, customers place a high value on the product's distinctive and unique quality. Highlighting and strengthening the brand's reputation, production method, nutritional profile, and distinctive selling point Anchor Milk appeals to consumers with its premium, unique milk.

Communication was found to be another important factor that was significant. It takes good communication to develop and maintain consumer loyalty for Anchor milk products. By communicating honestly and transparently with its clients, Anchor is strengthening its relationship with them. Effective and transparent communication about the nutritional benefits and quality of the product increases customer loyalty. Utilize a range of channels, including as social media,

advertising, correspondence with customer service, and messaging on packages.

Another important factor is considered to be delivery. Ensuring clients receive their goods through clear communication and considering delivery as an essential part of the customer experience can boost customer loyalty.

As was discussed in a previous chapter, durability has a big influence on customer loyalty. The low degree of connection in the finding may have been caused by durability's influence, despite the fact that the sample representation was smaller than for the other factors. By highlighting the robustness, endurance, and quality of their products, managers can encourage longevity. They can also implement strict quality control measures. By consistently delivering all-inclusive offerings, brands may raise customer satisfaction.

One of the things that can affect consumer loyalty is brand reputation. Consumers who believe a brand is well-known are more likely to trust it, hold it in high regard, and feel an emotional connection to it. A brand gains client happiness, trust, and brand loyalty when it continuously meets these criteria. Building and maintaining a strong brand reputation should be a top priority for businesses.

The one variable, innovation, with a negative beta coefficient, does not have the anticipated effect on customer loyalty. lack of innovation or failure to develop new and improved products that have a negative impact on customer loyalty. customers are seeking new and better products that meet their evolving needs and preference. without innovation the company may fails to keep up with changing market trends or customer demand, customer became dissatisfied and look alternative.

To sum up, the detrimental effects of innovation on consumer loyalty in Anchor milk powder highlight the need for strategic repositioning and a better comprehension of consumer preferences through matching innovation efforts to expectations.

5.4 Recommendation

The main objective of this study was to determine how positioning affects customer loyalty. Based on the data and conclusions in Chapter Four, the findings in this study suggest that the company need to pay particular attention to all issues that have to do with.

- Anchor milk Share Company should take into consideration that the important determinant of positioning for their consumers is differentiation, communication, delivery, and brand reputation, as the result the company have to at least keep It up
- Managers should also be providing clear, consistent and compelling communication strategy that effectively convey the brand positioning and resonate with target customers.
- The company managers should continuously work on improving the product delivery
- Manager should find a way continuously assess market trends, customer's needs, ensuring the brand remain relevant and positioning to align with customer expectation.
- As per the finding and conclusion of this study, Anchor milk Company should also work for the consistency of the created uniqueness (i.e. what makes Anchor milk unique from other competitor
- Lastly, focus on creating and emphasize the high quality and longevity of products. Highlight the nutritional benefits and shelf life and overall durability of the product to assure customer of its lasting value

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Addis Ababa University College of Business and Economics
School of Commerce Marketing Management

Objective of the Questionnaire

Dear Respondent

I'm Hana Tsegaye. I graduated from Addis Ababa University College of Business and Economics in the year 2023 with a master's degree in marketing management. This survey is intended to gather information on the impact of positioning on customer loyalty: a case study of A MILK PRODUCTS Share Company. The information acquired is absolutely confidential and will only be available to the researcher. I want to thank you very much in advance for being prepared to give up some of your time to quickly complete these surveys for academic purposes.

General Guidance

- Anchor Milk Products Share Company customers are tasked with providing answers to these questions.
- There is no requirement to put your name on the question paper.
- Please put ✓mark inside the box to your response

Part I. General Profile of Respondent

1. What is your Gender

Male..... Female.....

2. Select your age

18- 25 Years.... 26- 35 years.... 36-45 Years..... 46-55 Years.... Above
55...

3. Educational Status

Elementary.... High School.... Diploma Degree.... Masters.... PHD....

4. Incoming Level

Below 1000... 1001-2000... 2001-3000.... 3001- above.... above 25.....

5. Do you purchase products from New Zealand milk products?

Yes.... No....

6. How long have you been a customer of New Zealand Milk Share Company?

Less than 2 Years.... 2-6 Years.... 7-10 Years..... Above 10 years

Part II: - Impact of Positioning on customer Loyalty

By selecting the proper number, please rate the following statement.

1=strongly disagree 2=disagree 3=Neutral 4=Agree 5= strongly Agree

Statement From the Survey		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
No	Relevance					
1	Products from Anchor Milk Share Co. are designed and offered in response to my needs.					
2	The company's products are identified in line with my preference method of choice.					
3	The product's benefit offered by the company match my desire					
4	The company's items have favorable features, designs, and tastes.					
5	The products meet my key purchasing requirements.					
6	The company's product values or advantages are important in my purchasing choice.					

7	The company offers all of the benefits I currently receive and anticipate.					
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Part III: - Positioning Differentiation related questions

No	Statement From the Survey	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	Products manufactured by other competitors in the milk sector are not the same as those made by Anchor Milk Share Co.					
2	The firm is well-known for "something," which is why I think it is a prominent player in the domestic dairy industry.					
3	I think competitors can't claim the same features on their products as Anchor Milk					
4	I am aware of the distinctive qualities of the company's offerings.					
5	The company distinguishes itself from rivals in advance.					
6	The company's goods provide a distinctive, reasonably priced, and superior offering in comparison to rivals..					

Part IV: - Positioning Delivery Related Questions

No	Statement From the Survey	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	The company consistently and with excellent customer service delivers its items as promised and meets					
	Deliver expectations.					
2	The company truly fulfills its claims of flavors and quality.					

3	In the dairy sector, Anchor Milk Share Co. delivers whatdistinguishes its product apart from rivals.					
4	The company delivers the clearly stated value of having competitive pricing.					
5	The company's product feature claims are backed by the items it offers, the price it charges, the distribution method it employs, and the promotional tool it employs.					
6	The company's delivered promises are related to the reality of the customer experiences					

Part V: - Positioning Communication related Questions

No	Statement From the Survey	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	The company's products communicate To customers what makes it special anddifferent.					
2	Anchor Milk Share Co. products æ clearly, consistently and strongly Communicated to the client.					
3	I feel the value of the company's product characteristics is conveyed and acknowledged properly.					
4	I know the benefits of owning the company's products.					
5	I know about the company's levels, varieties, tastes, and product quality due to its communication.					
6	I am able to stay informed, knowledgeable and updated about the company's products because to its Communications channel.					

Part VI: - Positioning Durability Related Questions

No	Statement From the Survey	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	I can still see what makes Anchor Milk special and different.					
2	I intend to continue purchasing Anchor Milk products since it is consistently, unique and unusual.					
3	The company consistently offers a more durable product.					
4	The product's appearance, functionality, flavor, reliability of product quality are consistent.					
5	I believe my dairy branding and product quality is reliable and over time.					

Part VII: - Positioning Innovation Related Questions

No	Statement From the Survey	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	Anchor Milk Powder Take current items to new channels or markets to redefine rivals.					
2	The company develops or enhances the offering to make it more appealing and distinctive.					
3	Anchor Milk develops new and improved products based on market prices, and designs variations in terms of size, color, form, packaging, and features for customers.					
4	To stay up with their active rivals, Anchor Milk often launches and introduces innovative features to stay ahead of competitors.					

Part VIII: Positioning Brand Reputation Related questions

No	Statement From the Survey	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	Anchor Milk Create a name or brand that sticks in people's minds when they see it or hear it.					
2	The company truly offers high-quality products, credible and reliable.					
3	The company provides high quality products and excellent customer service.					
4	I recommend Anchor Milk product to other because of strong and reputable brand image					
5	The brand has established consistency strong and trustworthy reputations for product quality.					
6	The company hear what consumers have to say about the brand and monitor what they are really saying about it.					
7	Anchor Milk products are reasonably priced, accessible, and provided with my desire.					
8	The company brand reputation impacted the overall experience with us.					

Part IX: - Customer Loyalty

No	Statement From the Survey	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	Regarding Anchor Milk , I have an optimistic outlook and aspirations.					

2	Based on the product relevancy, I'm committed to repurchase Anchor Milk products.					
3	The products of the company have favorable features, designs, and tastes.					
4	The reason why I prefer to buy and recommend the company's products is because of the uniqueness & leading figure it has in dairy industry.					
5	My buying choice is determined by the Company's suggested product values or benefits.					
6	I suggest the company's items to others because it consistently fulfills its delivery commitments and provides dairy products of excellent quality at competitive prices.					
7	I am loyal to the company's product and I feel an emotional connection to Anchor milk.					
8	The companies employ to enhance and preserve their reputation and image.					

Appendix II: Questionnaire (Amharic)

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2. የሰነድ

18-25..... 26-35..... 36-45..... 46-55..... 55 በላይ

3. የሰነድ ስርዓት

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4. የሰነድ ስርዓት

500 በታች ስርዓት..... 500-1500..... 1501- 2500..... 2500 በላይ

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ስርዓት/ስርዓት	ስርዓት	ስርዓት	ስርዓት	ስርዓት	ስርዓት	ስርዓት
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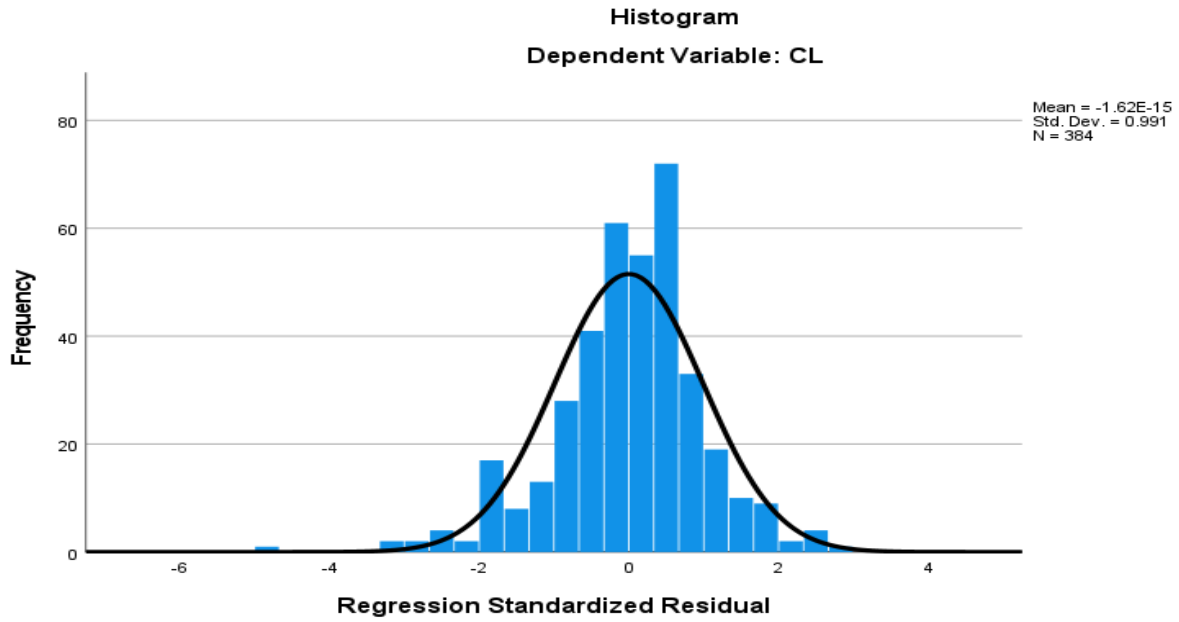
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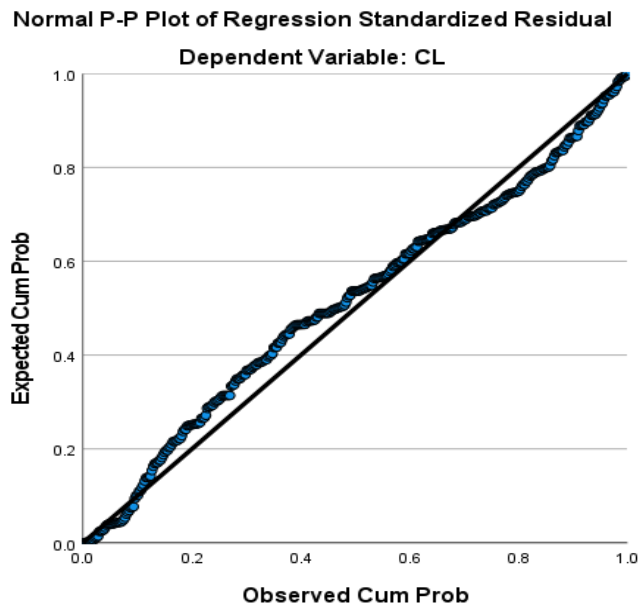
Appendix III

SPSS output

HISTOGRAM FOR NORMALITY TEST OF THE DATA



NORMAL P-P PLOT TO TEST NORMALITY OF THE DATA



CORRELATION ANALYSIS OF THE DATA

Correlations

		R	D	DL	C	DU	IN	BR	CL
R	Pearson Correlation	1	.373**	.590**	.570**	.502**	.445**	.564**	.525**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	384	384	384	384	384	384	384	384
D	Pearson Correlation	.373**	1	.807**	.744**	.230**	.082	.646**	.884**
	Sig. (2-tailed)	.000		.000	.000	.000	.108	.000	.000
	N	384	384	384	384	384	384	384	384
DL	Pearson Correlation	.590**	.807**	1	.840**	.525**	.233**	.742**	.865**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	384	384	384	384	384	384	384	384
C	Pearson Correlation	.570**	.744**	.840**	1	.487**	.416**	.735**	.876**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	384	384	384	384	384	384	384	384
DU	Pearson Correlation	.502**	.230**	.525**	.487**	1	.339**	.693**	.440**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	384	384	384	384	384	384	384	384
IN	Pearson Correlation	.445**	.082	.233**	.416**	.339**	1	.306**	.227**
	Sig. (2-tailed)	.000	.108	.000	.000	.000		.000	.000
	N	384	384	384	384	384	384	384	384
BR	Pearson Correlation	.564**	.646**	.742**	.735**	.693**	.306**	1	.726**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	384	384	384	384	384	384	384	384
CL	Pearson Correlation	.525**	.884**	.865**	.876**	.440**	.227**	.726**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	384	384	384	384	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

MODEL SUMMARY TABLE

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.949 ^a	.902	.900	1.630	.471

a. Predictors: (Constant), BR, IN, R, D, DU, C, DL

b. Dependent Variable: CL

ANOVA TABLE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9149.270	7	1307.039	491.708	.000 ^b
	Residual	999.469	376	2.658		
	Total	10148.740	383			

a. Dependent Variable: CL

b. Predictors: (Constant), BR, IN, R, D, DU, C, DL

COEFFICIENT

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.307	1.410		-5.183	.000
	R	.097	.039	.056	2.484	.013
	D	.837	.055	.526	15.331	.000
	DL	.063	.052	.048	1.209	.227
	C	.569	.049	.413	11.644	.000
	DU	.310	.071	.116	4.346	.000
	IN	-.086	.036	-.048	-2.365	.019
	BR	.109	.070	.051	1.563	.119

a. Dependent Variable: CL