



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT

**DETERMINANTS OF EFFECTIVE BRAND POSITIONING ON GARMENT
INDUSTRIES IN ETHIOPIA: EVIDENCE FROM SELECTED GARMENT
COMPANIES IN ADDIS ABABA**

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By

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Declaration

I, Nardos Samuel, declare that this research paper entitled “*DETERMINANTS OF EFFECTIVE BRAND POSITIONING ON GARMENT INDUSTRIES IN ETHIOPIA : EVIDENCE FROM SELECTED GARMENT COMPANIES IN ADDIS ABABA .*” is a work of my own and all references utilized for this study have been accredited. I have formed it on my own with the exception of the assistance and suggestions of my advisor.

Nardos Samuel

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Date: _____

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ACRONYM

BRANDPOST: Brand positioning

BRDATTR : Brand attribute

COMM : Communication

COMPATR: Competitor attribute

CUSTEXP: Customer experience

E.C Ethiopian Calendar

SPSS: Statistical Package for Social Science

ABSTRACT

Brand positioning is a core concept in marketing. Despite the importance of the concept, however, there is limited research in the field of positioning clarifying to what extent various brand positioning alternatives affect consumer perceptions and how positioning effectiveness can be best measured. The objective of the present study was to identify the factors that determine for effective brand positioning in the Garment industry in Addis Ababa. Non probability sampling Method which is convenience sampling was used & the data collection methods were documents, & questionnaire. A total no of 384 questionnaires were distributed to all Addis Ababa retail shops individual customers, out of it 280 questionnaires returned. The questionnaires were analyzed using descriptive statistics, ANOVA, correlation & regression. From the Finding of the result we conclude that factors namely customer experiences brand attributes, communication and competitor attribute have a positive and significant relationship with the brand positioning in the garment Industries. As the basic foundation of brand positioning is to control and drive consumer behavior toward a product or service a well-written, strategically placed brand positioning and due consider and give due attention to all the four factors of Brand positioning when taking action to influence more consumers but more attention should be given to customer experience and competitor attributes. Thus by considering these factors, the garment industries can attract more consumers and brand positioning in addition to the exiting customers.

Key words: - Positioning, experiences brand attributes, communication and competitor attribute, garment industries

CHAPTER ONE

1.INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Even though fifty years have passed since it was introduced, many marketers still view the concept of positioning as the basis for brand strategy. First coined by Jack Trout in 1969, positioning was what ‘advertising does to the product in the prospect’s mind.’

The meaning then expanded beyond advertising and revolutionized branding after Trout, along with Al Ries, published their classic book ‘positioning: The battle of your mind’ in 1981. Batra, Myers and Aker (1996) define brand positioning as the set of associations that the consumer has with the brand. These include physical attributes, lifestyles, use occasion and user image.

1.1.1 BACKGROUND OF THE INDUSTRY

Positioning is one of the most powerful marketing concepts. It primarily is the place a brand occupies in the mind of its target audience. Moreover, positioning idea is all about owning a unique position in the mind of the target consumer, and it is an articulation of what producers want their brand to be to consumers. Positioning is a strategic document that is primarily internally focused, helping shape and guide innovation, marketing, commercialization and sales strategies. This articulation typically addresses the following key questions: who the target customer is for the product or service, what needs is satisfied with this product /service. And reason to believe this product will satisfy the needs. To some extent, positioning, at least as described and seen as an art. But there is a lot more to positioning than merely reflecting a position in the minds of consumers. (Aaker, David A. 1996, Christoph Fuchs 2007)

Kotler, P., 2006, (ed)

Brand positioning and brand pricing are important strategic decisions for marketing managers. Such decisions are interrelated and depend upon competitive brand positions and prices. However, any unilateral decisions may encourage repositioning and price adjustment by competitors thus leading to either new market equilibria or a price/positioning ‘war.’ (Hartmann, P. et al, F. J. 2002, Hoffman, K. and Bateson, J., 2011)

As early as 1860 the manufacture of ready-to-wear clothing became one of Cleveland’s leading Industries. The garment industry probably reached its peak during the 1920s, when Cleveland ranked close to New York as one of the country’s leading centers for garment production. During

the depression and continuing after World War II, the garment industry in Cleveland declined. In the early 19th century clothing was still handmade, produced for the family by the women in the household or custom-made for the more well-to-do by tailors. Although still hand-produced, this early ready-to-wear industry laid the foundations for the vast expansion and mechanization of the industry. The ready-to-wear industry grew enormously from the 1860s to the 1880s for a variety of reasons. (Kotler, P., 2006, Melaku G 2019)

The garment industry has also a long history in Ethiopia since 1939 in Dire Dawa city. The textile industry encompasses cotton producing, ginning, spinning, weaving, knitting and garment. At present, there are 38 textile factories. Most of them are owned by government producing mostly work-wear garments for the domestic market. In addition, there are around 84 garment factories mostly located around Addis Ababa.

Positioning is perhaps one of the thorniest and most complex concepts in marketing (Bhat and Reddy 1998). One of the reasons for this circumstance is the issue that there is no mutual agreement among marketing scholars and practitioners about the exact meaning of the concept (Aaker and Shansby 1982; Crawford 1985; Mühlbacher, Dreher, and Gabriel-Ritter 1993; Rigger 1995). As highlighted by Blankson and Kalafatis (1999, p. 109) “there has been no single universally accepted definition of the concept of positioning.” Specifically, the boundaries of the concept are often not clearly defined – the question what exactly falls under the scope of positioning has not been sufficiently answered in literature and is still subject to heavy debate in the marketing community.

A comprehensive literature review reveals that positioning can be viewed from the marketers’ perspective or from the consumers’ perspective (Blankson and Kalafatis 2004; Crawford 1985, Wind 1982). From a *company* perspective, which is regarded as the dominant “perspective” in the literature, positioning implies the *identification and communication of associations* so as to change or strengthen consumers’ perceptions of the particular brand vis-à-vis other brands. Here, the company is active and intends to create the desired associations in consumers’ minds. In this regard, positioning from a firm’s perspective can be divided into two subcategories namely the intended and the actual positioning.

Despite the importance of the concept, however, there is limited research in the field of positioning clarifying to what extent various brand positioning alternatives affect consumer perceptions and how positioning effectiveness can be best measured. This paper, therefore, is aimed at examining how brand positioning is affected by different industries of garment in Ethiopia.

1.2 STATEMENT OF THE PROBLEM

The mind of the consumers is essentially related to Positioning. Positioning is an effort made by the firms to influence the consumer's perception of a product relative to the perception of the competing product. The positioning decision is a crucial strategic decision for a firm. A firm's positioning strategy focuses on how it will compete in the market. An effective positioning strategy considers resources of the firm, the needs of the customers and the position of competitors.

Positioning has an impact on important consumer-based outcome variables such as higher consumer loyalty, higher brand equity and value (Hartmann et al., 2005; Kalra and Goodstein, 1998; Knox, 2004), less customer vulnerability (Romaniuk, 2001), positively shaped preferences and beliefs about brand value, greater willingness to search for the brand (Schiffman and Kanuk, 2007; Trommsdorf and Paulssen, 2005; DiMingo, 1988), perceived price sensitivity (Kalra and Goodstein, 1998).

Sengeputa (2001) states that positioning is much broader and more versatile. It gives the brand manager, the advertising planner and the creative person a whole battery of strategies to choose from, to differentiate their brand in a manner that is both persuasive and sustainable, even when there is no unique selling proposition. It should be sustainable; it is the way you lock your brand inside a consumer's mind (Aaker, 1984). Emphasizing the distinguishing features that make it unique from its competitors and attractive to the consumer is what a brand is positioning is (Kotler, 2006). Whereas a technological feature can be duplicated, a competing brand cannot enter the perceptual territory that you have occupied if you defend it well (Aaker, 1984). It is claimed that you can copy the features of your competitor but you cannot dislodge him from the consumer's mind without a differentiating positioning strategy. Positioning is the fountain head in marketing and advertising. Indeed it is from this decision that flow all other decisions of the marketing mix. Aaker (1984) sees positioning as very central to a company's survival.

Thus, the reason why the researcher chooses this research topic is to investigate the factors affecting the effective positioning on the garment industries of Ethiopia. To the best of the researcher's knowledge, No well-organized study has been undertaken on the effectiveness of positioning strategies in more than one garment industry, Which will narrow lack of knowledge business success with the connection between positioning of understanding on the vital role of positioning in a business.

The present study tried to assess the factors that determine the effective brand positioning in the Garment industry in Addis Ababa.

1.3 RESEARCH QUESTION

1.3.1 MAIN RESEARCH QUESTION

- What are the factors for effective positioning on the Ethiopian garment industry?

1.3.2 SUB RESEARCH QUESTIONS

- Does customer experience has an effect on building effective brand positioning in the Ethiopian Garment industries?
- Does brand expectation have an effect on effective brand positioning in the Ethiopian Garment industries?
- Does communication has an effect on effective brand positioning in the Ethiopian Garment industries?
- Does competitor attribute have an impact on effective brand positioning in the Ethiopian Garment industries?

1.4 OBJECTIVE OF THE STUDY

1.4.1 GENERAL OBJECTIVE

- To determine the factors that affect brand positioning in the Garment industries.

1.4.2 SPECIFIC OBJECTIVES

- To study the effect of customer experience on brand positioning on the Garment sectors.
- To determine the effect of brand attribute on brand positioning in the Garment industries.
- To examine the effect of communication on brand positioning in the Garment industries
- To investigate the effect of competitors attribute on brand positioning in the Garment companies.

1.5 SIGNIFICANCE OF THE STUDY

The research has different contributions to different parties and stakeholders

- The finding of the research helps to initiate other researchers in this field of study

- In addition to addressing this knowledge gap the result will point out potential areas that organization in the garment sectors area needed to put more efforts when providing their services.
- Policy makers, scholars, interested parties and government authorities will also benefit that the findings provide informed suggestions on how institutional policy can be improved towards the brand.
- Managers, will be able to have a knowhow on how to manage their positioning strategies in order to get loyal customer.

1.6 SCOPE OF THE STUDY

Primarily the researcher during the entire study only focus on some selected independent variables which are: customer experience, brand attribute, competitor's attribute and communication, whereas brand positioning is selected as a dependent variable. Even though there are different factors that affect positioning, in this research only those variables are suspected by the researcher to have a significant effect on the selected garment industries. The researcher plans to limit the boundary of the research due to different constraints such as time constraints, limited resources, and extensive range of organizations operation and geographical areas. The research mainly focuses on selected garment industries in Addis Ababa (Ambassador Garment and Haile garment).

The research is going to use quantitative methodologies. Individually these approaches can answer different questions. In general, quantitative data is good at answering questions like 'What is the effect of positioning on garment industries?'

1.7 LIMITATIONS OF THE STUDY

The research is limited to the study area in which it is going to be conducted. The study was limited to the context of the two selected garment industries currently rendering services in its territories and will be conducted only in the selected area due to time and budget constraints.

1.8 DEFINITION OF TERMS

Product positioning / Brand Positioning- it is a marketing strategy to how a brand is supposed to be relative to competing brands in the mind of customers. The objective of a positioning strategy is to establish single defining characteristics of brand in the mind of the customer.

Brand attribute- is package of characteristics that refer the aspects of the brand in both be it, physical and personality through actions, images, and /or presuppositions.

Communication-is the use of different marketing channels and tools in combination. Marketing communication channels focus on any way a business communicates a message to its desired market, or the marketing in general.

Customer experience-is a totality of cognitive, affective, sensory and behavioral consumer response during all stages of the consumption process including pre-purchase, consumption and post purchase stages. A good customer experience for customer ensures that the customer will have long association with the brand and a positive word of mouth.

Competitor attribute- How competitors outperform ones company is consider as Competitor attribute

1.9 ORGANIZATION OF THE STUDY

This study is organized in to five chapters, Chapter one mainly consists of the introduction parts containing the background, problem statements, the main objectives, significance and scope of the study. Whereas chapter two reviews different literatures which are done on previous studies. Chapter three is mainly about research design and methodologies, consists of data gathering instruments, research approach and design, populations, sampling techniques and sources of data, data type, validity and reliability ,ethical considerations. Chapter four deals with data analysis and presentation. The last chapter mainly consists of findings, conclusion and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

INTRODUCTION

This chapter is concerned with presenting the review of related literature. Which is divided into three parts: the first part deals with the theoretical review, the second part deals with empirical review the third part deals with the conceptual frame work.

HISTORICAL BACK GROUND OF POSITIONING

At the very beginning according to Chang (2013), as a marketing strategy, marketing position rose in importance in the middle of the 1950's. Although, other writers argue the concept of Positioning was first introduced by Jack Trout in the book named —Industrial Marketing in 1969 as —positioning as a game people play in today's me-too market place (Janiszewska&Insch, 2012). This is due to consumer is overwhelmed with unwanted advertising. In the 1970s era marketers realized that to effectively generate demand; —customer should replace —product at the heart of all marketing activities.

The customer management discipline, including strategies such as segmentation, targeting, and positioning (STP), was introduced. At this point, marketing was no longer only tactical. Since then, the development of the four Ps has always been preceded by the development of the STP (Kotler et. al. 2010). In 1981 the concept was further popularized by Al Ries and Jack Trout in their best seller & ground-breaking book called —Positioning – The battle for your mind in which they define Positioning as "an organized system for finding a window in the mind (Semans, 2010). They argue that, Positioning starts with a product, but positioning is not what you do to a product rather it is you position the product in the mind of the prospect (Morrison & Anderson, 2002). While in the concept of positioning a brand's communication activity is the major area of reference, it is now emphasized that positioning has a broader market impact and refers to a brand's broadly defined marketing activity. Therefore, brand positioning refers to all its external activities and, at the same time, it determines behavior within an organization (Janiszewska & Insch, 2012).

Defining the Concept

Positioning is perhaps one of the thorniest and most complex concepts in marketing (Bhat and Reddy 1998). One of the reasons for this circumstance is the issue that there is no mutual agreement among marketing scholars and practitioners about the exact meaning of the concept (Aaker and Shansby 1982; Crawford 1985; Mühlbacher, Dreher, and Gabriel-Ritter 1993; Rigger 1995). As highlighted by Blankson and Kalafatis (1999, p. 109) “there has been no single universally accepted definition of the concept of positioning.” Specifically, the boundaries of the concept are often not clearly defined – the question what exactly falls under the scope of

positioning has not been sufficiently answered in literature and is still subject to heavy debate in the marketing community. An effective brand positioning strategy will maximize customer relevancy and competitive distinctiveness, in maximizing brand value.

Positioning has received much attention over the past decade and has emerged as a highly influential marketing management paradigm. Theoretically, practically and strategically it is generally accepted that positioning has become one of the key components in modern marketing management, both from the academic point of view (Aaker and Shansby 1982; Arnott, 1992, 1994; Blankson and Kalafatis, 2004; Boatswain, 2015; Crawford et al, 1983; Day et al 1990) and from the practical or business point of view (Ogilvy, 1983; Ries and Trout, 1981, Trout and Rivkin, 1996). By making the wrong positioning decision, a company could develop a misguided marketing mix and thus go down an undesirable path.

Aaker and Shansby (1982) claim that product positioning is so central and critical that it should be considered at the level of a mission statement. Dovel (1990) considers positioning as the essence of a business and backbone of a business plan. More specifically, Maggard (1976) points out that positioning can make real contribution as a conceptual vehicle through which various marketing concepts might be synchronized more effectively.

Positioning Statement

Brand positioning platform should start with a powerful positioning statement: a memorable, impactful, concise, approximately 35-word statement that tells people what you do, how you are different and what value you will provide to them (Levi, 2011). Kotler & Armstrong (2011), argue that Company and brand positioning should be summed up in a positioning statement & the statement should follow the form: To (target segment and need) our (brand) is (concept) that (point of difference).

As Identified by Levi, (2011), the particular components of this critical over-arching statement include:

- Type of business/organization you are
- What products/services you offer
- For whom you deliver these products/services
- The value these products/services provide to your customers
- How you are different from the competition

Semans, (2010) suggests one of the ways commonly used to test positioning statements is to substitute your competitor's brand name for yours. If it is still a true statement, then it is not a strong position. For example, a university said its differentiation was that they were —the only

place where students can use their gifts.¶ As that would also be true for just about any institute of higher education, this is not a strong positioning statement.

Key Messages

Key messages typically expound upon one or more of the power words contained within the positioning statement. Using the same effective positioning statement, note the underlined words below. These are the power words that should be the genesis for supporting key message development

Proof Points These supporting statements help to substantiate the claim(s) made in a particular message. Both key messages and the positioning statement need proof points. Taking the same key message we just highlighted above, let us look at some potential supporting proof points. As the name implies, these statements must be factual. Key message: Medical Software Provider helps organizations better track and collect on outstanding balances through the automation of its billing and auditing process. Supporting proof points: XYZ Company recouped \$258,000 of outstanding revenue in year one following its installation of MSP's software. Following installation of the software, ABC Company increased its revenue 18 percent by raising its collections 49 percent over the first 12 months.

2.1 THEORETICAL REVIEW MODELS AND FRAME WORKS

Positioning "refers to how customers think about proposed and/or present brands in a market (Perreault and McCarthy 1999)." Through a brand's positioning, a company tries to build a sustainable competitive advantage on product attribute(s) - tangible or intangible - in the mind of the consumer. This advantage is designed to appeal to one or more segments in that product category. Developing a successful positioning strategy is not easy; in fact, Schnedler (1996) states: "Positioning products in a complex market can be one of a company's most difficult decisions."

To effectively position (or reposition) a brand, the company must know how this brand is perceived in relationship to other brands in the product category. Several tools are available for evaluating a brand's positioning: multidimensional scaling, factor analysis, discriminant analysis, and multi attribute compositional models are the most commonly used. These tools have relative advantages and disadvantages that make them more suitable to specific applications as summarized in this paper. Based on these tools, the marketer can evaluate whether:

- The brand has a positioning that is differentiated from other brands in the market.
- Potential opportunities exist for the introduction of new products or repositioning an existing brand.

- Certain segments are underserved by existing brands in the category. One tool that has not achieved common use is Lancaster's model of consumer demand (1966, 1979), referred to in this paper as the product attributes model. This model incorporates price and the consumer budget into the analysis of the competitive positioning for brands. As such, it has advantages over other methods when price or value is a key issue in brand positioning.

The Importance of Positioning

Urban and Hauser (1993) state, Positioning is critical for a new product. Not only must a new product deliver the benefits the customer needs, but it must do so better than competition.

In developing a positioning, the marketer must consider four things:

- The target market.
- How the product is different or better than competitors.
- The value of this difference to the target market,
- The ability to demonstrate or communicate this difference to the target market

These elements roughly relate to the components of a brand position as described by Aaker (1996): target audience, subset of identity/value proposition, create advantage, and actively communicate. The brand identity and positioning are central to developing a strong customer base and brand equity. The target market and the perceived differentiation from competitors are core concepts of positioning. Rao and Steckel (1998) define a brand's positioning as "how it is perceived relative to its competitors by a relevant group of customers. Segmentation and positioning are too often treated as independent concepts in practice and in the literature. However, positioning has no value unless it is appropriate for a target segment.

2.1.1 BRAND POSITIONING MODEL

It is the conceptual place by which producers need to own in the targets consumer's mind. In maximizing brand value an active brand positioning strategy will make best use of customer relevancy and competitive uniqueness. So that the backbone of the brand strategy in any company is brand positioning that usually forms until the time a brand can thrive a positioning strategy rings with the needs and wants of the target market. A brand positioning is a long term process which may go for 3 to 5 years with huge investments particularly in advertisements (Bhat & Trout, 1998) choosing companies wrong positioning strategies may decrease their sales because of the insufficient from the consumers view point not differentiating the brand from other brand. In order to enable a firm's brand to be readily unique from other competing brands in the marketplace effective brand positioning is a must among other factors in terms of related brand attributes, benefits to users, and/or market segment emphasis. as it further put emphasis on elements of supremacy along one or more unique dimensions that are appreciated by consumers.

Brand positioning strategies - Type

1. Brand positioning -Value-based

Two approaches and both are based are very much dependent on the quality of the product in Value-based positioning. They use a psychological approach which exploits the belief that more expensive something is, the better it is. This increases the value in the minds of the customer and the product is positioned as expensive and useful and good.

2. Brand positioning - Quality based

Although it can be combined with other strategies and positioned easily Positioning with the help of a vital factor like quality can be a very thought-provoking positioning strategy. every business in the market nowadays is trying to establish quality and its commitment to maintain it. One unique way to distinguish a product amongst the competitors would be to narrow the focus to a particular area of expertise and use that as branding strategy in terms of quality positioning.

3. Brand positioning - Competitor based

Since the competition has increased companies are taking this strategy to demonstrate the superiority amongst all other available competitors in the market. Right from insurance companies to mobile phones every company establishes its supremacy by comparing their products or services to other companies or direct competitors.

4. Benefit positioning

Working with the benefits of attributes and communicating those benefits to the customer has been an old strategy followed by many brands. The strategy highlights the benefits of the product or service to the customers.

5. Problem and solution positioning

Many brands present themselves as a solution provider to the problems of the customers. The ideology behind such positioning is to demonstrate that this particular brand can help producers to solve problems instantly and efficiently. Banks, Insurances, and loans have started themselves to a position as a solution provider.

6. Price Positioning

As much as quality plays an important role in the product success price is an equally important factor which determines the enormity of success of a particular brand. There still remains a major

bulk order chunk of customers who are not able to purchase those nice products or services. It is to appeal to these customers that price positioning is done by many Brands.

7. Celebrity-driven positioning:

Using celebrities as a spokesperson to endorse a particular category of product or services has been a popular way for a long time. The aim of celebrity-driven positioning is to get the attention of people and increase brand awareness and recognition by associating the product or a brand with the glamorous personality of the particular celebrity. This is often an expensive affair for the companies but they knowingly choose this method of splurging because of the fact of familiarity and popularity of the celebrity.

This association of celebrity with the brand inspires many buyers who follow the celebrity to buy the same brand and make them feel psychologically associated with the celebrity.

8. Leader-based positioning

Very few companies have adopted for this route since to declare a market leader you would require your brand to be the best and unique in the market. Many companies start with this positioning but as competition increases, they fall out and the strategy needs to be revamped. Brand positioning model is related to the researcher's idea in a way by which when a producer engage in branding, they have to focus on the users. Positioning is about making a brand the preferred option among all competitors. When engaging in positioning, producers focus on the way their offer competes with all other players in the industry. As it has been known brand positioning strategies are directly connected to, consumer-based loyalty, brand equity, and the inclination to purchase the brand by shaping customer preferences so that that is why effective brand positioning is considered as the level to which a brand is professed as promising, different and trustworthy in consumer's minds.

2.1.2 THE SERVICE BRANDING MODEL

Berry (2000) has developed a model for creating brand equity for services. He identifies brand equity as "*the differential effect of brand awareness and brand meaning combined on customer response to the marketing of the brand*" (p. 130), which is his interpretation of Keller's (1993) definition of brand equity. According to Berry (2000) the service branding model does not differ in kind from that of products, only in degree. He argues that the main difference in building brand equity for products compared to services is the great importance of service performance, meaning human performance for services rather than machine performance for products. In Berry's (2000) model, brand equity is based on brand awareness and brand meaning, where brand meaning has a greater influence on brand equity than brand awareness. Brand awareness is primarily composed of the presented brand, but is also affected by external brand communication. Brand meaning is foremost affected by the

customer's experience with the company, but also indirectly affected by external brand communication and the presented brand. The different components of the service branding model will now be explained further. The different components of the service branding model are:-

2.1.2.1 BRAND AWARENESS

Brand awareness has to do with the levels of knowledge customers have about a brand. According to Berry (2000), brand awareness can be said to be built up by two elements: company's presented brand and external brand communications. Keller (1993), on the other hand, divides brand awareness into brand recall and brand recognition. The two authors' divisions are similar as brand recognition and brand recall are both built up through how the company presents its brand.

Brand awareness is a component of the brand that can add to its value. The value is based on how easy the brand comes to a customer's mind (Riezebos, 2003). There are four different levels that show how aware a customer is of a certain brand: unawareness, passive awareness, active awareness and top-of-the-mind awareness (Riezebos, 2003). The higher the level of brand awareness, the higher the likelihood to make a purchase decision in favor of that particular brand (Keller, 1993). Passive awareness is similar to Keller's (1993) brand recognition meaning that the brand name is recognized by customers, but the brand name does not spontaneously come to mind (Riezebos, 2003). When the level of brand name awareness has reached active awareness (Riezebos, 2003), or brand recall (Keller, 1993), the customer can retrieve the brand name when a cue such as the product group is given (Riezebos, 2003).

Top-of-the-mind awareness is the level that is the most desirable and is attributable to the brand that first comes to mind when a customer is presented with a certain product group (Riezebos, 2003). In this thesis we will not measure the different levels of brand awareness. It is, however, important to mention the levels as the differences and implications are imperative in order to successfully implement and understand strategies for increasing brand equity.

2.1.2.2 BRAND MEANING

Brand meaning is what immediately comes into the customer's mind when exposed to a brand (Berry, 2000). It is the customer's perception, the impressions and associations of the brand which gives that brand a special meaning to the customer. As mentioned above, brand meaning is created primarily based on the customer's experience with the brand, but also the presented brand and external brand communication contribute to the brand meaning. Berry (2000) claims that the presented brand and the external brand communication have greater impact on new customers, since these are the only signs to the customer of what the brand represents. He continues to say that when the customer has actually experienced the service; this experience

becomes disproportionately influential and hence has a greater impact on the brand meaning. Berry (2000) explains that if for example the advertising differs from the experience, the customer will believe the experience over the advertising.

2.1.2.3 PRESENTED BRAND

The company's presented brand can be said to be the communication that the company controls and that is intended for the customers to see (Berry, 2000). This communication is how the company wants to portray its image through its advertising, the service facilities and appearance of service providers. The first thing that customers come into contact with is the company's name. Other core elements of the presented brand are advertising and symbolic associations (Berry, 2000).

2.1.2.4 CUSTOMER EXPERIENCE WITH THE COMPANY

customer experience with the company has the most influential impact on brand meaning and can be affected by several factors. The components most often brought up as influencing the experience are the employees and the customers, and the relationship between the two (cf. de Chernatony & McDonald, 1998; Ind, 2001; McDonald et al., 2001). Bateson and Hui (1990) say that it is the service encounter that makes up the service experience in which customer's needs and wants are satisfied. By service encounter the authors refer to interactions between employees and customers, customer-to-customer interactions and the service environment. It is the customer's psychological reactions to the service encounter that is the service experience. Further, Riley and de Chernatony (2000) suggest that the service brand is a holistic process that starts with the relationship between the firm and the employees, to later become realized in the interaction between the customer and the service provider.

2.2 EMPIRICAL REVIEW

2.2.1 CUSTOMER EXPERIENCE

Customer experience is the impression customer has for the brand as a whole throughout all aspects of the buyer's journey. The "multiaspect" conceptualization of experience can be traced back to Holbrook and Hirschman (1982) when they conceptualize the consumption experience under the heading of "fantasies, feelings, and fun". Afterwards, a study focused on customer experiences of river rafting (Arnould & Price, 1993) and identified three aspects of customer experience; harmony with nature, "communities" and personal growth and renewal. Otto and Ritchie (1996) offer another attempt to measure the construct of service experience across the tourism industry (airlines, hotels, tours and attractions). The term "service experience" relates to a number of contributory events and a number of transactions or interactions between a customer and a provider in the exchange of the service (Czepiel, 1990). This research by Otto and Ritchie (1996) identifies six dimensions of service experience: hedonic, novelty, stimulation, safety, comfort and interactive.

The first three dimensions are consistent with the experiential benefits described by Bello and Etzel (1985), Havlena and Holbrook (1986) and Holbrook and Hirschman (1982), as cited in Otto and Ritchie, (1996). The safety dimension follows from Maslow's hierarchy of needs, while comfort is a fundamental benefit of the service encounter. Later, the six dimensions of service experience were narrowed down to four dimensions; hedonic, feeling of escape, peace of mind and recognition (Otto & Ritchie, 1996). Finally, O'Sullivan and Spangler (1998) claim that the experience construct is complex and can be measured along a continuum which incorporates real to virtual, novelty or communality, degree of mass- production or customization, and level of interaction with other people.

In an operational view of experiential marketing, Pine and Gilmore (1999) define four realms of a consumption experience. They describe two main dimensions: first, the level of guest participation, passive or active; second, environmental relationship absorption or immersion between customer and occurrence. Connecting these dimensions defines the four areas of experience: entertainment, education, aestheticism and escape. Extending and supporting the work in this nascent area of research, Poulsson and Kale (2004) claimed that there is no clear differentiation between what they called the commercial experience discussed by Pine and Gilmore (1999) and other kinds of experiences encountered on a daily basis. Thus, they pose the question of what are the ingredients of a commercial experience that are most likely to provide product differentiation and a competitive advantage. This analysis lead us to the following Hypothesis

H1: Customer experience has a positive and significant effect on brand positioning.

2.2.2 BRAND ATTRIBUTE

Briefly, brands are "perceptions reflected through associations in consumer memory" (Keller, 1993, p. 3). The American Marketing Association defines branding as combination of sign, symbol, term, name, , design or to recognize services and goods and distinguish from competitors product". Kotler (2000, p. 426) adds that "a brand is a name, term, symbol, design or all of the above, and is used to differentiate a company's products and services from its competitors". Strong feelings and passionate reactions are also sparked by well- known brands in various categories (Fetscherin et al., 2019; Zarantonello et al., 2018).

Contrary to previous concepts, there is a view that the brand has no tangible component (Alwi & Kitchen, 2014; Azoulay & Kap- ferer, 2003; Keller & Richey, 2006; Slaughter et al., 2004), i.e., that it is created internally through advertising campaigns and essentially by the customers themselves (Wang & Tsai, 2014), serving as a criterion in evaluating options at the time of purchase (Richardson et al., 1994 Keegan et al., 1995; Zeithaml, 1988).

In short, while there are several definitions for the concept of branding, they all incorporate the idea of globalization; that is, branding is always related to the total impression of the organization shared by a group of external members (Franzen & Bouwman, 2001). This global dimensionality was synthesized by Dimofte et al. (2008) into five factors: social and environmental responsibility, availability and visibility, achievement symbol, safety and time saving, and local characteristics versus standardization. Alwi et al. (2014) add to brand as a global perception defined by affective and cognitive attributes.

The brand represents much more than just the marketing mix (Popoli, 2015). It is a set of feelings based on personal, intrinsic and extrinsic clues that will fill the consumer gap between their current life and personality and their ideals (Olson, 1977), linked to the customer's meaningful values (Tong Qin & Liu, 2019).

There is, therefore, an ongoing relentless pursuit by brands to dematerialize from the products or services they sell, but rather to develop strategies that enable them to become affective, emotional, and behavioral symbols to reach levels that are not comparable with those of the remaining competitors in the market (Popoli, 2015). This analysis lead to the following hypothesis

H2: Brand attribute has a positive and significant effect on brand positioning

2.2.3 COMMUNICATION

Communication refers to the promotional message designed for the product. Obviously both communication and positioning are very much interrelated. Moreover communication bridges the gap between target audience and the organization. A brand that remains unknown is only experiential brand-that is only our existing customers who know the brand; the brand is only doing half the job (Thomsett,2007).

Credibility and differentiation of the positioning it would be mandatory to communicate the position to the market once companies guarantee the relevance of the products. Communication is noticeably a main part of company success. Advertising has been consistently found to play an important role in creating positive brand attribute (Kempf&smith,1998)as has word of mouth and non-paid publicity (Swanson and Kelly,2001). This analysis leads to the following hypothesis

H3: Communication has positive and significant effect on effective brand positioning.

2.2.4 COMPETITOR ATTRIBUTE

Competition is one of the most inevitable forces in today's business world. No matter what a firm is, big or small, it has competitors in the industry and the strategies of these competitors affect the process of formulating strategic plans. Competition is an accepted feature of corporate

life for profit-driven organizations. Analyzing organization's competitors helps to discover its weaknesses as well as identify opportunities and threats from the industrial environment. While formulating an organization's strategy, managers must consider the strategies of the organization's competitors. A firm's competitors are all of those firms which compete for its customers' spending power. And competitor analysis is about sizing up the competition to give a business owner a more realistic view of the market and the company's position in it.

And yet not every competitor warrants the same level of attention in the strategic plan. Kotler and Armstrong (2009) suggest that there are four types of competitors: *Brand competitors*: These are the most obvious competitors. They are firms which are similar in size to the focal firm and who offer similar products to similar customers. *Industry competitors* offer similar products or services to the focal firm but differ in some important way such as organization size or the precise type of product offering or target market. *Form competitors* offer products or services which fulfill the same customer needs as the focal firm even though the products or services are very different in form or technology. *Generic competitors*: All consumers have limited incomes. Therefore, every firm is a potential competitor, at least for expenditures of similar magnitude.

Analyzing competitors assists organizations in identifying a clear competitive advantage (some basis on which they are willing to compete with anyone). Competitive advantage is the means by which the organization seeks to develop cost advantage or to differentiate itself from other organizations. Organizations constantly take offensive and defensive actions in their quests for competitive advantage vis-à-vis competitors (Baum and Korn, 1996). Competitive advantage might be centered on image, high-quality services, an excellent and widely recognized staff, or efficiency and low cost, among others. Depending on the intent of the competitor analysis, an organization might use all of these attributes or just one or two. In large, complex markets, all of these information categories are appropriate and essential for positioning the organization.

General competitor information is important for an organization to: avoid surprises in the marketplace; provide a forum for leaders to discuss and evaluate their assumptions about the organization's capabilities, market position, and competition; make everyone aware of significant and formidable competitors to whom the organization must respond; help the organization learn from rivals through benchmarking (specific measures comparing the organization with its competitors on a set of key variables); build consensus among executives on the organization's goals and capabilities, thus increasing their commitment to the chosen strategy; and foster strategic thinking throughout the organization. This review lead to the following hypothesis

H4: Competitor attribute has a positive and significant effect on brand positioning.

2.3 CONCEPTUAL FRAME WORK OF THE STUDY

perceived high product quality often resulted from prolonged brand positioning based on quality association (Denoue & Saykiewicz, 2009). Hence, Positioning is an evolution, build and maintained over time and their benefits come back over timer as well (Semans, 2010).

The research hypothesis derived from customer experiences, brand attribute, communication and competitor attribute that were considered from positioning concept and determinants as well as feature of effective positioning. the hypothesis in this conceptual framework and model is accredited by different scholars and authors in the field . The traditional approach to brand positioning was these factors among others which was the major reason for brand loyalty; acknowledged by premium product quality ensued from sustained brand positioning with related quality association (Denoue & Saykiewicz, 2009). that is why scholars scommonly said positioning is an evolution that will be constructed and retained over a certain period and paybacks riposte over timer on top .(Semans, 2010).

To these effect the Conceptual frame work of the study is presented below in figure 2.1

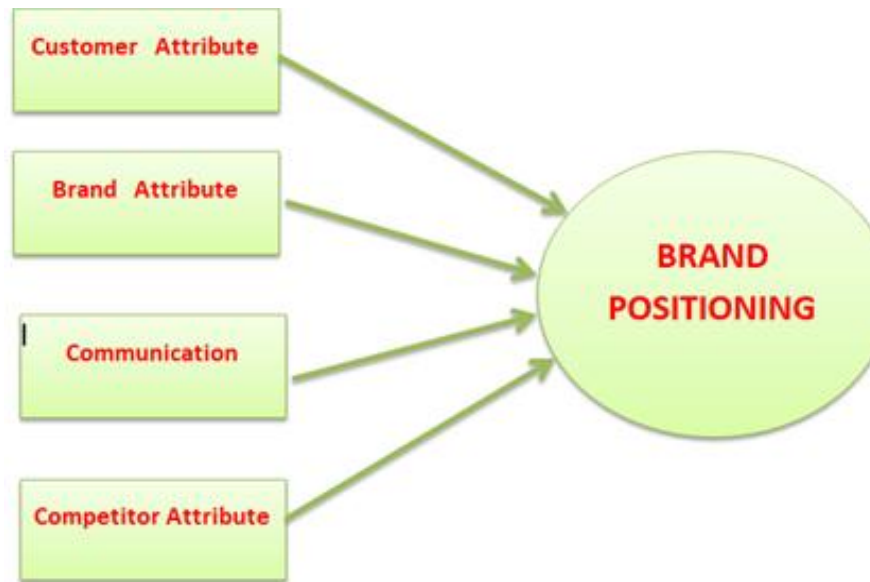


Fig.2.1 Conceptual frame Work of the study (Source: Compiled by the researcher)

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

INTRODUCTION

This chapter is composed of research design, research approach, population of the study, and sources of data, data gathering instruments and sampling techniques, Data analysis technique, data type, reliability and validity and ethical considerations which has been used by the researcher for the entire study. The research was conducted on selected garment companies which are located in Addis Ababa.

3.1 RESEARCH DESIGN

The researcher used both an explanatory and descriptive type of research design that focuses on explaining the aspects of the study. Explanatory research is conducted when there is an issue that is already known and has a description of that mainly aims to understand phenomena by discovering and measuring casual relations among them. Whereas a descriptive research sets out to describe and interpret what is. It describes the state of affairs as it exists. The researcher started with a general idea and used research as tool that could lead to the subjects that would be dealt with in the incoming future.

3.2 RESEARCH APPROACH

The research has used a quantitative approach. Quantitative research is the systematic and scientific investigation of quantitative properties, phenomena and relationships aimed at developing and employing, theories, hypothesis and models relating to the natural phenomena. It also favors methods such as surveys and experiments, and attempts to test hypothesis or statements with a view to infer from particular to the general.

3.3 POPULATION OF THE STUDY

The target population of the study was two selected garment industries namely Ambassador Garment's and Haile garment's retail shops individual customers. These study population was selected that there were potential customers among others and a vicinity to the researcher. Besides, the researcher estimates that all the customers of the garment industries have experience with the products of the organization. The majority of the target group is perceived to have the requisite ability and understanding to interpret and respond to the questionnaires more appropriately.

3.4 DATA SOURCE AND TYPE

This study was employed primary and secondary data sources in order to have more reliable findings. The primary data for this study was collected using questionnaire and carefully designed closed ended questionnaire and secondary data was collected from relevant books, internet sources, unpublished materials, annual reports and guidelines. Data were collected using different instruments and methods such as structured and unstructured interview, systematic visiting, and other primary and secondary data were used in order to collect data and pertinent information to the study.

3.5 SAMPLING TECHNIQUES AND SAMPLE SIZE

The sampling technique which is used by the researcher is a non-probabilistic sampling technique of convenience sampling method .The researcher chooses this technique because all the population of the garment industries cannot be available at the same time. A non-probabilistic sampling technique is a sampling technique where sample readily available is taken from that part of population and are chosen to be part of the sample with a specific purpose in mind. In respective to the idea mentioned above the researcher has selected only those respondents who are customers of Ambassador Garment and Haile garment.

Since the population is large and infinite sample size was determined by the statistical formula (Cochran,1997) that permits to get the appropriate sample size..

$$N = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2(0.5)(5)}{(0.05)^2} = 384$$

N -sample size, Z^2 is the abscissa of the normal curve (1)96. e is level of precision, P is the estimated proportion of an attribute that is present in the population, and q is 1-p.

3.6 DATA GATHERING AND COLLECTING PRECEDURE

The major data gathering instrument which has been used by the researcher is a Questionnaire. According to Kothari (2004), a questionnaire is used when researchers require information on consumer feelings and attitude. The researcher was addressing the questionnaire for the customers of the garment industries by including all questions. The questionnaire was designed based on the conceptual framework and from different aspects of brand positioning and the specific objectives. On the other hand the company's manuals, web-sites and brushes are used as secondary data gathering instruments.

The researcher has used primary and secondary sources. The primary data gathering methods include, questioner from customers of the textile industries and observations whereas the

secondary data's were obtained from statistical documents and organizational reports, web- sites, brushers and company manuals.

3.7 VARIABLES OF THE RESEARCH AND MODEL SPECIFICATION

Brand positioning is a dependent variable and customer experience, brand attribute, communication and competitor attributes are the independent variable

The model that were used in the study was

$$\text{BRANDPOST} = a + \beta_1 \text{CUSTEXP} + \beta_2 \text{BRDATTR} + \beta_3 \text{COMM} + \beta_4 \text{COMPATR} + e_i$$

Where:

BRANDPOST: Brand positioning

CUSTEXP: Customer experience

BRDATTR : Brand attribute

COMM : Communication

COMPATR: Competitor attribute

a - is a constant,

β_{1-4} - is the coefficient

e_i - the error term

3.8 DATA ANALYSIS TECHNIQUES

Data analyses was conducted through a descriptive statistic (percentage, frequency, SD, mean) to provide details regarding the demographic question and the independent variables that had an effect on the effective brand positioning.

To evaluate the effects of various factors on the effective brand positioning the correlation analysis was used. And also, the inferential statistics were used to show the relationship between dependent and independent variables. This statistic will be presented in correlation, regression, and ANOVA. In order to check the reliability and consistency of the instrument the Cronbach's Alpha (α) analysis were conducted. Whereas, to determine the relationship among the variables and to test the research hypothesis correlation and regression analysis method were used by meeting the ordinary least square (OLS) assumptions of the linear regression.

3.9 RELIABILITY AND VALIDITY

Instrument validity

In the validity of the research paper, as it was stated in the methodology most part the items which was used to measure the variables were adopted from previous research works; to increase the degree of clarity. Furthermore, the overall content validity of the instrument such as clarity, length & wording of the questions judged by expertise in the area.

Instrument reliability

To examine the reliability of the study Cronbach's alphas, which is considered to be a measure of scale reliability, had been calculated with all variable cumulatively using SPSS version 26. As

a result in Table below, the Cronbach's alpha of the questionnaire revealed 0.751 score. Usually, reliability coefficients should be at least 0.70 and the higher is the better.

3.10 ETHICAL CONSIDERATIONS

During the distribution of questionnaires, the researcher first informed on the introduction part of the paper about the title and objective of the study. On the other hand, their responses were kept confidentially.

The researcher was considered the research values of voluntary participation, confidentiality, anonymity to ensure protection of respondents from any possible problem that can be happened from participating in the study. Thus, the researcher was clearly introduced the purpose of the study as a partial fulfillment of a Masters study programs and requested the respondents to participate in the study voluntarily such that refusal or abstaining from participating was permitted. The researcher was also assured the respondents confidentiality of the information given and protection from any possible problem that can be happened from the study since the findings were used for the intended purposes only.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

INTRODUCTION

This chapter presented data presentation, analysis and discussion part of the study that analyzes the issues for effective brand positioning in the Garment industry. A total of three hundred eighty four consumers were selected from two selected garment industries found in Addis Ababa to collect and used data for the analysis. using SPSS 26.

4.1 RESPONSE RATE

280 respondents were responded accurately and timely. This made the response rate of 73 %. 52.7 percent is satisfactory for assessment. (Baruch & Holtom 2008).

4.2 RESPONDENTS PROFILE

Respondents' gender and age distribution of the study population was presented in Table 4.1. 71.42 % were female and 28.58% were male by gender indicative of that female consumer was high in the garment sector. Most respondents are between categories of 25 to 35 that contribute to 21.4 percent . 36 -45 to 39.2 percent 26.7 percent to 46 to 55 and the rest 12.5% were above 55 years respectively indicating that most of the respondents were between 36 to 45 years

Table 4.1 Respondents general Profile by Gender and Age

Description		N	%
Gender	Male	80	28.58
	Female	200	71.42
	Total	280	100
Age	25-35	60	21.4
	36-45	110	39.2
	46-55	75	26.7
	>55	35	12.5
	Total	280	100

Source: compiled by the researcher

60.4 percent of the respondents had a BA/BSc degree followed by diploma and MA/Msc degree . It was 26.7 and 12.9 percent respectively. Similarly 7.1 percent of the respondents had less than 5 years . 33.9 percent were had 5-10 years, 39.4 percent were had 10 to 15 years and a 19.6 percent had above 15 years respectively during the study period. Concerning the current occupation private company employed comprised the biggest portion which was 60 percent followed by NGO employed which was 27.9% . and government employed which was 12.1

percent showing that majority of the respondents were private company employed .This indicates that the respondents are well experienced and positioned.

Table 4.2 Respondents general Profile by Education and years of Experiences

Description		N	%
Education	Diploma	75	26.7
	BA/BSC	169	60.4
	MA/ MSC	36	12.9
Total		280	100
Years of experience	< 5 years	20	7.1
	5-10 years	95	33.9
	10 – 15 years	110	39.4
	>15 years	55	19.6
Total		280	100
Current Occupation	NGO employed	78	27.9
	Private company employed	168	60.0
	Government employed	34	12.1
Total		280	100

Source: compiled by the researcher

4.2.1 ANALYSIS OF RELIABILITY

Cronbach’s Alpha (α) was used to measure the reliability analysis and a > 0.700 is acceptable (Cohen et al, 2010 25 items were tested accordingly. Alpha value of .751 was found that showed that it was reliable and consistent as the value was > 0.70 .

By categorizing into five groups for the convenience of the data analysis table 4.3 presented the reliability analysis and the likert items categories.

Table 4.3 Reliability Statistics

No.	Variables	Cronbach’s Alpha coefficient	Likert items No
1	Customer experience	0.745	3
2	Brand attribute	0.771	4
3	Communication	0.803	4
4	Competitor attribute	0.725	4
5	Positioning	0.701	11
Total		0.751	26

Source: Compiled by the researcher

Table 4.4 Likert item categories

No.	Study Variables	Symbol	Number of likert items
1	Customer experience	CUSTEXP	3
2	Brand attribute	BRDATTR	4
3	Communication	COMM	4
4	Competitor attribute	COMPATR	4
7	Positioning	BRANDPOST	11
likert items total			26

Source: Compiled by the researcher

Assessment by categories

Brand positioning in garment industries in Addis Ababa in case of two selected garment industries listed on the questionnaires were categorized by the effects of selected study variables on positioning on which were discussed in the literature review. These are Customer experience, Brand attribute, Communication, Competitor attribute and brand positioning in garment industries in Addis Ababa. Table 4.5 below shows the mean value and the standard deviation of the study population.

Table 4.5: Mean value by categories

Sr No.	study Variable	Mean	SD
1	Customer experience	4.12	0.803
2	Brand attribute	3.50	0.754
3	Communication	3.21	0.614
4	Competitor attribute	3.76	0.861
5	Positioning	4.00	0.723
Average		3.62	0.787

Source: compiled by the researcher

table 4.5 showed the variables that were employed to search the effective brand positioning of garment industries ,an average mean score were revealed on Customer experience has great value (4.12), Competitor attribute (3.76) mean score and Brand attribute (3.50) and communication was with low score which was 3.21 respectively.

4.2.1.1 CUSTOMER EXPERIENCE

Three measuring criteria were employed to measure the factors affecting positioning in the Garment industry in garment products. Out of three items developed to see the extent of Customer experience/ attributes for the positioning factors, I have good attitude towards the brand has (3.40), shadowed by I have good relationship with the business itself and its products(3.5) and The company easily understands the interest of its customers. 3.0 low score of mean. Largely, 3.40 the groups mean value which is interpreted as this variable has above average mean score in contributing the brand positioning of the garment products in the study population.

Table 4.6 Customer experience

Sr. No	Description	Mean	SD
1	I have good attitude towards the brand.	3.67	0.843
2	I have good relationship with the business itself and its products.	3.02	1.021
3	The company easily understands the interest of its customers.	3.42	0.782
Total		3.40	0.903

Source: compiled by the researcher

4.2.1.2 BRAND ATTRIBUTE

Brand attribute result of the mean and the standard deviation have presented in table 4.7 four items were employed to measure the Brand attribute. Out of four items developed to see the extent of Brand attribute in brand positioning, the mean value of higher than the average mean that is 3.64 were observed Different features come to my mind when I think about the brand, (3.65) followed by The company improves its products from time to time (3.43) the third rank mean is The brand name and features helps me to use the company's products (3.98) and The company's products fulfill my interest had low mean score of 3.83. Mostly, all criteria fixed for measuring implied that are contributed to the brand positioning of garment products in the study population.

Table 4.7 Brand Attribute

Sr. No	Description	Mean	SD
1	Different features come to my mind when I think about the brand.	3.65	0.625
2	The company's products fulfill my interest.	3.98	0.819
3	The company improves its products from time to time	3.43	0.625
4	The brand name and features helps me to use the company's products	3.83	0.701
Total		3.22	0.745

Source: compiled by the researcher

4.2.1.3 COMPETITOR ATTRIBUTE

The average maximum mean score was between 2.68 and 3.98 as revealed in table 4.8. The score mean of from top to bottom were seen on the criteria to the positioning is competitor attribute as a result I strictly advice others to specifically buy those products shows that the consumer are giving great attention for the brand positioning of the garment products followed by the company has an experience when compared to other competitors. (3.94) and then by as per its promises and advertisements, the company makes its products easily available when compared to other garment industries.(3.61). The lowest mean score was the company's products are preferable due to different aspects when compared with Competitors. it was 2.68. This shows that almost all respondents believed that on the competitor attribute is the main factor on determining the brand positioning in the garment sector in the study population.

Table 4.8 Competitor attribute

Sr. No	Description	Mean	SD
1	The company has an experience when compared to other competitors.	3.98	0.801
2	I strictly advice others to specifically buy those products.	3.94	0.876
3	As per its promises and advertisements, the company makes its products easily available when compared to other garment industries.	3.61	0.071
4	The company's products are preferable due to different aspects when compared with Competitors.	2.68	0.674
Average total		3.55	0.605

Source: compiled by the researcher

4.2.1.4 COMMUNICATION ATTRIBUTES

Communication attribute in brand positioning of garment products had high average score in the study population. The average mean score was 3.57 with a standard deviation of 0.875 in the study population. The products are being communicated properly to target customers the mean value was 3.92 with a standard deviation of 0.813, As to me major roles have been played on advertising the products the mean value is 3.87 with a standard deviation .898 for The company's communication work helps me to have adequate information about the products. the mean value is 3.31 with a standard deviation of .845, and It is always easy to get answers to my product questions.3.21 with a standard deviation 0.94 in the study population.

Table 4.9 Communication Attributes

Sr. No	Description	Mean	SD
1	The products are being communicated properly to target customers.	3.92	.813
2	As to me major roles have been played on advertising the products.	3.87	.898
3	The company's communication work helps me to have adequate information about the products.	3.31	.946
4	It is always easy to get answers to my product questions	3.21	.845
Total		3.57	.875

Source: compiled by the researcher

4.2.1.5 BRAND POSITIONING

Table 4.10 revealed that the brand positioning in garment products is determined by The reason why I prefer to buy the company's products is because it has the leading figure & more experience in suit industry and I am committed to re-buy products based on its product relevance showed higher mean score of equally 3.85 respectively followed by I intended to buy the product because of its durability & quality than competitors (3.72) and I recommend the company's product to others because of keeping its promise to deliver fashionable & comfortable product (3.61) However, the mean score of I have involvement in the company products progress for the company also has consistence communication with its core product and I buy & recommend the company's products because I know & experience the company's communication showed moderate mean value which is 3.13 and 3.05 respectively. This indicates that the positioning is largely effected as this factor played a key role on the brand positioning of garment products and regular and consistent brand positioning of products enables it in staying and winning the market competition..

Table 4.10 Brand Positioning

Sr. No	Description	Mean	SD
1	I have positive attitude & aspiration towards	3..31	0.819
2	I am committed to re-buy products based on its product relevance.	3.85	0.625
3	I intended to purchase Garment and trading products because it produce its products based on my desired demand	3.54	0.701
4	I love the company's products because the designed feature, style & benefits are favorable to use it.	3.43	0.901
5	I intended to buy the product because of its durability & quality than competitors.	3.72	0.723
6	The reason why I prefer to buy the company's products is because it has the leading figure & more experience in suit industry.	3.52	0.876
7	I re-buy the company's product due to the company offer competitive price.	3.41	0.601
8	I recommend the company's product to others because of keeping its promise to deliver fashionable & comfortable product	3.61	0.732
9	I have involvement in the company products progress for the company also has consistence communication with its core product	3.13	0.981
10	I buy & recommend the company's products because I know & experience the company's communication.	3.05	0.707
11	I am loyal to the company's products for the company also loyal to its	3..85	0.851

	claims, advertising & positioning		
Total		3.75	0.734

Source: compiled by the researcher

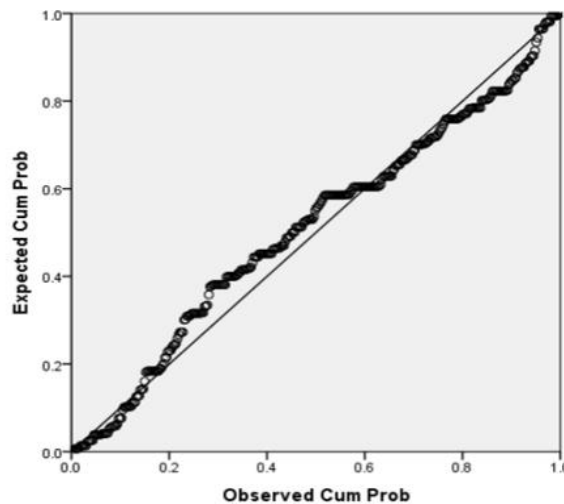
4.2.2 ASSUMPTIONS OF REGRESSION ANALYSIS

The following regression assumptions were conducted and discussed for data analysis.

4.2.2.1 NORMALITY TEST

Test of normal distribution were checked by graphical (histogram and dot plot) method of tests. In determining whether the data is well modeled by normal distribution or not. The normality assumption assumes a critical role when a study is dealing with a different sample size. (Gujarati, D. 2004). In the Normal P-P Plot, the researcher was hoping that all points will lie in a reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. As we can see from the p-plot graph in the below diagram we can say the variables are normally distributed. The points lied in reasonably straight lines as depicted below Figure 4.1, therefore, the assumption of normality was found acceptable

**Normal P-P plot Regression standardized residual
Figure 4.1 Dependent variable- Brand positioning**

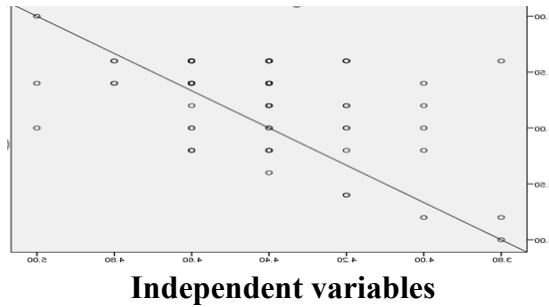


4.2.2.2 TEST OF LINEARITY

The linearity assumption tested with scatterplot. Multiple linear regression models assume the presence of a linear relationship amongst the independent variables and the dependent variables

as the linear regression model assumes the presence of a linear relationship amongst the independent variables and the dependent variables. Figure below shows there is a direct relationship between independent variables and brand positioning indicating randomised pattern and the linear results are normal.

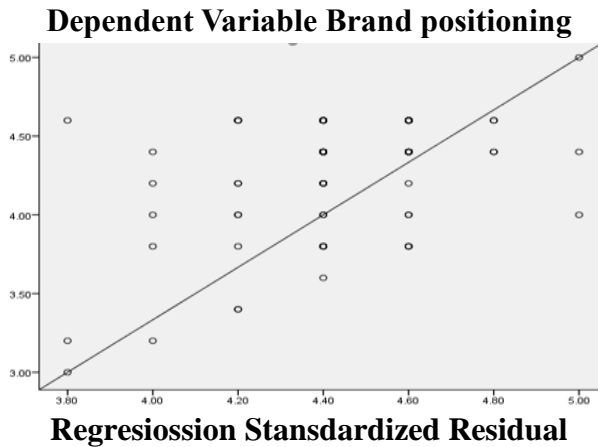
.Figure 4.2 scattered Plot – Independent variable



4.2.2.3 HOMOSCEDASTICITY TESTING

The third requirement done to multiple regressions is the absence of heteroscedasticity that tested point out that the residuals are normally distributed and have constant variance, indicating that no hetroscedasticity and Homoscedasticity is met.

Figure 4.3 Scatter plot dependent variables



4.2.2.4 AUTOCORRELATION TEST

Test Value between 1.5 and 2.5 is considered to be acceptable of the Durbin Watson. It was 2.07 showed the absence of correlation between error terms as shown in table 4.11

Table 4.11 The Durbin-Watson statistic

Variables	Durbin-Watson
Brand positioning	2.07

Source compiled by the researcher

4.2.2.5 TEST FOR MULTICOLLINEARITY

As it has been mentioned by Gujarati, D. 2004 the Variance inflation factors value of greater than 10 and, tolerance of less than 0.1 shows the possible existence of multicollinearity problem.

In this case the model is free from multicollinearity problem. Since Variance inflation factors values for all variables were less than the tolerable value, that is ten and the tolerance value of above 0.1 for all variables .

Table 4.12 Tolerance and VIF

Variables	Collinearity Statistics	
	Tolerance	VIF
Customer experience	.295	2.233
Brand attribute	.342	2.920
Communication	.451	2.216
Competitor attribute	.425	2.351
Positioning	..610	1.640

Source: compiled by the researcher

4.3 CORRELATION ANALYSIS

The correlation efficient commonly nominated as -r- was considered as greater 0.5 is strong, ; 0.3 – 0.49 is moderate; and 0.1 –.29 is weak is considered. To this effect, all the brand positioning indicators have positive high correlation effect on brand positioning though there degree of effect varies indicating the presence of a strong and positive relationship and all independent variables were highly correlated). (cohren 1998)

Table 4.13 Correlation coefficient

VARIABLES	BRAND POST	CUSTEX P	BRDATT R	COM M	COMPA TR
BRANDPOST	1				
CUSTEXP	.436* *	1			
BRDATTR	.497**	.701***	1		
COMM	.405**	.677***	.701***	1	
COMPATR	.801***	.641***	.505***	.610** *	1

Source: compiled by the researcher

4.4 RESULT OF THE REGRESSION ANALYSIS

As all assumptions of regression were fulfilled as it has been showed above regression analysis were conducted accordingly to the four major factors, Customer attributes, Brand attributes, Competitor attribute, and Communication. And the dependent variable of the research is Brand positioning.

4.4.1 MODEL SUMMARY

As shown in the Model Summary table 4.14 the R^2 value is .652 implying that the dependent variable is explained by the model. That is 65.2 % of variances on brand positioning are explained by the independent variable customer attribute, brand attribute, communication and competitor attributes. (Pallant, 2013). The Adjusted R square was 0.592. It means the model of this research explains 65.2% of the variance of brand positioning which is a moderate coefficient and indicating that 65.2 % variation in brand positioning are explained by these independent variable while the outstanding 34.8% of the variation in brand positioning is explained by stochastic error term (e) meaning that 65.2% of changes in brand positioning making changes are explained by factors that are explained in the model.

Table 4.14 Model Summary

Model	R	R square	Adjusted R square	Standard of the estimates
1	.807 ^a	.652	.592	.54573

- a. **Dependent Variable:** Brand positioning b. Predictors: (Constant), , Customer attributes , Brand attributes, Competitor attribute , Communication

Source : compiled by the researcher

4.4.2 ANOVA F TEST

Table 4.15 presents the ANOVA and F test result. Which was aimed to guarantee whether independent variables elaborated in the model jointly have significance correlation to the dependent variable or not and showed the statistical significance of the whole model. (Bryman, 2005). Hence, it was to decide the multiple regression models was fit or not. The significance value of F changes is below 0.05 indicate that that the independent variables are significantly correlated with the dependent variable.

As shown in table 4.15 the value of F changes produced by multiple regression procedure is greater than the value of F and this is also supported by the significance value that less than 0.05, which is 0.000. Henceforth, that this model is a fit where the independent variables included in this model and have a significance correlation to the dependent variable.

Table 4.15 ANOVA F test

Model	Sum of square	Df	Mean square	F	Sig.
Regression	54.061	5	12.216	48.201	.000b
Residual	48.280	275	.175		
Total	102.3417	280			

a. Brand positioning: b. Predictors: Constant Customer attributes , Brand attributes, Competitor attribute , Communication

Source: compiled by the researcher

4.4.3 COEFFICIENTS OF REGRESSION

Table 4.16 showed the significance effect of the independent Variables to brand positioning

Table 4.16 Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)					
Constant	.243	.152		2.790	.000
Customer experience/attributes	.296	.025	.281	9.156	.000
Brand attributes	.127	.038	.125	2.460	.001
Competitor attribute	.290	.035	.106	5.971	.000
Communication	.234	.042	.256	2.445	.002

Source: compiled by the Researcher

As revealed in table 4.16 customer experience has the largest standardized coefficients value of .281, indicating the strongest contribution to explaining the brand positioning followed by the communication with the coefficient value of .256, then the third is the brand attributes and competitor attributes, which is .125 and .106 respectively.

This finding is translated into the following model; specification equation:

$$\text{BRANDPOST} = a + \beta_1 \text{CUSTEXP} + \beta_2 \text{BRDATTR} + \beta_3 \text{COMM} + \beta_4 \text{COMPATR} + e_i$$

$$\text{BRANDPOST} = .243 + .281 \text{CUSTEXP} + .125 \text{BRDATTR} + .256 \text{COMM} + .106 \text{COMPATR} + .152$$

The β coefficient value indicates that a one-degree change in independent variables degree of importance with regard to the brand positioning respectively.

Accordingly, by comparing with the regression coefficient beta results, the proposed hypothesis was set below.

H₁ There is a statistical significant relationship between customer experience and Brand positioning .

The customer experience with the company has the most influential impact on brand meaning and can be affected by several factors. The components most often brought up as influencing the experience are the employees and the customers, and the relationship between the two. Table 4.16 above shows that customer experience has a positive β value .281, t value 9.156 and sig .000 indicating that every unit increase in customer experiences, it is expected that .281 unit increase in brand positioning, holding all other variables constant.

This indicates the customer experience such as I have good attitude towards the brand and the company easily understands the interest of its customers. This findings was similar to the study carried out by Lhotáková, M. & Klosová, A. (2009), Samani, M. B. (2013), Alden, Dana Let al (1999), Semans, D. (2010),

H₂: There is a statistical significant relationship between Brand attribute and Brand positioning

The idea behind positioning centrally is to have consumers either view your brand as the category prototype or as just as good as the category prototype but at a lower price. To do so, create a marketing mix such that the brand is perceived by consumers to deliver all of the main benefits normally thought of as characteristic of the category. This is not to imply that a brand positioning itself centrally in the category offers only the benefits characteristic to the category, just that it offers all characteristic benefits. In this study the coefficient of regression for brand attributes is also positive, which beta value of .125, t- value 2.460 at P - value 0.001 indicating that every unit increase in brand attributes, a .125 unit increase is expected in brand positioning, holding all other variables constant This was also showed that the company's products fulfill my interest and the brand name and features helps me to use the company's products mean score was high . This finding was similar to ShennaM etal 2005), Aaoka L (2020), Rodrigues, I. S. et al (2014)

H₃: There is statistical significant relationship between competitor attribute and brand positioning

Competition is one of the most inevitable forces in today's business world. No matter what a firm is, big or small, it has competitors in the industry and the strategies of these competitors affect the process of formulating strategic plans. Competition is an accepted feature of corporate life for profit-driven organizations. Table 4.18 shows the coefficient of regression for competitor attributes. It was positive with beta value of .106, t- value 5,971 at p – value Of 0.000. indicating that every unit increase in competitor attribute, a .106 unit increase is expected in brand positioning, holding all other variables constant this was also indicated the company has an experience when compared to other competitors and I strictly advice others to specifically buy those product. This finding was in conjunction of studies done by Christoph, F. & Adamantios.D. (2007). Aaker, David A. and Gary J. Shansby (1982) and Yoo and Donthu 2001)

H₄: There is statistical significant relationship between communication and brand positioning

Positioning is the marketing blueprint that defines brand borders and shapes communications strategy. Because positioning can sometimes set the course of innovation, effective strategists take steps to optimize it in the earliest phases of product development in order to influence the

"DNA" of product design. Establishing the product positioning capable of creating greatest leverage in the marketplace is a critical success driver. In this study the coefficient of regression for communication attribute is positive, which a Beta value of, t- value 2.445 and P value of .002revealed that every unit increase in communication, a .256 unit increase is expected in brand positioning, holding all other variables constant. This finding also similar with the study conducted by Melaku G (2019), Mentenot , A. (2020) indicating that the communication as a result it influences the consumers to decide to buy the products and reminds how to have better products by their preferences.

Therefore, in this case All the null hypothesis **H₁**, **H₂**, **H₃**, and **H₄**, are supported and the alternative hypothesis are rejected.

Table 4.17 Summary Result of Hypothesis testing

Hypothesis	Results	Implications
H ₁ ; There is a statistical significant relationship between customer experience and brand positioning	supported	<i>β value .281, t value 9.156 and sig ,000. <u>This</u> implies that customer experience had positive and significant effect on brand positioning, other things held constant</i>
H ₂ There is a statistical significant relationship between brand attribute and brand positioning	supported	<i>B value of .125, t- value 2.460 at P - value 0.001. This implies that brand attribute had a positive and significant effects on brand positioning, other things held constant</i>
H ₃ There is a statistical significant relationship between competitor attribute and brand positioning	supported	<i>B value of .106, t- value 5,971 and p – value Of 0.000. This implies that competitor attribute had positive and significant effect on brand positioning, other things held constant</i>
H ₄ There is a statistical significant relationship between communication and brand positioning	supported	<i>B value of .256, t- value 2.445 and P value of .002. This implies that communication has positive and significant effect on brand positioning, other things held constant</i>

CHAPTER FIVE

5. FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Major Findings and Discussion

The aim of the study was to examine the factors affecting effective brand positioning in the Garment industries. The study identified factors which influence brand positioning specifically the influence of consumer experience, brand attribute, Communication and Competitor attribute on brand positioning in the Garment industries Addis Ababa.

The model, presented by, tested and used by different authors and scholars in the field of marketing and brand positioning in other countries. So that, it is provided the indispensable framework to design and implement questionnaires on factors affecting the brand positioning in the Garment industries.

The response rate was 73 %. Most respondents are between 36 to 45 years age, had a BA/BSC degree, that were followed by Diploma. the larger share of the respondents goes to private limited employed concerning by their current occupation and were had above 10 years indicating that the respondents are well age and experienced.

The questionnaire was reliable and consistent as the cronbach alpha value was greater than 0.70. It was 0.752. Hence it can be said that the questionnaire was reliable and consistent, because the Alpha value greater than 0.70.

All the variables listed on the questionnaires were categorized by the factors affecting the determinants factor that affect brand positioning in the Garment industries.in Addis Ababa. More importantly , Customer experience (4.12), Brand attribute (3.50), Communication (3.21) and Competitor attribute (3.76)on brand positioning in garments industries in Addis Ababa indicating that they have above mean and high score in contributing brand positioning in the garment industries.

The results of the multiple regression analysis also showed that all selected factors such as Customer experience, Brand attribute, Communication and Competitor attribute have a positive and significant relationship with the brand positioning in the garment industries.

5.2 Conclusion

Brand positioning is considered as the space a company owns in the mind of a customer and how it differentiates itself from competitors, brand positioning is a marketing strategy that helps business set them apart. Factors that affect market positioning include a change in product perception, brand loyalty, and strategic plan alterations. Market positioning is a strategy that involves influencing potential customers to think of the product in a certain way. If perceptions about the products do not match what was intended, such as customers believing that the products are low quality, then the business's market position may fall.

Brand positioning is a core concept in marketing. Despite the importance of the concept, however, there is limited research in the field of positioning clarifying to what extent various brand positioning alternatives affect consumer perceptions and how positioning effectiveness can be best measured. Understanding factors influencing brand positioning has been a long time and huge attraction to scholars and research in the field of garment industries. It was this perspective motivated to carry out this research.

From this research finding customer experience, brand expectation, communication and competitor attribute have a positive and significant effect on building effective brand positioning in the Ethiopian Garment industries. As the basic foundation of brand positioning is to control and drive customers toward a product or service and better brand positioning a well-written, strategically placed advertisement that fulfill the above mentioned factors has the power to change the brand positioning in the garment industries.

5.3 Recommendations

Based on the findings of the study the researcher would recommend that:

- The company shall develop and formulate marketing strategies that will satisfy their brand positioning and needs of their consumers. Since most of the consumers did not get attached with existing advertisements, it is recommended that for a more distinguished and effective response from the customer, the aforementioned brand positioning factors and features (that is; customer experience, brand attributes, communication and competitor attributes) shall be considered.
- To consider and give due attention to all the four factors of Brand positioning when taking action to influence more consumers but more attention should be given to customer experience and competitor attributes. Thus by considering these factors, the garment industries can attract more consumers and brand positioning in addition to the exiting customers.
- Regular and consistent up-to-date training on the product information should be given to the advertising agencies, so that they will have the current knowledge and skills to handle the brands positioning and to make the brand more position in the market of garment products.
- More importantly the company should realize all opportunities for the implementation of effective brand positioning in its business and garment industries.

5.4 Suggestion for future research

In addition to the avenues for future research emerging from the cumulative findings of the studies, further studies in the field of positioning are needed. First, to obtain a better understanding of the antecedents and outcomes of brand positioning effectiveness, particular attention should be paid to the question “what affects the positioning effectiveness of a brand?” In this context, future studies are needed to explore the (relative) influence of different marketing mix decisions (e.g., pricing and distribution channel decisions) on brand positioning effectiveness.

There is also limited research on how different brand positioning strategies affect positioning success. Therefore, additional studies should also investigate under which conditions specific types of brand image i.e., functional, symbolic, experiential strategies and/or consumer culture positioning strategies lead to superiorly positioned brands. With regard to the positioning effectiveness measure, further research should also examine more complex models in which positioning effectiveness is incorporated along with other related constructs such as utilitarian or hedonic dimensions of brand attitude (or symbolic brand value dimensions. On the other hand, Since the researcher used a quantitative methods other researchers should use a qualitative type of methodology in order to assess the different perspectives of positioning.

Finally, an examination of the relationships between the proposed positioning effectiveness measure and consumer-based as well as financial-based brand equity measures would help executives to obtain a better understanding of the relevance of branding activities, and the acknowledgment that well positioned brands are highly important and valuable assets for a company.

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APPENDIX-1: Questionnaire

For the research entitled “ *DETERMINANTS OF EFFECTIVE BRAND POSITIONING ON GARMENT INDUSTRIES IN ETHIOPIA :EVIDENCE FROM SELECTED GARMENT COMPANIES IN ADDIS ABABA* ”, this questionnaire is primed for, Information you afford to this questionnaire will be kept firmly confidential and. is strictly pursued for academic purposes. Please, Kindly fill and provide your answer regarding the information requested on the subsequent information.

Thank you in advance for your cooperation

Nardos Samuel
The Researcher

Section One: Consumers Profile

1. Age (Years)

< 18 18 – 30 25 -35 36-45

2. Gender 46-55 >55

Male Female

3. Educational Qualification

12 and below TVET Diploma
 Bachelor Masters PhD and above

4. Occupation

Government employee Private employee
 NGO employee Self employee

5 Year of experience

<5 years 5-10years 10-15 years >15 years

Section Two : Determinant Factor on Brand positioning Assessment

Agreement Scale – 5= strongly Agree 4= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

2.1 customer Experiences

Statement	Agreement Scale				
	1	2	3	4	5
I have good attitude towards the brand.					
I have good relationship with the business itself and its products.					
The company easily understands the interest of its customers.					

2.2 Brand Attribute

Statement	Agreement Scale				
	1	2	3	4	5
Different features come to my mind when I think about the brand.					
The company's products fulfill my interest.					
The company improves its products from time to time					
The brand name and features helps me to use the company's products					

2.3 Communications

Statement	Agreement Scale				
	1	2	3	4	5
The advertisement message is attention grabbing as a result it influences me to decide to buy the product.					
This ad is not better than other ads that have the same message.					
I believe the ad has a low degree of visual magnetism.					
Every time I look this ad it makes me discomfort.					

2.4 competitor Attributes

Statement	Agreement Scale				
	1	2	3	4	5
The company has an experience when compared to other competitors.					
I strictly advice others to specifically buy those products.					
As per its promises and advertisements, the company makes its products easily available when compared to other garment industries.					
The company's products are preferable due to different aspects when compared with Competitors.					

2.5 Brand positioning

Statement	Agreement Scale				
	1	2	3	4	5
I have positive attitude & aspiration towards					
I am committed to re-buy products based on its product relevance.					
I intended to purchase Garment and trading products because it produce its products based on my desired demand					
I love the company's products because the designed feature, style & benefits are favorable to use it.					
I intended to buy the product because of its durability & quality than competitors.					
The reason why I prefer to buy the company's products is because it has the leading figure & more experience in suit industry.					
I re-buy the company's product due to the company offer competitive price.					
I recommend the company's product to others because of keeping its promise to deliver fashionable & comfortable product					
I have involvement in the company products progress for the company also has consistence communication with its core product					
I buy & recommend the company's products because I know & experience the company's communication.					
I am loyal to the company's products for the company also loyal to its claims, advertising & positioning					

3. Any other comments and suggestions

Thank you for your cooperation Again!!!