Perception of Media Service Buyers on Selected FM Radios in Addis Ababa: A Customer-Based Brand Equity Approach

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Department of Marketing Management

Post Graduate Program

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Addis Ababa, Ethiopia

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Approved by Board of Examiners

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Statement of Certification

This is to certify that **Getahun Tima Ussamo** has carried out his research work on the topic entitled **Perception of Media Service Buyers on Selected FM Radios in Addis Ababa: A Customer-Based Brand Equity Approach.**

The work is original in nature and is suitable for submission for the award of Master's Degree in Marketing Management.

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Advisor: Teklegiorgis Assefa (Asst. Prof.)

Date: ______________________________

Statement of Declaration

I hereby declare that **Perception of Media Service Buyers on Selected FM Radios in Addis Ababa: A Customer-Based Brand Equity Approach** project is wholly the work of **Getahun Tima**. I have carried out the present study independently with the guidance and support of the research advisor, **Teklegiorgis Assefa (Asst. Prof.)**. Also any other contributors or sources have either been referenced in the prescribed manner or are listed in the acknowledgements together with the nature and the scope of their contribution. And the study has not been submitted for award of any Degree or Diploma Program in this or any other Institution. It is in partial fulfillment to the requirement of the program Master's Degree in Marketing Management.

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Getahun Tima Ussamo

Date: ________________

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Acknowledgment

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Acronyms

ANOVA: Analysis of variance

BBC: British Broadcasting Corporation

B2B: Business to Business

CBBE: Customer-Based Brand Equity

CRM: Customer Relationship Management

CSR: Corporate Social Responsibility

EBA: Ethiopian Broadcasting Authority

FM: Frequency Modulation

MTV: Music Television

NGO: Non-Governmental Organizations

TV: Television

SD: Standard Deviation

SPSS: Statistical Package for the Social Sciences

Abstract

Media have a profound impact on markets and societies through their ability to inform, educate, influence and entertain. Through their own content and the advertising they carry, they have a pervasive influence on global patterns of consumption. Brand management has become a crucial issue for the marketing of media brands. In today's competitive and fragmented media industry, it is crucial to establish and exploit strong brand equity to enhance the relationship of the media to its audiences and media service buyers. This research paper aimed to investigate and measure the customer-based brand equity of FM radios in Addis Ababa with a specific focus on media service buyers. Selected dimensions of brand equity (brand awareness, brand association and brand loyalty) were judged through questionnaire. Samples are taken from three selected FM radio stations in Addis Ababa through convenience sampling technique. Sample respondents are taken proportionately from the three FM radio brands. The data collected was analyzed using statistical tools such as descriptive analysis, one-way ANOVA, Pearson Correlation and linear regression. Based on the analysis, Fana FM 98.1 has the highest customer-based brand equity compared to the other FM radio brands with regard to their respective media service buyers. FM Addis 97.1 has the weakest brand equity perception by its media service buyers. The analysis revealed that all the dimensions have a positive relationship with the overall brand equity. The brand loyalty and brand awareness are the most and least significant dimensions respectively for customer-based brand equity. There is a difference in brand equity perception of media service buyers and brand equity dimensions in terms of their profile. The level of brand equity perception of media service buyers in purchasing the service from FM radio stations is not the same among ad agencies, other business organizations and non-business organizations.

Key words: Customer-based brand equity, brand awareness, brand association, brand loyalty, media service buyers, brand equity perception

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Business plays a major role in a modern society. We are used to a fast pace of change in the business world. It is crucial to analyze how business behaves, how it is run, how it interacts with other parts of society and how the consumers and the society at large perceive a brand's value. Besides building long term customer loyalty, organizations with high brand equity can create differential advantage. According to Yoo B., Donthu N., and Lee S. (2000), the customer-based brand equity is considered the driving force of increased market share and profitability of the brand, and is based on the market's perceptions. Understanding the dimensions of brand equity, then investing to grow this intangible asset raises competitive barriers and drives brand wealth.

One way of measuring to what extent consumers identify with a specific brand is through brand equity. A brand is said to have high brand equity when it generates positive connotations in the consumers' minds and therefore is likely to be the preferred purchase over other brands or non-branded products (Pappu et al, 2005, P. 143; Yoo et al, 2001, P. 1). Measuring brand equity is important due to its strategic value guiding marketing strategy, providing a basis for assessing brand extendibility, evaluating the effectiveness of marketing decisions and tracking the brand's health compared to its competitors over time. (Ailawadi, Kusum L., Scott A. Neslin, and Donald R. Lehmann (2003).

Media have a profound impact on markets and societies through their ability to inform, educate and entertain. Through their contents and the advertisements they carry, they have a pervasive influence on global patterns of consumption. High brand equity of a media vehicle leads to repeat media choice behavior thereby increasing the stability and predictability of the audience reach of the vehicle (P.E. Wolff, 2007, P.8). If the indirect measurement of the brand equity reveals strong, favorable, and unique associations with regard to a socio-psychological appeal such as a certain social status, this brand image can be used to transfer brand associations to advertised products with a similar claim (P.E. Wolff, 2007, P. 9).

As a result, producers and re-sellers are becoming more committed to communicate pervasive information about their products and services. Moreover, with the advent of so many advertising agencies and the arrival of billions of products, services and ideas, satisfying the needs of the clients has become the ultimate objective of advertisers. (Robert G., 2008, P 1).

From a media standpoint, the brand equity built between a medium and its audiences as well as the media service buyers will effectively have an impact on its perceived usefulness as an advertising medium. Division of revenues between both the consumer market and the business-to-business market, i.e. selling audiences to advertisers is the distinct characteristics of branding in the media industry (Mart Ots, 2008, P 13).

In today's highly competitive and fragmented media markets, attracting media service buyers' resource has become more important than ever. The necessity for strong brands has grown concurrently with the number of media types and units vying for the attention and loyalty of consumers and advertisers (Robert G., 2008, P 1). When discussing branding, it is therefore important to specify how the brand images between the above mentioned different customer groups interact in the brand management process of the media firm. It is increasingly significant to understand the value perception of media service buyers in addition to that of the audience.

According to the Ethiopian Broadcasting Authority (EBA) report in 2014, there are about 56 broadcasting media in Ethiopia. There are 15 commercial, 26 public and 15 community broadcasters in the country. There are about 7 FM radio stations in Addis Ababa which have target audiences in the city and its surroundings. Two of the stations are government/public owned FM radio stations and the remaining five are commercial stations. FM radios have high targeting capabilities and build frequency quickly i.e. commercials are replayed throughout the day and evening. They are inexpensive compared to other traditional broadcast media. They have no seasonal listener erosion and branded promotions offer advertisers appealing community involvement opportunities. These features make the FM media attractive to media service buyers.

According to the report by the Ethiopian Ministry of Trade in 2013, there are more than fifty eight thousand eight hundred legally registered and licensed business organizations in Addis Ababa which comprise the actual and potential media service buyers of the city. We can imagine that these media service buyers could be a huge market for media vehicles. When the government organizations and enterprises, not-for-profit organizations and other non-business media service buyers are added to this number, it is even more attractive market for different kinds of media channels. As the market of the country becomes more open to the private sector, there will be more and more new products and services looking for the service of these vehicles and also there will be more and more media vehicles competing for the attention of media service buyers in the country. Although there are so many studies on the customer-based brand equity of different kinds of products and services, there is not any published research on the CBBE of media vehicles in the country.

The research therefore focuses on three selected FM radio stations which have targeted audiences and media service buyers in Addis Ababa. Both primary and secondary sources are used as a source of data for the study. Samples are taken using a proportional quota sampling method. Three most favorite domestic FM radio stations in Addis Ababa (according to BBC's audience survey in 2011 and EBA's survey on service provision and social benefits of mass media in 2013) – one from public and two from commercial broadcasters-are included in the survey from which sample members are proportionately selected using convenience sampling technique.

Generally, the research attempts to measure the customer-based brand equity of FM radios in Addis Ababa with a specific focus on the brand equity perception of media service buyers. The result of the study has significance for FM radios in Addis Ababa to understand how media service buyers perceive the value of their services and the brand equity dimensions that have a significant impact on their brand equity. Finally, the study will help the companies to develop appropriate strategies to build strong brand equity which may lead them to get a competitive advantage over their competitors.

1.2 Statement of the Problem

In today's competitive business environment, billions of new products, services and ideas are being introduced to the market continuously. Increased competition, significant operational complexity and volatility of demand are among the key features of the current business environment. With the advent of so many advertising agencies and media channels as well as arrival of billions of products, services and ideas, satisfying the needs of the customer is very crucial to get and maintain a competitive advantage. The necessity for strong brands has grown concurrently with the number of media types and units vying for the attention and loyalty of advertisers (Robert G., 2008, P 1).

Strong brands are necessary in media because technology has increased the number of content providers and made it possible for many more competitors to seek the attention and loyalty of advertisers (Mart Ots, 2008, P 2). Media vehicles with high brand equity offer potential benefits to advertisers, which may lead to a competitive advantage for the media firm offering the media vehicle. (P.E. Wolff, 2007, P.7)

Brand equity building is frequently promoted and discussed on business-to-customer markets. In spite of the fact that media companies operate in a dual market, i.e. consumer markets (audiences) and B2B markets (media service buyers), very few studies addressed how brand equity is built in a B2B settings (P.E.Wolff, 2007, P.7). So, it is significantly crucial to understand the customer-based brand equity of FM radios with a specific attention on media service buyers.

There are more than 58,800 legally registered and licensed business organizations in Addis Ababa which comprise the actual and potential media service buyers of the city (Ministry of Trade, 2014). We can imagine that these media service buyers could be a huge market for media vehicles. As the market of the country becomes more open to the private sector, there will be more and more new products and services looking for the service of these vehicles and also there will be more and more media vehicles competing for the attention of media service buyers in the country. What matters here will be the brand equity and value perception of media service buyers about the media they are using. If a media vehicle serves a certain need or expectation consistently better than its competitors and therefore produces strong, favorable and unique brand associations, the more loyal the media service buyers will be to that media brand.

Despite the aforementioned growth and opportunities of the industry in Ethiopia, there is no published research on the customer-based brand equity of FM radios in Addis Ababa. Especially, the brand equity perception of media service buyers has not been given any attention by the academic researchers and media business practitioners. Despite the considerable interest in the concept of brand equity, there have been no attempts in the context of the media industry of the country. Pertinent to this, the research attempts therefore to measure the customer-based brand equity of FM radios in Addis Ababa with a specific focus on the brand equity perception of media service buyers.

Generally, the low attention given by the media brands to the brand equity perception of the media service buyers compared to that of their audiences and hence the need and lack of measuring and assessing customer-based brand equity of FM radio brands with regard to the brand equity perception of media service buyers is the major problem that motivated the researcher to conduct this study.

1.3 Research Questions

This study will try to answer the following basic questions:

- ❖ What is the relationship between the brand awareness and the customer-based brand equity of FM radio brands with regard to media service buyers?
- ❖ What is the relationship between the brand association and the customer-based brand equity of FM radio brands with regard to media service buyers?
- ❖ What is the relationship between the brand loyalty and the customer-based brand equity of FM radio brands with regard to media service buyers?
- ❖ What variation in brand equity perception of media service buyer's exists among the different types of the organization of the respondents?
- ❖ Which FM radio brand has the best customer-based brand equity in Addis Ababa with regard to the media service buyers?

1.4 Objectives of the Study

In line with the aforementioned problems and research questions, the research has the following general and specific objectives:

1.4.1 General Objective of the Study

The general objective of the study is to measure the customer-based brand equity of FM radios in Addis Ababa with regard to media service buyers. The study will also identify the relationship between the different brand equity dimensions and the brand equity perception of media service buyers of FM radios in Addis Ababa.

1.4.2 Specific Objectives of the Study

The study has the following specific objectives:

- ❖ To identify the relationship between brand awareness and customer-based brand equity of FM radio brands with regard to media service buyers.
- ❖ To identify the relationship between brand association and customer-based brand equity of FM radio brands with regard to media service buyers.
- ❖ To identify the relationship between brand loyalty and customer-based brand equity of FM radio brands with regard to media service buyers.
- ❖ To explain the variation of brand equity perception among the different types of organization of the respondents.
- ❖ To identify FM radio station that has the best customer-based brand equity in Addis Ababa with regard to the media service buyers.

1.5 Significance of the Study

With the advent of so many advertising agencies and media vehicles as well as arrival of billions of products, services and ideas, satisfying the needs of the customer is very crucial for media to get and maintain a competitive advantage. The study of customer-based brand equity is therefore of great importance in order to build and maintain a strong band and the concept seems to be relevant to the media which is highly competitive and fragmented industry. Pertinent to this, the study will provide helpful solutions for the firms on the measurement of customer-based brand equity of FM radios in Addis Ababa. The result is also helpful to identify the relationship between brand equity dimensions and the customer-based brand equity of FM radios with regard to media service buyers.

Furthermore, this research is presumed to enrich the knowledge of the reader on customer-based brand equity and its dimensions with a specific attention on brand equity perception of media service buyers; which will in turn give a way for other researchers to conduct detailed researches on the problem. Eventually, this study may contribute paramount importance to previous literature in this area which will serve as additional source of reference.

1.6 Definition of Terms

Ad agencies: Organizations that perform the production and purchase of media services from media on behalf of other business and non-business organizations or individuals on demand

Media: Communication channels through which news, entertainment, education, data, or promotional messages are disseminated. It includes TV, radio,

Media services: Services that are provided by media brands for sale. These include advertisements, promotions, sponsorships, announcements, etc

Media service buyers: Organizations or individuals who buy media services from the media streams such as ad agencies, other business organizations, non-business organizations, etc

Non-business organizations: These are organizations or individuals who do not stand for making profit. Some of them are NGOs, government organizations, civic associations, individual announcers, society associations, etc

Other business organizations: These are profit making organizations other than ad agencies. Some of them are importers, exporters, investors, wholesalers, retailers, government business organizations, service providers such as banks, etc

1.7 Scope of the Study

The research is concentrated on measuring customer-based brand equity of FM radios in Addis Ababa focusing on the brand equity perception of media service buyers. Although there are so many types of media vehicles, the study focused on FM radios in Addis Ababa. There are abundant dimensions to measure customer based brand equity. But, the research gave attention to brand awareness, brand association and brand loyalty. The reason is that most scholars (Kevin L. Keller 2003, Chan-Olmsted and Kim 2001; Chan-Olmsted 2006; McDowell and Sutherland 2000; McDowell 2006a) recommend these dimensions when exploring media brand equity.

Due to the dual nature of the market on which FM radios are operating, they have consumer markets (audiences) and the B2B markets (the media service buyers). However, the scope of this study is confined to only the media service buyers such as advertising agencies, producers, re-sellers, government organizations and other non-business media service buyers. The research is conducted on FM radios that are found in Addis Ababa. Both commercial and public FM radios in the city are included in the study. All media service buyers in Addis Ababa who are using FM radio stations to announce and/or advertise their products, services and ideas are taken into account in the study. Total media service buyers in Addis Ababa who used FM radio stations once or more in the last one year are about 1420 and all these are considered to be population of the study.

1.8 Limitation of the Study

The primary limitation of this study is lack of published study that is conducted on customer-based brand equity of FM radios in Addis Ababa, especially with a specific focus on the brand equity perception of media service buyers. To reduce the implication of this problem, measurement instruments and relevant dimensions for the media brand equity measurement are taken from foreign studies and a little bit adopted to fit to the purpose of the study.

The other limitation was lack of organized data pertaining the market share of each FM radios, the trend and profile of media service buyers from the media vehicles and the respective regulatory body of the industry. To minimize the effect of this problem, some data are taken from Ministry of Trade and research results from the audience survey conducted by BBC in 2011 and EBA in 2013 are used as reference.

Moreover, the study is limited to only FM radios in Addis Ababa. Brand equity of other media channels like TV, print media, internet and other streams of the radio vehicles including the community broadcasters are not considered in the study. Other research should be done to examine brand equity across different media channels.

Finally, due to a limited scope, this paper has focused on measuring the customer-based brand equity of only the actual media service buyers on selected FM radio stations. It would be beneficial to brand managers to know what potential customers think about their brands so that they can devise their marketing strategy accordingly. It is therefore suggested that further research should be carried out in this area.

1.9 Organization of the Paper

The paper consists of five chapters and each chapter has sub topics. The first chapter is introduction and it discussed about background information for the study, why the study is conducted, purpose of the research, its scope and limitation.

Chapter two of the paper encompasses review of related literatures which is a theoretical aspect of the subject matter from different sources. The third chapter dealt methodology of the research. This section describes issues such as type of research, the approach of research, study participants, sampling techniques, sample size and the method used to collect, analyze and interpret the collected data.

After methodology of the study, data analysis and interpretation is presented. The last major content of the study incorporates summaries of major findings, conclusions and recommendations. At the end of the research, important materials that were used to conduct the study but did not added in the main part are also incorporated.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Introduction

In today's highly competitive and fragmented media markets, attracting media buyers' resources has become more important for most media companies than ever. Media buyers try to allocate their budget in a way that will make them reach their respective campaign objective. Media plans specify which media are to be used when, why and at what price to reach the campaign objective (Mart Ots, 2007). When facing a competitive market situation, brand equity increases the effectiveness and efficiency of marketing activities (Hoeffler and Keller 2003). As brand management concepts are applicable to media (McDowell 2006b, Wolff 2006) and increased competition since the 1990s has driven media businesses to look beyond short term sales, more and more media companies consider building lasting competitive advantages based on brand equity (McDowell 2006a). In the media as in other industries, clear and memorable brand images assist media consumers in identifying those brands that are most in line with their needs and expectations (Chan-Olmsted and Kim 2001).

2.2 Brand

A brand has different definitions by different writers. Aaker defined brand as a distinguishing name and/or symbol (such as logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors. A brand thus signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical (Aaker, 1991). The word brand is a trademark or distinctive name identifying a product or a manufacturer. It refers a name, term, symbol, sign or design used by a firm to differentiate its offerings from those of its competitors (Czinkota & Ronkainen, 1999).

According to Weilbacher, 1995, a brand provides the basis upon which consumers can identify and bond with a product or service or a group of products or services. From the customer's point of view, a brand can be defined as the total accumulation of all his/her experiences, and is built at all points of contact with the customer (Kapferer, 2004). A successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant, unique added values which match their needs most closely (Chernatony and McDonald, 1998).

According to Kotler P. (1999), a brand can deliver the following meanings:

- ❖ **Attributes**: A brand first brings to mind certain product attributes. For example, Mercedes suggests such attributes as 'well engineered', 'well built', 'durable', 'high prestige', 'fast', 'expensive' and 'high resale value'. The company may use one or more of these attributes in its advertising for the car. For years, Mercedes advertised 'Engineered like no other car in the world'. This provided a positioning platform for other attributes of the car.
- ❖ **Benefits**: Customers do not buy attributes, they buy benefits. Therefore, attributes must be translated into functional and emotional benefits. For example, the attribute 'durable' could translate into the functional benefit, 'I won't have to buy a new car every few years.' The attribute 'expensive' might translate into the emotional benefit, 'The car makes me feel important and admired.'
- ❖ **Values:** A brand also says something about the buyers' values. Thus Mercedes buyers value high performance, safety and prestige. A brand marketer must identify the specific groups of car buyers whose values coincide with the delivered benefit package.
- ❖ **Personality**: A brand also projects a personality. Motivation researchers sometimes ask, 'If this brand were a person, what kind of person would it be?' Consumers might visualize a Mercedes automobile as being a wealthy, middle-aged business executive. The brand will attract people whose actual or desired self-images match the brand's image.

The following are some of the functions and advantages of brands (Kotler P., 2008, P. 22):

- ✓ **Identification**: To be clearly seen, to quickly identify the sought-after products, to structure the shelf perception.

- ✓ **Practicality**: To allow savings of time and energy through identical repurchasing and loyalty.
- ✓ **Guarantee**: To be sure of finding the same quality no matter where or when you buy the product or service.
- ✓ **Optimization**: To be sure of buying the best product in its category, the best performer for a particular purpose.
- ✓ **Badge**: To have confirmation of your self-image or the image that you present to others.
- ✓ **Continuity**: Satisfaction created by a relationship of familiarity and intimacy with the brand that you have been consuming for years.
- ✓ **Hedonistic**: Enchantment linked to the attractiveness of the brand, to its logo, to its communication and its experiential rewards.
- ✓ **Ethical**: Satisfaction linked to the responsible behavior of the brand in its relationship with society (ecology, employment, citizenship, advertising which doesn't shock).

2.3 Brand Equity

Despite the availability of numerous definitions of brand equity in the literature, there is little consensus on what brand equity means (Park and Srinivasa, 1994). Brand equity is defined as the marketing effects or outcomes that accrue to a product with its brand name compared with those that would accrue if the same product did not have the brand name (Aaker 1991; Keller 2003). The specific effects may be either consumer-level constructs, such as attitudes, awareness, image, and knowledge, or firm level outcomes, such as price, market share, revenue, and cash flow.

According to Farquhar (1991), brand equity is the added value endowed by the brand name (Farquhar, et al., 1991). It is the difference between overall brand preference and multi-attributed preference based on objectively measured attribute levels (Park and Srinivasan, 1994). Agarwal defined it as an overall quality and choice intention (Agarwal and Rao, 1996). Based on the value of brand equity, Aaker defined it as a set of assets and liabilities linked to a brand, its name and symbol, which add to or subtract from the value provided by a product or service to a firm and/or that firm's customers (Aaker, 1991).

The concept has been debated both in the accounting and marketing literatures, and has highlighted the importance of having a long-term focus within brand management. Accountants tend to define brand equity differently from marketers, with the concept being defined both in terms of the relationship between customer and brand (consumer-oriented definitions), or as something that accrues to the brand owner (company-oriented definitions).

Feldwick (1996) simplifies the variety of approaches, by providing a classification of the different meanings of brand equity as:

- the total value of a brand as a separable asset-when it is sold, or included on a balance sheet;
- a measure of the strength of consumers' attachment to a brand;
- a description of the associations and beliefs the consumer has about the brand.

2.4 Importance of Measuring Brand Equity

Brand equity has been extensively discussed in marketing literature over the past decade and there seem to be a consensus amongst the scholars that a brand has high brand equity when it generates positive connotations in the consumers' minds and is therefore likely to be the preferred purchase over other brands or non-branded products (Pappu et al, 2005, p.143; Yoo et al 2001, p.1; Keller 1993, P 3).

Measuring brand equity remains an important factor of brand management and can be used in order to guide marketing strategy and tactical decisions, to assess the extendibility of a brand, to evaluate the effectiveness of marketing decisions, and to track the brand's health compared to its competitors over time, (Ailawadi 2003, p.2). Aaker adds to this idea and argues that as part of its role in adding value for the customer, brand equity has the potential to add value for the firm by generating marginal cash flows in at least a dozen ways (Aaker1991, p.16). For example sales promotions used to attract new customers and maintain current ones have a greater impact if the brand is familiar to the consumer.

Secondly, when competing brands launch an innovative product, then a loyal customer base will buy some extra time to respond to this new challenge. There seem to be a consensus in the scholarly community that the study of brand equity is of great importance in order to build and maintain a strong brand.

A thorough understanding of brand equity from the customer's point of view is essential for successful brand management. As Keller (1993, p.8) explains, positive customer-based brand equity can lead to greater revenue, lower cost, and higher profit; it has direct implications for the firm's ability to command higher prices, a customer's willingness to seek out new distribution channels, the effectiveness of marketing communications, and the success of brand extensions and licensing opportunities.

2.5 Customer-Based Brand Equity

Compared to the definition of brand equity from a financial perspective as the total value of the brand that is a separable asset when it is sold or included in a balance sheet (Feldwick, 1996), customer-based brand equity is defined from the perspective of the customer and is based on consumer knowledge, familiarity, and associations with respect to the brand (Washburn and Plank, 2002). Proponents contend that for a brand to have value, it must be valued by the customer. If the brand has no meaning to the customer, none of the other definitions is meaningful (Cobb-Walgren et al., 1995)

Vazquez (2002) defined consumer-based brand equity as the overall utility that the consumer associates to the use and consumption of the brand; including associations expressing both functional and symbolic utilities. It is the consumers' perception of the overall superiority of a product carrying that brand name when compared to other brands.

According to Keller (1993), Customer-based brand equity is defined as the differential effect of brand knowledge on consumer response to the marketing of the brand. Three important concepts are included in the definition: differential effect, brand knowledge, and consumer response to marketing. Differential effect is determined by comparing consumer response to the marketing of a brand with the response to the same marketing of a fictitiously named or unnamed version of the product or service. Brand knowledge is defined in terms of brand awareness and brand image and is conceptualized according to the characteristics and relationships of brand associations.

Consumer response to marketing is defined in terms of consumer perceptions, preferences, and behavior arising from marketing mix activity (e.g., brand choice, comprehension of copy points from an advertisement, reactions to a coupon promotion, or evaluations of a proposed brand extension). Thus, according to this definition, a brand is said to have positive (negative) customer-based brand equity if consumers react more (less) favorably to the product, price, promotion, or distribution of the brand than they do to the same marketing mix element when it is attributed to a fictitiously named or unnamed version of the product or service. Favorable consumer response and positive customer-based brand equity, in turn, can lead to enhanced revenue, lower costs, and greater profits. Brand knowledge is central to this definition (Keller, 1993).

In particular, the favorability, strength, and uniqueness of the brand associations play a critical role in determining the differential response. If the brand is seen by consumers to be the same as a prototypical version of the product or service in the category, their response should not differ from their response to a hypothetical product or service; if the brand has some salient, unique associations, those responses should differ. The actual nature of how the responses differ depends on consumers' evaluations of these associations, as well as the particular marketing mix element under consideration. Thus, establishing brand awareness and a positive brand image (i.e., favorable, strong, and unique brand associations) in consumer memory creates different types of customer-based brand equity, depending on what marketing mix element is under consideration (Keller, 1993).

He also suggested that as customers respond more favorably to a product whose brand is identified, the brand has positive customer-based brand equity and it exists when the consumer has a high level of awareness and familiarity and strong, favorable, and unique brand associations in their memory (Keller, 2002). The brand is established through the proper identity, the appropriate brand meaning, the right brand responses, and the appropriate brand relationships with customers by establishing six core brand values: brand salience, brand performance, brand imagery, brand judgments, brand feelings, and brand resonance (Keller, 2001).

Customer-based brand equity occurs when the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in memory defined as the differential effect of brand knowledge on consumer response to the marketing of the brand. Brands, particularly those that are high in brand equity (value of the brand) can be organizations most powerful assets (Herremans et al., 2000).

The customer based brand equity is considered the driving force of increased market share and profitability of the brand, and is based on the market's perceptions. Understanding the dimensions of brand equity, then investing to grow this intangible asset raises competitive barriers and drives brand wealth (Yooet al. 2000).

2.6 Dimensions of Brand Equity

As brand equity is a multidimensional concept and a complex phenomenon, many researchers suggested different models for the concept. Keller (2002) separated it into two components: awareness and association. Aaker (1991, 1996) grouped it into five categories: perceived quality, brand loyalty, brand awareness, brand association, and other proprietary brand assets such as patents, trademarks, and channel relationships. Among these five brand equity dimensions, the first four represent customers' evaluations and reactions to the brand that can be readily understood by consumers (Barwise, 1993; Yoo and Donthu, 2001). So they have been widely adopted to measure customer-based brand equity in previous studies. In summary, strong brand equity means that customers have high brand-name awareness, maintain a favorable brand image, perceive that the brand is of high quality, and are loyal to the brand (Xiao T., 2009, P 264). The customer based brand equity is considered the driving force of increased market share and profitability of the brand, and is based on the market's perceptions. Understanding the dimensions of brand equity, then investing to grow this intangible asset raises competitive barriers and drives brand wealth (Yooet al. 2000).

Based on this, the following are the major dimensions of CBBE (Aaker 1991; Baker 1986; Keller 2003):

2.6.1 Brand Awareness

Aaker (1991) defines brand awareness as the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category. Keller (2003, p.76) defines brand awareness as the customers' ability to recall and recognize the brand as reflected by their ability to identify the brand under different conditions and to link the brand name, logo, symbol, and so forth to certain associations in memory.

According to Baker et al (1986) and (Macdonald and Sharp, 2000), brand awareness plays an important role in consumer decision making for three major reasons. First, it is important that consumers think of the brand when they think about the product category. Raising brand awareness increases the likelihood that the brand will be a member of the consideration set, the handful of brands that receive serious consideration for purchase. Second, brand awareness can affect decisions about brands in the consideration set, even if there are essentially no other brand associations Finally, brand awareness affects consumer decision making by influencing the formation and strength of brand associations in the brand image.

Brand awareness plays an important role in consumer decision-making by influencing which brands enter the consideration set, which of these brands are used as a heuristic, and the perception of quality (Macdonald and Sharp, 2000). During the decision-making process the consumer retrieves, from long-term memory, those products and brands of which they are aware. This small set of brands (the consideration set) is important, since a brand that is not part of the consideration set is unlikely to be chosen (Mowen and Minor, 2001). Awareness can affect customers' perceptions, which lead to different brand choice and even loyalty (Aaker, 1996).

The followings are some of the sub-dimensions included under the brand awareness (Keller 1993, 1998; Aeker 1996):

- **Brand recognition**: Brand recognition is the extent to which a consumer can correctly identify a particular product or service just by viewing the product or service's logo, tag line, packaging or advertising campaign. It is the potential of the consumer to retrieve the past knowledge of the brand when enquired about the brand. Brand recognition requires the consumer to recall prior knowledge. In order to build brand recognition, an organization must repeatedly provide consumers with a consistent visual or auditory learning experience.
- **Brand recall**: Brand Recall is the extent to which a brand name is recalled as a member of a brand, product or service class. It refers to the ability of study respondents to remember a name (i.e. of a brand, company or product)". It is a qualitative measure of how well a brand name is connected with a product type or class of products by consumers. Often tested through surveys or interviews, brand recall is tested by asking participants questions such as "name as many car models as possible" or "can you explain what a Kleenex is?"
- **Top-of-mind:** Top-of-mind is the situation by which a brand or specific product coming first in customers' minds when thinking of a particular industry. . Achieving top of requires consistent communication efforts by companies through various marketing

channels. This also necessitates that these companies provide the consumers with relevant information to help the decision-making process without becoming nuisances.

- **Brand dominance:** Brand dominance is **t**he state that exists when the majority of consumers believe that one brand outperforms all competitors. Is your product the first product that comes to consumers' minds when they delve into your market segment? Why not? To what extent a product, brand, or firm controls a product category is termed as brand dominance.
- **Brand knowledge:** Kevin Keller (1998), defined brand knowledge as awareness of the brand name and belief about the brand image. Valuable beliefs are authentic beliefs – consistent and durable. In addition to belief, consumer experience is an important part of brand knowledge. Consumer experience includes emotions, sensations, and activity. It is a function of awareness, which relates to consumers’ ability to recognize or recall the brand, and image, which consists of consumers’ perceptions and of associations for the brand.

Generally, Brand awareness can be a sign of quality and commitment, letting consumers become familiar with a brand and helping them consider it at the point of purchase (Aaker, 1991). It can affect customers’ perceptions, which lead to different brand choice and even loyalty (Aaker, 1996). A brand with strong brand recall (unaided awareness) and top of mind can affect customers’ perceptions, which lead to different customer choice inside a product category (Aaker, 1996).

For new or niche brands, recognition can be important. For well-known brands such as Budweiser, Cheerios, and Chevrolet, recall and top-of-mind are more sensitive and meaningful. Recall questions can be inconvenient to use in a survey. An alternative to employing recall is the use of brand knowledge (I know what this brand stands for) and brand opinion (I have an opinion about the brand) variables.

2.6.2 Brand Association

Brand associations can be defined as anything that connects the consumer to the brand including user imagery, product attribute, use situation, organizational associations, brand personality, and symbols (Aaker and Joachimsthaler 2000). Brand association can be seen in all forms and reflects features of the product or aspects independent of the product itself (Chen, 2001). A set of associations, usually organized in some meaningful way, forms a brand image. Brand associations create value for the firm and its customers by helping to process/retrieve information, differentiate the brand, create positive attitudes or feelings provide a reason to buy, and provide a basis for extensions (Aaker, 1991). They consist of all brand-related thoughts, feelings, perceptions, images, experiences, beliefs, attitudes (Kotler and Keller 2006, p. 188) and is anything linked in memory to a brand.

Brand associations are believed to contain the meaning of the brand for consumers (Keller 1993). Strong and favorable brand associations contribute toward brand equity. Aaker (1991) and Atilgan (2005) suggest that brand association creates value for customers as well as marketers because brand associations help consumer process information, differentiate an offering, and provide reason to buy and a basis for extension.

The more the brand possess strong, congruent, dominant and positive associations, the greater its ability to create performance for its products. Marketers use brand associations to differentiate, position, and extend brands, to create positive attitudes and feelings toward brands, and to suggest attributes or benefits of purchasing or using a specific brand. Consumers use brand associations to help process, organize, and retrieve information in memory and to aid them in making purchase decisions (Aaker, 1991, pp. 109-13).Bridges et al. (2000) argued that strong, positive associations help to strengthen brand and the equity that is carried into a leverage situation if affected by the types association made with the brand.

According to Chen (2001), the following are some of the types of brand associations:

- **Social image**: Social image is defined as the consumer's perception of the esteem in which the consumer's social group holds the brand. It includes the attributions a consumer makes and a consumer thinks that others make to the typical user of the brand. Lassar et al (1995) argue that social image which includes the attributions a consumer makes and a consumer thinks that others make to the typical user of the brand is more relevant in measuring customer-base brand equity.

- **Trustworthiness**: Lassar et al. (1995) define trustworthiness as the confidence a consumer places in the firm and the firm's communications and as to whether the firm's actions would be in the consumer's interest. Consumers place high value in the brands that they trust. As a customer buys a good or service before experiencing it, fostering of trust is a key to build a customer relationship (Kinard and Capella, 2006).

- **Perceived value:** Lassar et al. (1995) define perceived value as the perceived brand utility relative to its costs, assessed by the consumer and based on simultaneous considerations of what is received and what is given up to receive it. Consumer choice of a brand depends on a perceived balance between the price of a product and all its utilities (Lassar et al. 1995). A consumer is willing to pay premium prices due to the higher brand equity (Aaker, 1993).
- **Social responsibility:** CSR can be defined in terms of legitimate ethics or from an instrumentalist perspective where corporate image is the prime concern (McAdam and Leonard 2003). It is influencing the development of brands (Blumenthal and Bergstrom, 2003) as the public is interested to know what, where, and how much brands are giving back to society. Both branding and CSR have become crucially important now that the organizations have recognized how these strategies can add or detract from their value (Blumenthal and Bergstrom 2003).

2.6.3 Brand Loyalty

Brand loyalty can be defined as a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior (Oliver, 1999). The American Marketing Association defines brand loyalty as “the situation in which a consumer generally buys the same manufacturer-originated product or service repeatedly over time rather than buying from multiple suppliers within the category”. Trying to define the term, Aaker considers that brand loyalty reflects “how likely a customer will be to switch to another brand, especially when that brand makes a change in price, product features, communication, or distribution programs”.

The two major levels of brand loyalty (Baloglu, 2002; Oliver 1999; Grembler and Brown (1996) are:

- **Cognitive loyalty:** Cognitive loyalty refers to the consumers’ intention to buy the brand as the first choice (Keller, 1998). It refers to the tendency to be loyal to a focal brand as demonstrated by the intention to buy it as a primary choice (Oliver, 1997). It is a means that a brand comes up first in a consumers' mind, when the need to make a purchase decision arises, that is the consumers' first choice. The cognitive loyalty is closely linked to the highest level of awareness (top-of-mind), where the matter of interest also is the brand, in a given category, which the consumers recall first. Thus, a brand should be able to become the respondents' first choices (cognitive loyalty) and is therefore purchased repeatedly (behavioral loyalty) (Keller 1998).

- ❖ **Behavioral loyalty**: Behavioral loyalty can be indicated by a number of repeated purchases (Keller, 1998) or commitment to re-buy the brand as a primary choice (Oliver 1999). It is defined as the degree to which a buying unit, such as a household, concentrates its purchases over time on a particular brand within a product category (Schoell and Guiltinan, 1990).
- ❖ **Price premium:** Price premium is defined as the amount a customer will pay for the brand in comparison with another brand offering similar benefits and it may be high or low and positive or negative depending on the two brands involved in the comparison. It is the customer's willingness to pay higher price for a brand in comparison with another brand offering similar benefits (Aaker 1996).

In general, brand loyalty adds considerable value to a brand and/or its firm because it provides a set of habitual buyers for a long period of time. Loyal customers are less likely to switch to a competitor solely because of price; they also make more frequent purchases than comparable non-loyal customers (Bowen and Shoemaker, 1998).

2.6.4 Perceived Quality

Perceived quality is defined as the customer's judgment about a product's overall excellence or superiority in comparison to alternative's brand (Zeithaml, 1988, p. 3) and overall superiority that ultimately motivates the customer to purchase the product (Aaker and Jacobson, 1994). It is not the objective quality of the product but consumers' subjective evaluations which depend on their perceptions. The provision of products and services of high quality enhances reputation, improves customer retention, attracts new customers through word of mouth, and increases financial performance and profitability (Julian and Zeithaml, 1996).

Perceived quality lends value to a brand in several ways: high quality gives consumers a good reason to buy the brand and allows the brand to differentiate itself from its competitors, to charge a premium price, and to have a strong basis for the brand extension (Aaker, 1991). Marketers across all product and service categories have increasingly recognized the importance of perceived quality in brand decisions (Morton, 1994).

Objective quality refers to the technical, measurable and verifiable nature of products/services, processes and quality controls. High objective quality does not necessarily contribute to brand equity (Anselmsson et al. 2007). Since it's impossible for consumers to make complete and correct judgments of the objective quality, they use quality attributes that they associate with quality (Zeithaml 1988).

2.7 Media Brand Equity

Strong brands are necessary in media, because technology has increased the number of content providers and made it possible for many more competitors to seek the attention and loyalty of audiences and advertisers (Mart Ots, 2008). Brands are crucial in separating media companies and their products from those of competitors, in creating continuity of quality and service across extended product lines, and in helping develop strong bonds with consumers.

According to Robert G. P. (2008), the necessity for strong brands has grown concurrently with the number of media types and units vying for the attention and loyalty of audiences/consumers and advertisers. Today companies find brands crucial in separating themselves from the hoard of competitors in every media, in helping maintain continuity of quality and service across extended product lines, and in helping them to create strong bonds with their consumers.

On the academic side, much of the research on brands and brand management in media industries has so far focused on brand extensions. This may be a response to the attention that media practitioners' have paid to opportunities to business expansion in a changing media landscape. Not in any way does it mean that this new field is even close to fully explored. The specific nature, adoption, architecture, tactics, experiences and effects of media firms' uses of brands and brand management remain largely unknown. (Mart Ots, 2008, P.1)

In today's highly competitive and fragmented media markets, attracting media buyers' resources has become more important for most media companies than ever. Media buyers try to allocate their budget in a way that will make them reach their respective campaign objective. Media plans specify which media are to be used when, why and at what price to reach the campaign objective. When making choices, media buyers have a range of selection criteria at their disposal (De Pelsmacker 2007). Due to the complexity of choosing and administrating not only the optimal mix of media channels (TV, print, radio, and/or online media etc.) but also the optimal mix of media vehicles (brand A, B, and/or C etc. within a media channel), advertisers may choose not to perform these tasks themselves. Instead, they hire media agencies who thereby act as intermediary buyers of advertising space. While reach and frequency have become treated as the basic "currencies" of media selection in many textbooks, other "softer" criteria, such as a medium's brand image, are often over-looked or treated in very vague or sweeping terms (Katz 2005).

2.7.1 Building Brand Equity in Media

According to Gabriel S. (2007 P. 11), brands show a close link to competence, credibility and quality. A brand is a promise of a particular kind of quality which is related to the brand's identity and position. By building brand awareness and brand knowledge, a brand image is created which leads to sympathy for the brand, brand preference and ultimately brand loyalty. Brand equity, or the value of the brand, is what the brand means in terms of uniqueness, importance and preference of the customers. This meaning is built through consistent communication at the various contact points where the brand meets its audience (Duncan & Moriarty, 1998).

Media brands offer value propositions about what their customers can expect in terms of type of content, interactivity, and user experience. While traditional media, such as newspapers, sometimes are accused of being rigid and old fashioned, consumer studies show that many media brands, such as BBC, Discovery, or MTV, come across with associations such as drive and innovation (Grande, 2006). Likewise, studies of media-consumption experiences demonstrate a wide spectrum of emotions and associations that consumers attach to their household media (Calder & Malthouse, 2005).

According to Mart Ots (2008), media firms have a unique position in building and expanding their brand equity. The very fact that they own and control communication tools reaching thousands or even millions of consumers every day is a tremendous asset. Some media corporations exploit this resource more systematically than others in order to cross-promote their different brands and connect with audiences at different points by using their portfolio of channels (Norback, 2005). At the same time constructing and managing brand hierarchies become complex issues as media companies often choose to create and promote several brand levels- the corporation as a whole, each TV channel, each featured TV show, and sometimes also blocks of shows (Wolff, 2006). Yet, how media in fact use their resources to build and strengthen their brand image remains largely unexplored.

According to Gabriele S. (2008), media is either a local, regional, or national business depending on their cultural impact. Only a few media serve an international or global market and are therefore able to position themselves as global brands. It is not so much the possibility of going international, but rather the link to competence, credibility and quality production that makes branding an appropriate and promising strategy for media companies. Since an important goal of branding continues to be differentiation, branding is a very common strategy in the media industry (McDowell, 2005).

As media content like magazines or TV-formats are immaterial goods they can be copied easily and at low costs. As a result multiple forms of non-excludability of unauthorized usage can occur, such as copyright infringement and piracy of media content (Picard, 2004). Therefore, it is essential for media firms to differentiate their company's organization, service or product from that of the competitors—to make it unique. By building brand loyalty or brand relationships, brands additionally support multiple media marketing strategies, for example, cross media, versioning or merchandising, and contribute to their success (Siegert, 2005).

Furthermore, brands and reputation play an important role in a media company's relations to other media market players. These relationships are characterized through asymmetric information, opportunistic behavior and a loss of control over the agent's actions (Siegert, 2006a & b).

2.7.2 Media Brands and Brand Communication

G. Siegert (2006) expressed that brand communication in the media industry seems to be a bit more complicated than in other industries and it is characterized by various features. Firstly, media brand communication must address at least two markets, the audience market and the advertising market, and must nevertheless send a credible and consistent brand message to both. Secondly, differentiation via media brand communication may have a greater chance of influencing the perception of consumers than the communication of other brands since there is usually not only one single valid way of interpreting the media content.

The common media brand communication mix includes the following modes of communication (G. Siegert 2006, P. 14-17):

2.7.2.1 Above-the-Line-Advertising

Media advertising is advertising which requires the use of other media (not the programs or titles of the media firm itself) as ad vehicles to promote the company's different brands (G. Siegert 2006, P. 14). Therefore, the selection of the media to be used is influenced in a special way. Firstly, the decision to take advantage of another media type as an advertising vehicle promotes the suitability of this other media type as an advertising vehicle. Nevertheless, media brands have to advertise in media of another media type because they appeal to different or larger target groups. Secondly, other advertising media also have to be assessed at the degree to which they are in competition with the media brand since no one wants to support his toughest competitor. It is therefore not surprising that media brands prefer to return to outdoor advertising in the form of posters or city light posters. In addition, TV brands frequently book their ad campaigns in program guides.

2.7.2.2 Cross-Promotion

Cross-promotion is a form of marketing promotion where customers of one product or service are targeted with promotion of a related product. It has a special position in the context of media advertising due to the fact that the advertised media brand and the advertising vehicle used belong to the same media company or are interconnected by cross-ownership. The advertising vehicles used can therefore only conditionally be described as external media. Besides the mutual inter-company support, it is primarily the specific cost reduction by coordinated conditions, often in the form of bartering, which motivates cross-promotion (Gangloff, 1991) because positive effects would directly increase audience size.

It shall only be briefly mentioned that the single marketing platforms and marketing windows also advertise for each other mutually in an implicit way. As a result, another level of cross promotion can be found between the media type specific variations of a media brand, that is, between parent brand and transfer brands. Consequently, the print issue and the corresponding TV format advertise each other at least in an implicit way.

The opportunity is usually taken, however, for very explicit ad references. In some cases, the issues integrate the content of each other so highly that we can then refer to them as cross-content or cross-media.

2.7.2.3 Self-Promotion

Self-promotion refers to the concept of a company advertising itself, that is, its brand(s), programs, titles or products within its own programs or titles. A single medium or a part of one is advertiser, advertising vehicle and advertising object all in one (Karstens & Schütte, 1999, p. 109; 2005). Self-promotion can be classified into various types: a more informative type and a more persuasive type. It is obvious that station promos and ads have a strong persuasive character, but the definition is quite unclear within various trailer and teaser formats which are quite similar to newspaper editorials. Their function is to give information and direction, but they are at the same time rather persuasive.

2.7.2.4 Editorial References

Editorial references are described primarily as those notes which refer to a media organization and its brands in their own program or editorial content. To what extent references are used only for information or entertainment purposes or to what extent they should persuade people to continue watching, listening or reading or to buy something from the range of brands can only be analyzed on an individual basis. But within the framework of a commercialized media system, media firms can be expected to use all possible means to address their commercial advertising interests. The extent of the advertising orientation cannot obviously be concluded through editorial references.

There are various forms of editorial references and they are found in the form of the smallest of notes throughout the program. A special form of editorial reference is news selection. Information about the media organization or its programs is primarily included in the news if the information allows for positive conclusions to be drawn, for example, the publication of the latest audience research data showing increasing numbers of readers. References to single media as sources for other media can have enormous positive effects as well. According to Herbert Lackner (1999), this form of editorial reference has the potential to change the way journalism operates. It was noticed in editorial offices of news magazines that the mentioning of one's own brand as a source in other media represents one of the most effective advertising forms. Therefore, news magazines have begun interviewing far more politicians than before because there is then an increase in the probability that the respective news magazine is quoted by other media as a source.

Concerning entertainment content, editorial references are firstly found in the form of appearances made by prominent media representatives on talk shows. Secondly, TV formats refer to already existing formats by imitating their presentation style or studio decor. Thirdly, the subject matter of series brands, presenters, formats, etc. is used as a basis for TV parodies. Editorial references are most closely connected to self-promotion in the form of visual and verbal moderation notes.

2.7.3 Brand Extensions and Portfolios of Brands in Media

As more media companies have moved toward media house strategies, firms are eager to explore the usefulness of their brands as bridges of expansion into new related and unrelated product formats and through new channels of delivery (Mart Ots, 2008). Brand management has in other words become a tool to manage consumer loyalty across delivery systems in a landscape of converging media technology (McDowell, 2006).

It has been suggested that (Businessline, 2006), media firms essentially can stretch their brands along three dimensions: breadth - across media channels and delivery formats, length - windowing, modifying, and re-issuing content in order to increase lifespan, and depth - creating new revenues by turning content into products and services.

When traditional media are extending their brands to digital media and text message applications, they are often looking to add the interactivity often missing in the original product. Good examples from print media show the synergies that can be gained from combining coverage of sports online, in newspaper supplements and through mobile services under the same brand (Marketing Week, 2007). Suddenly these media companies are facing the challenge of managing brands which have started to obtain associations quite different from what was originally intended. With more products in their portfolios they struggle to maintain coherent brand images (New Media Age, 2005).

The search for new ways to increase revenues by capitalizing on brand equity increases the demands for cautious brand management. In media firms, this process can often be traumatic since their greatest fear is loss of integrity, and many media companies, especially news media, rely heavily on the trust of their audiences (Tungate, 2004).

2.7.4 Dual Market Aspects of Branding in media

While the consumer side of branding has attracted the majority of the attention both among practitioners and academics, interest is now turning to business-to-business branding (De Chernatony & McDonald 1998, Kotler & Pfoertsch 2005). From a media standpoint, this is particularly interesting since another distinct characteristic of media markets is their division of revenues between both the consumer market and the business-to-business market, selling audiences to advertisers. According to Mart Ots, (2008), the brand equity built between a medium and its audiences will effectively have an impact on its perceived usefulness as an advertising medium. When discussing branding it is therefore important to specify how the brand images between these different customer groups interact in the brand management processes of the media firm.

According to Bobby J. and Edward C. (2008), Media products have traditionally been thought of as vehicles in which advertisers insert messages in order to strengthen their brands. Apart from this advertising, media companies have thought of their products as providing journalistic or entertainment content that attracts an audience. Reaching this audience is what attracts advertisers to the vehicle. There is a growing realization, however, that media products are more than merely content vehicles for advertising. Media products themselves can be powerful brands in their own right.

There are many ways of course for conceptualizing what a brand is - a promise to the consumer, a value proposition, a positioning in the consumer's mind, a big idea. One way that has gained some currency is to think of a brand in terms of the experience consumers have with it. The experience framework is the best approach to thinking about how to manage media products as brands. Moreover, the experience approach lends itself to thinking about media brands from a larger integrated marketing perspective (Bobby J. and Edward C., 2008, P. 98). The focus here is on the experience of the consumer, on the product in the context of the consumer's life experiences, and not on the product per se. The task of integrated marketing is to affect the consumer's experience in such a way that the consumer understands the brand in terms of that desired experience. Consumers must be contacted in ways that affect their experience and lead them to develop an understanding of the brand in terms of this experience.

All contacts need to be managed in an integrated way over time and other dimensions of consumer behavior in order to yield the consumer experience dictated by the brand concept. Managing advertising and media is one of many possible types of contact points with consumers. Beyond this it implies that advertising, as with any contact, should affect consumer experiences so that the desired brand concept emerges from them. This means that ideally an ad should not merely tell consumers about the brand. It should, at least vicariously, let consumers experience the brand. This calls for ads that are more stories and less persuasive arguments (Bobby J. and Edward C., 2008, P. 98).

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

According to (John w. Creswell 2006) research is a systematic inquiry aimed at providing information to solve problems. So that, In order to solve the problem or answer the research questions appropriate methodology should be designed in order to show how research questions are answered in the most rigorous method. In this part, the overall methodology and design of the study is described. The main components incorporated include research design, source of the data, sample size and sampling procedures, sampling technique and data analysis. The variables used to measure the study objectives were also described.

3.2 Research Design

Quantitative research is a study that makes use of statistical analysis to obtain findings. Its key features include systematic and formal measurement of phenomena and the use of statistics (Geoffrey M., David D., David F., 2005). Since this research uses systematic collection and measurement of data as well as application of statistical tools to obtain the findings, it is a quantitative research.

According to C.R. Kothari (2004), descriptive study is concerned with narration of facts and characteristics concerning individuals, groups or situations. The researcher must be able to define clearly what she/he wants to measure and must find adequate methods for measuring it. It aims to depict the state of affairs as it exists and to describe some aspects of phenomenon. This research tries to measure and identify the brand equity perception of media service buyers towards FM radio stations in Addis Ababa. The goal is to measure and describe what really exists in media service buyers' mind in perceiving the brand equity of FM radio brands in the city. The features of this study really match with the descriptive research design. Moreover, the study will evaluate and measure the relationship between the overall customer-based brand equity of FM radio brands and the brand equity dimensions such as brand awareness, brand association and brand loyalty. Based on the above facts, the research followed the descriptive research design.

3.3 Approaches to the Research Method

Survey research is a study where a sample of population is studied to determine its characteristics, and it is then inferred that the population has the same characteristics (Geoffrey 2005, P. 5). Large numbers of people are asked about their behaviors, attitudes and opinions to describe what they say, think and do. Since the population of this research is large, the survey approach is applied to the study. Survey enables the researcher to gather data at a particular point in time with the intention of describing the nature of existing conditions. It involves identifying standards against which existing conditions can be compared, as well determining the relationships that exist between specific events. Typically, survey method is used to scan a wide field of issues, populations, programs etc. in order to measure or describe any generalized features.

In general, due to the need for high response rate and low cost as a student researcher, the survey method is found to be economic and efficient one. By considering the aforementioned merits and the broad population as well as a single individual accomplishing the whole study, the survey approach is found to be practical to accomplish the objectives of the study.

3.4 Sources of Data

Based on the research objectives, both primary and secondary sources were employed to collect the required data. According to Kothari (2004), primary data are those which are collected afresh and for the first time, and thus happen to be original in character. Secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process.

The primary sources of data for this research are gathered from media service buyers of selected FM radio brands in Addis Ababa. As it is stated by Malhotra (2005), examination of available secondary data is a pre-requisite to the collection of primary data. Based on this, the study used secondary data obtained from the Ethiopian Broadcasting Authority, Ministry of Trade, and other relevant sources and then the primary data are analyzed with rationale of the secondary data.

3.5 Sampling Methodology

3.5.1 Target Population

Population refers to the total of items about which information is desired (C.R.Kothari, 2004). The target population for this study comprises all media service buyers in Addis Ababa who buy media services from one or more of the FM radio stations which have a target audience in Addis Ababa and its surroundings. All business organizations, government firms, not-for-profit organizations and other non-business media service buyers of the city who are using FM radio stations to announce and/or advertise their products, services and ideas are taken into account in the study. Total media service buyers in Addis Ababa who used FM radio stations once or more in the last one year are about 1420 and all these are considered to be population of the study (Reports of the FM radio stations, 2006).

No.	Name	Owner	Ownership type	Esta blish ment	Coverage	Language	Weekl y load
01	Abay FM 102.9	HH & TYT Multimedia Plc	Commercial	2014	Addis Ababa & Surrounding	Amharic	
02	Afro FM 105.3	Paconet Media PLC	Commercial	2009	Addis Ababa & Surrounding	English/French/Arabic	126 hrs
03	Fana FM 98.1	Fana Broad casting Co.	Commercial	2006	Addis Ababa & Surrounding	Amharic	126 hrs
04	FM Addis 97.1	ERTA	Public	2003	Addis Ababa & Surrounding	Amharic	168 hrs
05	FM 96.3	Addis Ababa Mass Media Agency	Public	2006	Addis Ababa & Surrounding	Amharic	126 hrs
06	Sheger FM 102.1	AdeyTinsae Media Ent.	Commercial	2006	Addis Ababa & Surrounding	Amharic and English	126 hrs
07	Zami FM 90.7	Zami Public Connection	Commercial	2006	Addis Ababa & Surrounding	Amharic	126 hrs

Table 3.1 List of FM radio stations in Addis Ababa by their alphabetical order (EBA, 2014)

3.5.2 Sampling Method and Sample Size

3.5.2.1 Sampling Method

There are seven FM radio stations which have target audiences in Addis Ababa and its surroundings. Five of them are commercial and the remaining two are government or public owned FM radio stations. However, there is not any recorded data on the market share, the total number and profile of media service buyers in Addis Ababa as well as in the country as a whole.

The sampling method used in this study is a convenience sampling method. Anol B. (2012) defined convenience sampling as a technique in which a sample is drawn from that part of the population that is close to hand, readily available, or convenient. To reduce the biasness of the results and the systematic exclusion of some parts of the population, high number of sample members is considered to be included in the sample size. Moreover, respondents from different types of organizations like ad agencies, non-business organizations and other business organizations are proportionately included in the sample.

3.5.2.2 Sampling Procedures

Three most favorite domestic FM radio stations in Addis Ababa, according to BBC's audience survey in 2011 and EBA's survey on service provision and social benefits of mass media in 2013, are included in the study. One public owned and two commercial FM radio stations are included in the survey. The stations included are Fana FM 98.1, FM Addis 97.1 and Sheger FM 102.1.

The major reason to include audiences' most favorite FM radio stations in the study sample is that a transfer effect exists between the media vehicle image and the advertised product (Winick, 1962). This in turn is known among media service buyers (Blair, 1966), and that it would have implications for the execution of advertising campaigns depending on communication goals (Aaker, 1972). Moreover, favorability of media brand images and associations may lead to engagement (Jonkoping 2008, P. 103), and this would attract the media service buyers. According to Jonkoping (2008), if the indirect measure of the brand equity reveals strong, favorable and unique associations, the brand image can be used to transfer brand associations to advertised products.

3.5.2.3 Sample Size

There are different types of media service buyers for FM radio stations in Addis Ababa. In this research, they are generally categorized as advertising agencies, other business organizations and non-business media service buyers like government organizations, not-for-profit organizations, etc. Sample size for this study is determined by considering the nature of the universe, number of classes proposed, standard of accuracy and acceptable confidence level, availability of finance and the time available for completion of the study.

Descriptive research typically uses larger samples; it is sometimes suggested that one should select 10-20 per cent of the accessible population for the sample (Kumar, 2006; Hill, 1996). The total number of media service buyers in Addis Ababa is around 1420. Based on the above mentioned considerations, the sample size is determined by using the formula developed by Cochran (1963:75). Since there are advertising agencies, other business organizations and non-business media service buyers in the city, the number of respondents is distributed proportionally considering their contribution to the total number of the media service buyers. Respondents were chosen to represent the media service buyers' profile in an optimal manner.

The mathematical formula of the sample is as follows:

- ❖ Total number of the media service buyers of FM radio stations in Addis Ababa is around 1420.
- ❖ Number of media service buyers from ad agencies, other business organizations and non-business media service buyers is 180, 744 and 496 respectively (Reports of the FM radio stations, 2006).
- ❖ Sample size from the media service buyers is calculated as follows:

$n0 = \frac{Z^2 pq}{e2}$ Where: n_0 = the sample size

Z^2 = the abscissa of the normal curve that cuts off an area α at the tails (1 - α equals the desired confidence level, i.e. 95%)

e = the desired level of precision

p = the estimated proportion (standard deviation) of an attribute that is present in the population, and q is 1-p.

The value for Z is found in statistical tables which contain the area under the normal curve.

$n0 = \frac{(1.96)^2\ (0.5)(0.5)}{(0.05)^2}$ = 385.

The above sample size is the representative sample proportion at 95% confidence level and ±5% precision when the population is large and unknown.

If the population is small, then the sample size can be reduced slightly. This is because a given sample size provides proportionately more information for a small population than for a large population. As a result, the sample size (n_0) can be adjusted (Cochran 1963:75).

Since the population for this study is finite, the sample size (n_0) can be adjusted as follows:

$$n = \frac{n0}{1 + \frac{(\mathrm{n0}-1)}{\mathrm{N}}}$$

Where n is the sample size and N is population of the study.

$$n = \frac{385}{1 + \frac{(385-1)}{1420}} n = \frac{385}{1 + 0.270423}$$

n = 303.04867 ≈ **303**

Therefore, the representative sample size for this study is 303 media service buyers.

Based on the above information, the sample size from each type of media service buyer is determined proportionally using the following calculations:

A. Sample members from advertising agencies:

N = Total number of media service buyers of FM radio stations in Addis Ababa=1420

P_{ad} = Population of media service buyers from ad agencies = 180

n = Total number of samples = 303

n_{ad} = Number of sample media service buyers from required ad agencies = ?

$$Samplefromadagencies = \text{Total no. of sample}\left(\frac{Populationfromadagencies}{\text{Total media service buyers}}\right)$$

$$\mathrm{nad} = n\left(\frac{Pad}{N}\right)$$

$$\mathrm{nad} = 303\left(\frac{180}{1420}\right)$$

$$\mathrm{nad} = 303 * 0.12676$$

$\mathrm{nad} = 38.488 \approx 38$

B. Sample members from other business organizations:

N = Total number of media service buyers of FM radio stations in Addis Ababa=1420

P_{pr} = Population of media service buyers from other business organizations = 744

n = Total number of samples = 303

n_{pr} = Number of sample media service buyers required from producers/resellers = ?

$$Samplefromproducers = \text{Total no. of sample}(\frac{Populationfromproducers}{\text{Total media service buyers}})$$

$$\text{npr} = n\left(\frac{Ppr}{N}\right) = 303(\frac{744}{1420})$$

$$\text{npr} = 303 * 0.52394$$

$\text{npr} = 158.7538 \approx$ **159**

C. Sample members from non-business media service buyers:

N = Total number of media service buyers of FM radio stations in Addis Ababa=1420

P_{np} = Population of media service buyers from non-business organizations = 496

n = Total number of samples = 303

n_{np} = Number of sample media service buyers required from not-for-profit = ?

$$Samplefromnon - business = \text{Total no. of sample}(\frac{Populationfromnon - buseness}{\text{Total media service buyers}})$$

$$\text{nnp} = n(\frac{Pnp}{N})$$

$$\text{nad} = 303(\frac{496}{1420})$$

$$\text{nad} = 303 * 0.34930$$

$\text{nad} = 105.8366 \approx$ **106**

The other critical issue is how these sample elements from each media service buyer type are distributed to the three selected FM radio stations. There is no significant difference in the type, number and composition of media service buyers among the three selected FM radio stations (FM Stations, 2014). The stations share most of the media service buyers especially the ad agencies and the non-business organizations. Because of this, the sample members are distributed equally among the three FM radio stations.

No.	Name of station	Type of media service buyers and their sample size			
		Ad agencies	**Other business**	**Non-business**	**Total**
01	Fana FM 98.1	13	53	35	101
02	FM Addis 97.1	13	53	35	101
03	Sheger FM 102.1	12	53	36	101
	Total	**38**	**159**	**106**	**303**

Table 3.2: Number of media service buyers taken from each selected FM stations included in the sample

3.5.3 Non-Response Rate

Non-response rate is usually high in case of questionnaire as many people do not respond and many return the questionnaire without answering all questions (Kothari, 2004, P. 105). In order to reduce the rate of non-return from respondents, enough time is given to respondents and relatively long time is invested on the data collection process. Moreover, a cooperation letter is taken from the FM radio stations to prompt the cooperation of organizations of the media service buyers. These efforts kept the non-response rate of the study at an immaterial level. From the total questionnaires distributed, only 15 were not collected which indicates below 5 percent of the total expected number.

3.6 Measurement Instruments

The objective of the study is to measure the customer-based brand equity of FM radio stations in Addis Ababa with regard to the media service buyers. To achieve this objective, it is important and mandatory to identify the relevant measurement instruments. Although there are many dimensions to measure the brand equity perception of customers, the dimensions for this study comprise the following relevant dimensions (Keller, 2003; Chan Olmsted, 2001 & 2006; Mc Dowell, 2006a):

3.6.1 Brand awareness: This refers to the customers' ability to recall and recognize the brand as reflected by their ability to identify the brand under different conditions (Keller 2003, P. 76). The sub-dimensions included in this measurement instrument include brand recognition, brand recall, brand dominance, top-of-mind, and brand knowledge.

3.6.2 Brand association: Brand association refers to anything that connects the consumer to the brand (Aaker, 2000). The specific measures included in this dimension are social image, perceived value, trustworthiness, and social responsibility.

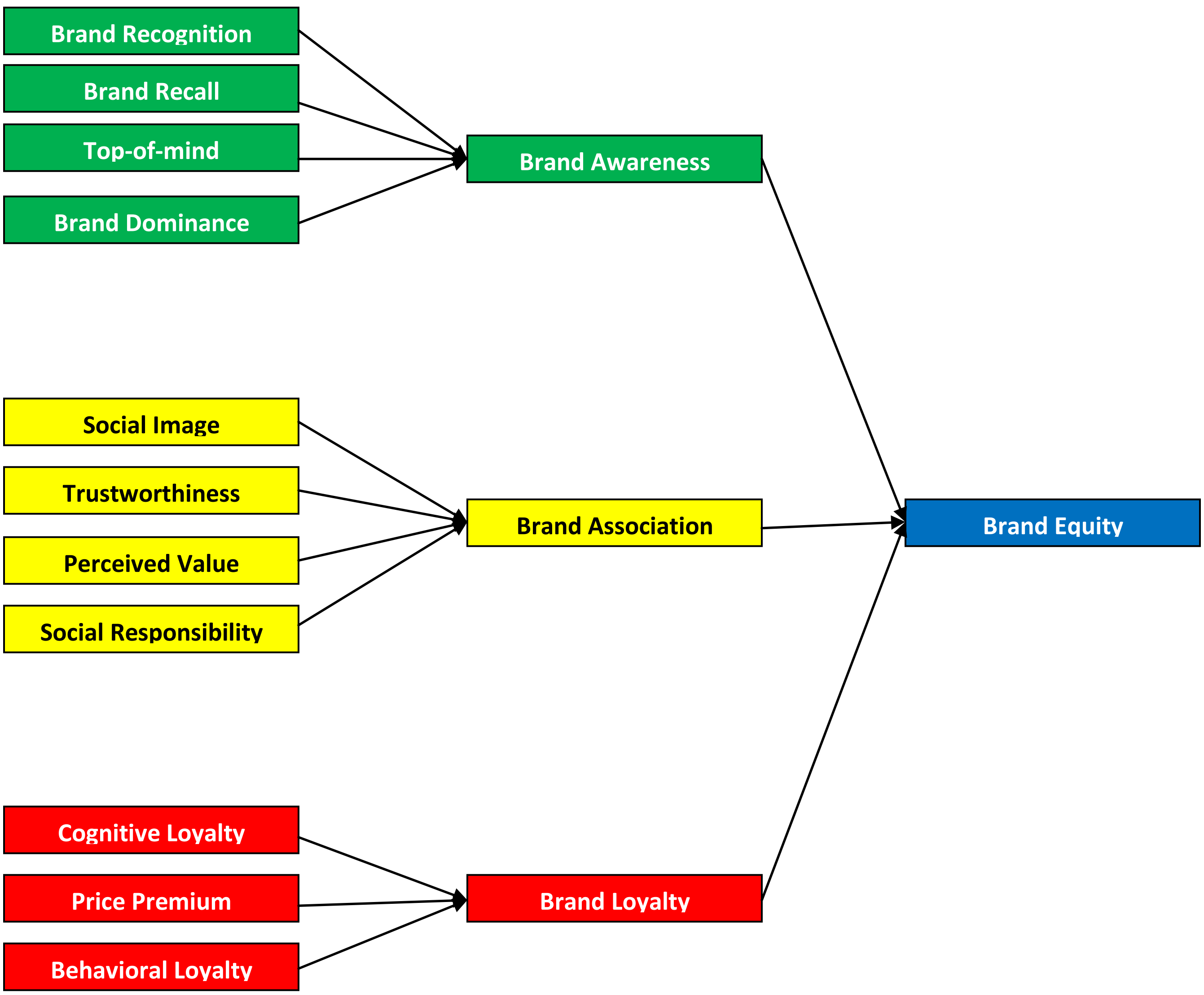


Figure 3.1 A conceptual framework for measuring customer-based brand equity (Adapted from The Yoo and Donthu Brand Equity Scale and taken from Journal of arts science and commerce)

3.6.3 Brand loyalty: This refers to a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future (Oliver, 1999). The three sub-dimensions used to measure the brand loyalty in this study are behavioral loyalty, cognitive loyalty and price premium.

In general, the items used to measure the constructs in this study and the framework depicted in figure 3.1 are derived and adapted from previous studies and literatures (Aaker, 1991; Baker, 1986; Keller, 2003; Chan Olmsted, 2001 & 2006). Each item is rated on a 5-point likert scale anchored by "strongly disagree" (1) and "strongly agree" (5).

3.7 Data Collection Methods and Procedures

The data for this research were collected through structured questionnaire. The items of the questionnaire are prepared in a 5-point likert scale structure. The structure of the questionnaire were clear, easy to understand, and straight forward to ensure that the respondents could answer the questions with no difficulty. The questionnaire incorporates two parts. The first part is about the respondents' profile like organization type, their position, etc in the organization. The second part incorporates questions on basic information. It includes items which are crucial to measure the customer-based brand equity of FM radio stations. Brand awareness, brand association and brand loyalty and their respective sub-dimensions are considered in developing the specific questions of the survey; i.e. the specific questions included in the questionnaire have a direct relationship with each dimensions and sub-dimensions. The first four questions are designed to measure brand awareness and the next 6 and 4 questions are designed to measure brand associations and brand loyalty respectively. The remaining 4 questions are designed to measure the overall brand equity of each FM radio station.

The data is gathered face-to-face at each FM radio station office. The administration was held when buyers come to buy the service from the stations. Based on their arrival, the questionnaire was distributed to the media service buyers randomly. Since it is costly and difficult to get every media buyers in their respective areas, this found to be the best way of administering the data collection. Moreover, the researcher collected some of the data by getting respective media service buyers in their office in Addis Ababa. To increase the probability of inclusion of each media service buyer, the data is collected through a long period of time due to the variation of the arrival time of each media service buyer in the stations.

The respondents are provided with sufficient time to respond properly. This made the media service buyers to respond by analyzing every question. To increase the level of confidence interval, those who took questionnaires were recorded by their name and finally checked whether they have responded or not.

3.8 Data Analysis

Following the data collection, the data was entered to and analyzed by SPSS 16 Package. The entered data was counter-checked against the original version of the questionnaire in order to sort out invalid responses, to correct errors committed in the process of data entry and thereby to check the consistency of the data entered.

Analysis, particularly in case of survey, involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences. The principal objective of descriptive statistics is to accurately describe distribution of certain variables within a specific data set. Thus, since the aim of this study is to measure the customer-based brand equity of FM radio stations with regard to media service buyers, and also to describe the relationship between the overall customer-based brand equity of FM radio stations and the different dimensions of brand equity, both descriptive and inferential statistics were applied in the analysis of the data. Particularly, mean, frequency, percentage, standard deviations, ANOVA, Pearson correlation and linear regression were used to analyze the collected data. The information obtained from document reviews are also thematically analyzed and used to qualify the data obtained from the media service buyers.

3.9 Ethical Considerations

To maintain the broadly agreed-upon norms of ethical research, the following issues are carefully considered:

- The purpose of the research was clearly communicated to the participants and the stations on who is conducting the study, for what purpose, what outcomes are expected, and who will benefit from the results.
- Approval was obtained from the top management of the stations to access the necessary data.

- Participation in the research was voluntary, that they have the freedom to withdraw from the study at any time without any unfavorable consequences
- The process of administrating the questionnaire ensured anonymity
- All information obtained in the process of the research maintained confidentially
- The data was solely used for research purposes and final report was made available to the organization for perusal.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The purpose of this study was to measure the customer-based brand equity of selected FM radio stations in Addis Ababa with a specific focus on the brand equity perception of media service buyers. Both descriptive and inferential statistics were used in analyzing the data collected. The reliability of the constructs was tested by using Cronbach's coefficient. The responses for the items of the questionnaire were compiled in to tables according to the main variables being examined. Descriptive analysis such as percentage, mean, standard deviation, etc were used in examining variables used to measure the customer-based brand equity, i.e. brand awareness, brand association and brand loyalty. Moreover, ANOVA, Pearson Correlation and linear regression analysis were applied to test differences among means of different subjects and to measure the degree of relationship between the three dimensions and the overall brand equity.

4.2 Reliability analysis

Reliability of the instruments was assessed by using Cronbach's Alpha for the brand equity constructs used in the study. Higher Alpha coefficients indicate higher scale reliability (Santos, 1999: as cited in Eze et al., 2008). Specifically, Nunnally (1978): as cited in Eze et al., (2008) suggests that scales with 0.60 Alpha coefficients and above are considered to be acceptable. Some other literatures suggest a benchmark Alpha of 0.7 to be an acceptable measure of reliability (Cronbach, 1951)

To test the reliability of the brand equity instruments, Cranach coefficients (alpha) which help to review the internal consistency of each dimension, were computed for both the brand equity dimensions and the overall brand equity. The analysis shows that a Cronbach's Alpha of .768 for brand awareness, .690 for brand association, .721 for brand loyalty and .730 for the overall brand equity. Though the Alpha of brand association is slightly lower than the cutoff value of .7 suggested by many literature (Eze et al., 2008), it is close to the point and considered to be reliable. The overall Cronbach Alpha Coefficient for all the brand equity items is also .897. Therefore, the expected scales used in this study demonstrate high reliability.

4.3 Descriptive Analysis

4.3.1 Dimensions of customer-based brand equity

Three dimensions of brand equity are considered in the study. They are brand awareness, brand association and brand loyalty. Each dimension incorporates different sub-dimensions which have the ability to measure and explain their respective brand equity dimension.

4.3.1.1 Brand awareness

Descriptive statistics, especially means and percentage are used to measure the level of brand awareness by the media service buyers of each FM radio station. Four specific statements in a form of five point Likert Scale are used to measure the brand awareness dimension of brand equity. Brand recognition, brand recall, top-of-mind and brand dominance are the four elements used to measure brand awareness.

Figure 4.1 depicts that 72.90% of FM Addis 97.1 media service buyers, 96.90% of Fana FM 98.1 media service buyers and 89.50% of Sheger FM 102.1 media service buyers marked agree and strongly agree for brand recognition sub-dimension of their respective FM radio stations. This shows that most of the media service buyers can recognize their respective FM radio station among competing brands.

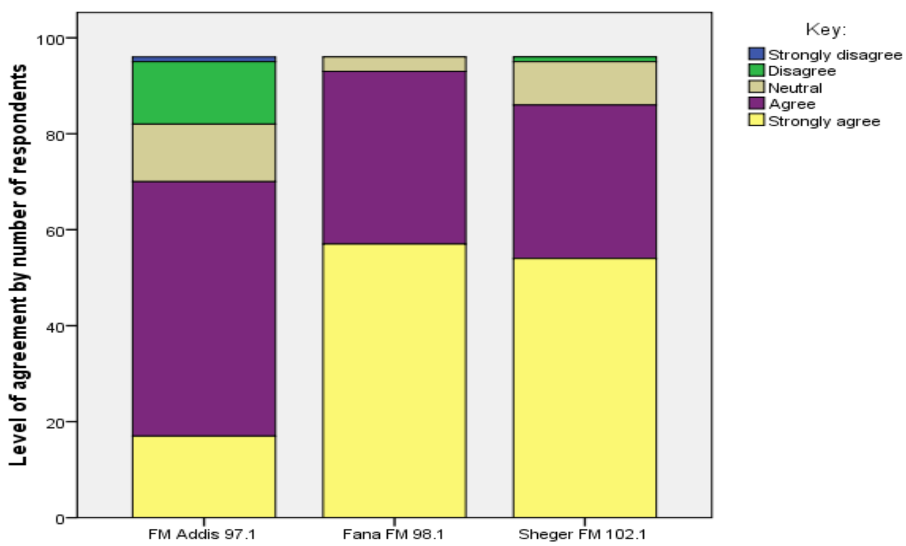


Figure 4.1 Brand recognition of media service buyers for the FM radio brands

Source: Own survey, 2014

Table 4.1 in other hand indicates that 31.25% of FM Addis 97.1 media service buyers, 78.12% of Fana FM 98.1 media service buyers and 70.84% of Sheger FM 102.1 media service buyers put agree and/or strongly agree for the brand dominance sub-dimension of brand awareness.

Table 4.1 Frequency distribution and level of agreement for the brand dominance dimension of brand awareness

Name of the FM radio station	Level of agreement	Frequency	Percent	Valid Percent	Cumulative Percent
FM Addis 97.1	Strongly disagree	11	11.46	11.46	11.46
	Disagree	33	34.38	34.38	45.83
	Neutral	22	22.92	22.92	68.75
	Agree	30	31.25	31.25	100.00
	Total	96	100.00	100.00	
Fana FM 98.1	Strongly disagree	4	4.17	4.17	4.17
	Disagree	4	4.17	4.17	8.33
	Neutral	13	13.54	13.54	21.88
	Agree	38	39.58	39.58	61.46
	Strongly agree	37	38.54	38.54	100.00
	Total	96	100.00	100.00	
Sheger FM 102.1	Strongly disagree	2	2.08	2.08	2.08
	Disagree	3	3.13	3.13	5.21
	Neutral	23	23.96	23.96	29.17
	Agree	29	30.21	30.21	59.38
	Strongly agree	39	40.63	40.63	100.00
	Total	96	100.00	100.00	

Source: Own survey, 2014

This shows that most of the Fana FM 98.1 and Sheger FM 102.1 customers accept that their respective FM station is the only brand recalled in their mind when they need to make a media service purchase decision from FM radio stations in Addis Ababa. Whereas, most of FM Addis 97.1 customers believe their brand is not the dominant brand in their mind when they need to make a media service purchase from FM radio stations.

Table 4.2 Comparison of mean scores of FM radio stations on brand awareness

Type of organization	Name of the FM station	N	Average Mean	Std. Deviation
Ad agencies	FM Addis 97.1	12	3.0833	0.9836
	Fana FM 98.1	12	4.3333	0.6552
	Sheger FM 102.1	12	4.2083	0.6942
	Total	36	3.8750	0.9893
Other business organizations	FM Addis 97.1	5	3.1750	0.9961
	Fana FM 98.1	50	4.1500	0.8000
	Sheger FM 102.1	51	4.5275	0.7082
	Total	151	3.9536	1.0210
Non-business organizations	FM Addis 97.1	34	3.8162	0.8591
	Fana FM 98.1	34	4.6471	0.5629
	Sheger FM 102.1	33	4.0152	0.8142
	Total	101	4.1609	0.8472
Total	FM Addis 97.1	96	3.3906	1.0066
	Fana FM 98.1	96	4.3490	0.7471
	Sheger FM 102.1	96	4.3099	0.7799
	Grand Total	288	4.0165	0.9670

Source: Own survey, 2014

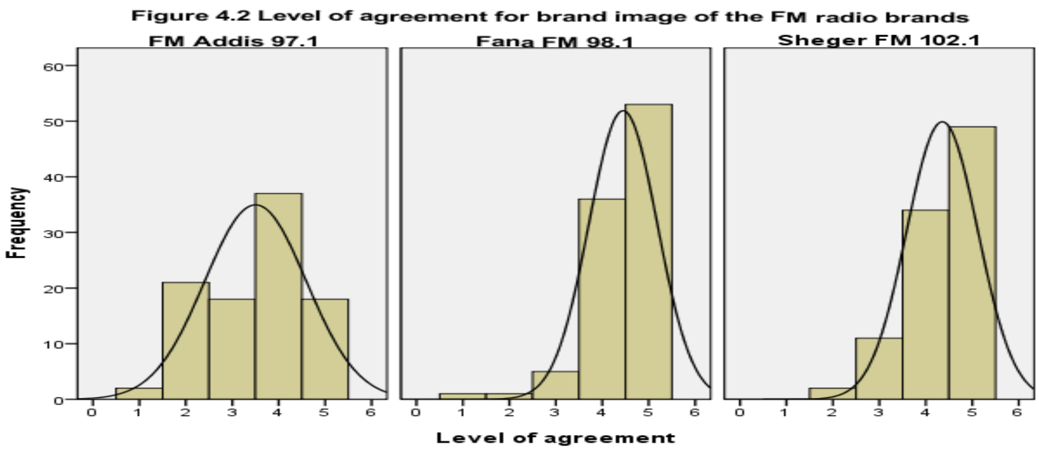
As it is indicated on table 4.2, Fana FM 98.1 scored the highest mean score (mean 4.3333, Std. Dev. 0.6552) followed by Sheger FM 102.1 (Mean = 4.2083, SD = 0.6942) and FM Addis 97.1 (Mean = 3.0833, SD = 0.9836) for media service buyers from ad agencies. For media service buyers from other business organizations, Sheger FM 102.1 scored the highest mean score (Mean = 4.5275, SD= 0.7082) followed by Fana FM 98.1 (Mean = 4.1500, SD = 0.8000) and FM Addis 97.1 (Mean = 3.1750, SD = 0.9961). For media service buyers from non-business organizations on the other hand, Fana FM 98.1 scores the highest mean score (Mean = 4.6471, SD = 0.5629) leaving Sheer FM 102.1 and FM Addis 97.1 on second and third position with a mean score of 4.0152 and 3.8162 respectively.

In general, Fana FM 98.1 has the best mean score (Mean = 4.3490, SD = 0.7471) compared to that of Sheger 102.1 (Mean = 4.3099, SD = 0.7799) and FM Addis 97.1 (Mean = 3.3906, SD = 1.0065) for the overall brand awareness dimension of customer-based brand equity. From this it can be inferred that Fana FM 98.1 and Sheger FM 102.1 brands are better recalled and recognized by their respective media service buyers compared to FM Addis 97.1 as reflected by the ability of the media service buyers to identify the brand under different conditions and to link the brand name, logo, jingle, and so forth to certain associations in memory.

4.3.1.2 Brand Association

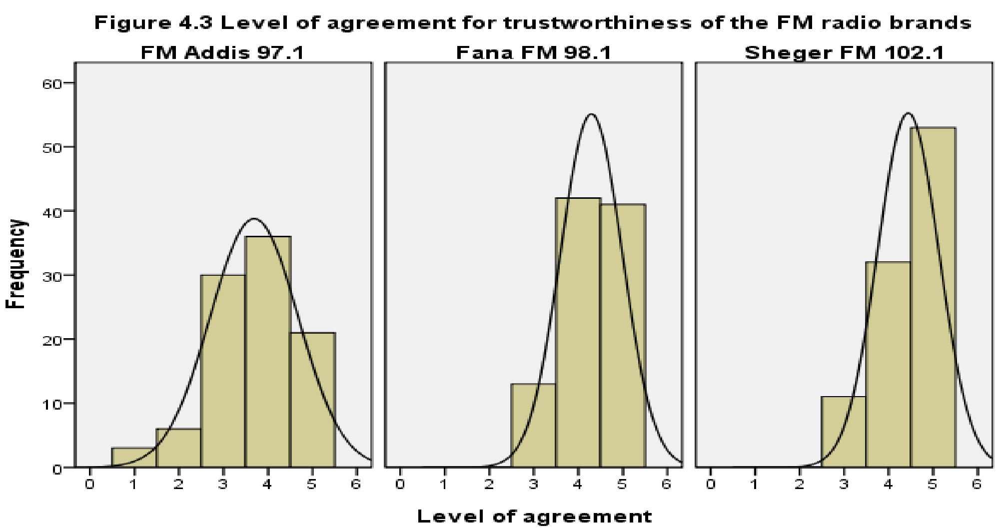
Brand association is represented by four statements that are crucial to retrieve information, differentiate the brand and create positive attitudes towards a brand. The statements measure brand image, trustworthiness, perceived value and social responsibility of each FM radio station by its media service buyers.

As indicated in figure 4.2 below, 92.70% of Fana FM 98.1 customers, 86.40% of Sheger FM 102.1 customers and 57.30% of FM Addis 97.1 customers put agree and strongly agree on brand image sub-dimension of brand association. This shows that most of the Fana FM 98.1 and Sheger FM 102.1 media service buyers perceive that their respective FM radio station has very unique brand image compared to competing brands. In the case of FM Addis 97.1, although more than half of the media service buyers perceive positively the brand image of their FM radio brand still more than 40% of the media service buyers do not accept that their FM radio brand has very unique brand image compared to competing brands.



Source: Own survey, 2014

Figure 4.3 below indicates that 88.50% of Sheger FM 102.1 customers marked agree and strongly agree for the trustworthiness sub-dimension of brand association followed by Fana FM 98.1 and FM Addis 97.1 with 86.50% and 59.40% respectively. This indicates that most of the media service buyers of the FM radio stations consider that the company and people who stand behind their respective FM radio station are very trustworthy.



Source: Own survey, 2014

Table 4.3 depicts that Sheger FM 102.1 scored the highest mean score (Mean = 4.2292, SD = 0.7040) followed by Fana FM 98.1 (Mean =4.0833, SD = 0.8208) and FM Addis 97.1 (Mean = 3.3125, SD = 0.7681) on a data collected from ad agencies for brand association. For other business organizations, Sheger 102.1 and Fana FM 98.1 scored the highest mean with the score of 4.5784 and 4.2200 respectively. Whereas, FM Addis 97.1 scored the lowest mean score (Mean = 3.3650, SD = 1.0498). For non-business organizations in other hand, Fana FM scored the highest mean score (Mean = 4.4632, SD = 0.6297) followed by FM Addis 97.1 (Mean = 4.0441, SD = 0.8107) and Sheger FM 102.1 (Mean = 3.7803, SD = 0.8885). This is may be due

Table 4.3 Comparison of mean scores of FM radio stations on brand association

Type of organization	Name of the FM station	N	Average mean	Std. Deviation
Ad agencies	FM Addis 97.1	12	3.3125	0.7681
	Fana FM 98.1	12	4.0833	0.8208
	Sheger FM 102.1	12	4.2292	0.7040
	Total	36	3.8750	0.9277
Other business organizations	FM Addis 97.1	50	3.3650	1.0498
	Fana FM 98.1	50	4.2200	0.7614
	Sheger FM 102.1	51	4.5784	0.5952
	Total	151	4.0759	0.9696
Non-business organizations	FM Addis 97.1	34	4.0441	0.8107
	Fana FM 98.1	34	4.4632	0.6297
	Sheger FM 102.1	33	3.7803	0.8588
	Total	101	4.0990	0.8487
Total	FM Addis 97.1	96	3.5990	1.0043
	Fana FM 98.1	96	4.2891	0.7672
	Sheger FM 102.1	96	4.2604	0.8050
	Grand Total	288	4.0495	0.9248

Source: Own survey, 2014

to Fana and FM Addis are both government affiliated stations and given precedence for engagement by media service buyers from government organizations.

In general, Fana FM 98.1 scored the highest mean score (Mean = 4.2891, SD = 0.7672) followed by Sheger FM 102.1 and FM Addis 97.1 with a mean score of 4.2604 and 3.5990 respectively for the brand association dimension of customer-based brand equity. This shows that Fana FM 98.1 and Sheger FM 102.1 have better positive meaning in the minds of their respective media service buyers on brand image, trustworthiness, perceived value and social responsibility aspects compared to that of FM Addis 97.1.

4.3.1.3 Brand loyalty

The brand loyalty dimension is represented by three statements that reflect a deeply held commitment to re-buy or re-patronize a brand consistently in the future despite situational influences. The statements measure cognitive loyalty, behavioral loyalty and the price premium to be paid by the customer in comparison with another brand offering similar benefits.

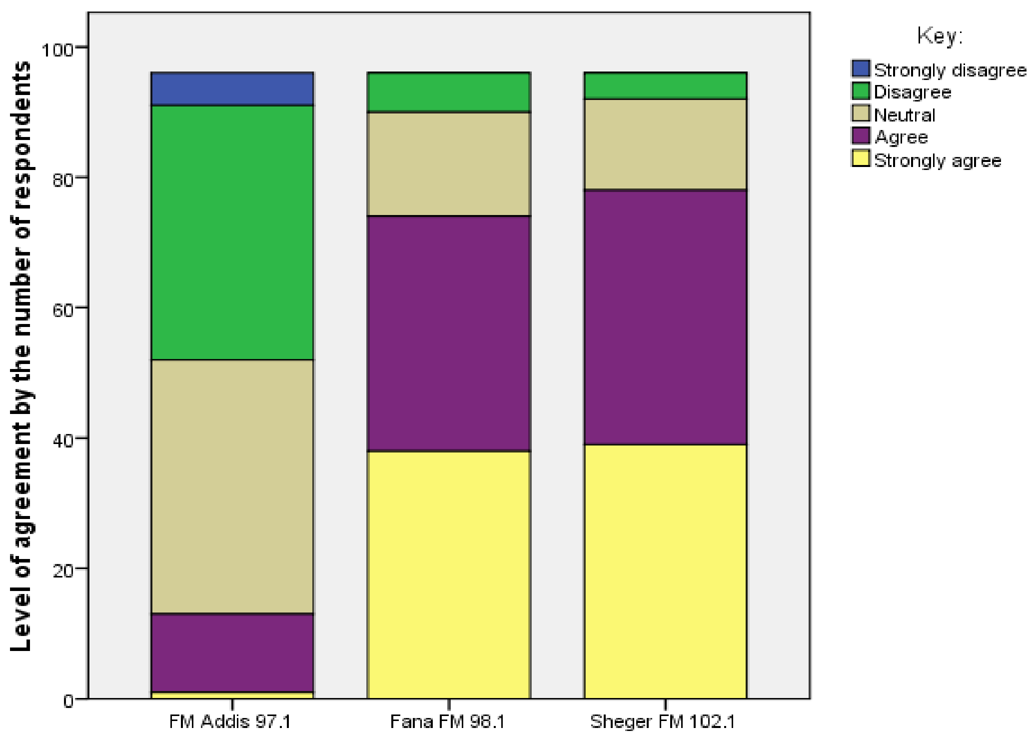


Figure 4.4 Cognitive loyalty of media service buyers for the FM radio brands

Source: Own survey, 2014

As shown on figure 4.4, 81.20% of Sheger FM 102.1 media service buyers and 77.10% of Fana FM 98.1 media service buyers put agree and strongly agree for the cognitive loyalty sub-dimension of brand loyalty. This means they will not buy the service from other brands if the service from the station is available. For FM Addis 97.1 in other hand, only 13.50% of the media service buyers put agree and strongly agree for cognitive loyalty. This indicates that most of the FM Addis 97.1 media service buyers will buy the service from other brands even if the service from the station is available. From this result, it can be inferred that most of the media service buyers of FM Addis 97.1 have not cognitive loyalty to their FM radio brand.

Figure 4.5 indicates that all of the Fana FM 98.1 media service buyers selected agree and strongly agree for the behavioral loyalty parameter of brand loyalty. In the case of Sheger FM 102.1, 86.50% of the respondents put agree and strongly agree. Whereas, that of FM Addis 97.1 is only 37.50% of its media service buyers. This shows that most of the media service buyers of FM Addis 97.1 have the tendency to switch to buying the service from other brands although the station provides them satisfying services.

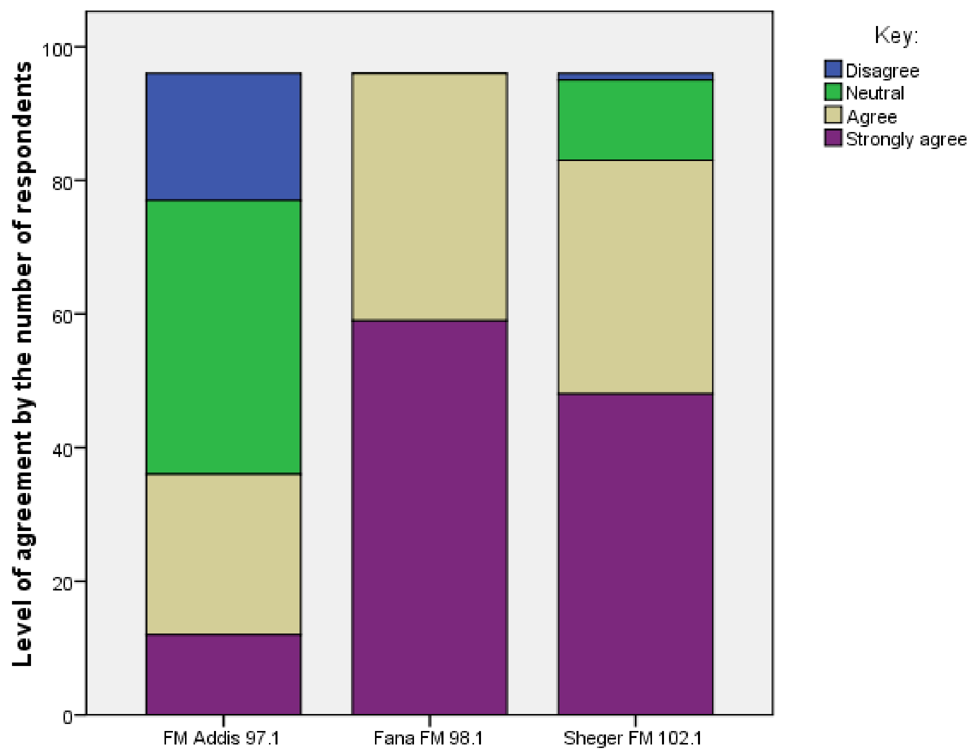


Figure 4.5 Behavioral loyalty of media service buyers for the FM radio brands

Source: Own survey, 2014

Figure 4.6 depicts that 78.10% of Fana FM 98.1 and 60.40% of Sheger FM 102.1 media service buyers put agree and strongly agree for loyalty at price premium. But, that of FM Addis 97.1 is only 29.10% which indicates that most of its media service buyers will not be willing to buy the service from the station if its price is a little higher than that of its competitors.

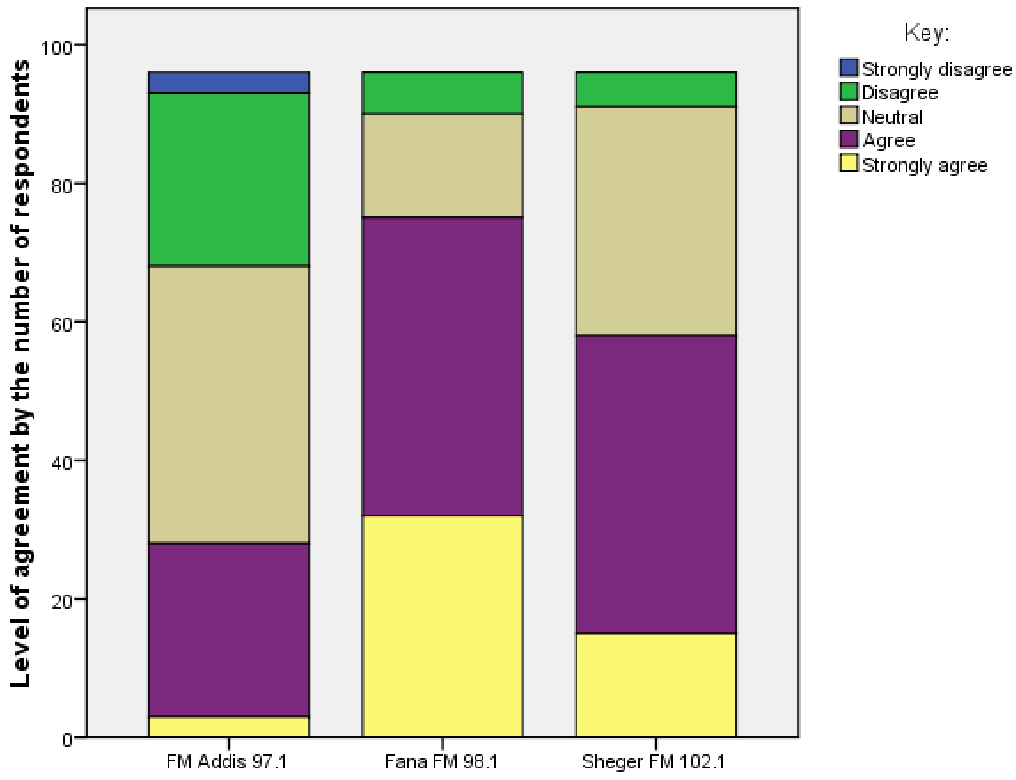


Figure 4.6 Loyalty of media service buyers for FM radio brands at price premium

Source: Own survey, 2014

As shown in table 4.4, Sheger FM 102.1 scored the highest mean score (Mean = 3.8600, SD = 0.8887) followed by Fana FM 98.1 (Mean = 3.6700, SD = 0.8973) and FM Addis 97.1 (Mean = 2.6933, SD = 0.9363) on the price premium dimension of customer-based brand equity for ad agencies. In the case of other business organizations, Sheger FM 102.1 scored the highest mean score (Mean = 4.2533, SD =0.6940) followed by Fana FM 98.1 and FM Addis 97.1 with the mean score of 4.2467 and 2.8067 respectively. For media service buyers from non-business organizations, Fana FM 98.1 scored the highest mean score (Mean = 4.4767,SD = 0.6183) followed by Sheger FM 102.1 and FM Adiss 97.1 with the mean score of 3.8867 and 3.3333 respectively.

Table 4.4 Comparison of mean scores of FM radio stations on brand loyalty

Type of organization	Name of the FM station	N	Average mean	Std. Deviation
Ad agencies	FM Addis 97.1	12	2.6933	0.9363
	Fana FM 98.1	12	3.6700	0.8973
	Sheger FM 102.1	12	3.8600	0.8887
	Total	36	3.4100	1.0577
Other business organizations	FM Addis 97.1	50	2.8067	0.7720
	Fana FM 98.1	50	4.2467	0.7173
	Sheger FM 102.1	51	4.2533	0.6940
	Total	151	3.7700	1.0083
Non-business organizations	FM Addis 97.1	34	3.3333	0.8813
	Fana FM 98.1	34	4.4767	0.6183
	Sheger FM 102.1	33	3.8867	0.7900
	Total	101	3.9000	0.9273
Total	FM Addis 97.1	96	2.9800	0.8740
	Fana FM 98.1	96	4.2533	0.7507
	Sheger FM 102.1	96	4.0800	0.7890
	Total	288	3.7733	0.9963

Source: Own survey, 2014

In general, Fana FM 98.1 has the highest mean score (Mean = 4.2533, SD = 0.7507) for the overall brand loyalty dimension of customer-based brand equity. Sheger FM 102.1 and FM Addis 97.1 are at the second and third position with mean score of 4.0800 and 2.9800 respectively. The mean score of FM Addis 97.1 is even lower than the neutral point of 3.00. This shows that the media service buyers of FM 97.1 are less loyal to their FM radio brand compared to that of the other two FM radio brands under consideration.

4.3.2 Variations between media service buyers' organization type and dimensions of customer-based brand equity

A one-way ANOVA is a statistical tool that tests whether the means of all the groups are the same or not. The test is represented by F-ratio. Since there is difference in brand equity perception of media service buyers for different brands of FM radio stations, the ANOVA test is done by splitting the data by each type of the FM radio stations in consideration.

As shown in table 4.5, the values of F-ratio for FM Addis 97.1, Fana FM 98.1 and Sheger FM 102.1 are 9.722, 12.290 and 12.259 respectively for the brand awareness dimension of customer-based brand equity. The significant value for each F-ratio is 0.000 which is less than 0.05. Therefore, there is significant difference among media service buyers of ad agencies, other business organizations and non-business organizations with regard to the brand awareness dimension of customer-based brand equity.

For brand association, the result shows that the values of F-ratios for FM Addis 97.1, Fana FM 98.1 and Sheger FM 102.1 are 12.765, 4.526 and 30.641 respectively. The significant values of those F-ratios are 0.000, 0.013 and 0.000 for their respective FM radio stations for which all of the values are less than 0.05. Hence, there is significant mean difference among media service buyers from ad agencies, other business organizations and non-business organizations with regard to the brand image, trustworthiness, perceived value and social responsibility aspects of customer-based brand equity. Therefore, the level of brand association of media service buyers in purchasing media services from FM radio stations is not the same among different types of organizations.

The values of F-ratios for brand loyalty are 8.450, 12.825and 8.769 for FM Addis 97.1, Fana FM 98.1 and heger FM 102.1 respectively. The significant value for each of the F-ratios is 0.000 which is less than 0.05. Hence, there is a significant mean difference among ad agencies, other business organizations and non-business organizations with regard to the brand loyalty dimension of the customer-based brand equity. This means the cognitive loyalty, behavioral loyalty and loyalty at price premium of media service buyers for purchasing a media service from FM radios has significant mean difference among different types of organizations.

Table 4.5 ANOVA between organization type of respondents in each brand equity dimension

Name of the FM station	Dimensions of brand equity		Sum of Squares	df	Mean Square	F	Sig.
Brand Awareness	FM Addis 97.1	Between Groups	153.841	2	76.920	9.722	0.000
		Within Groups	735.784	93	7.912		
		Total	889.625	95			
	Fana FM 98.1	Between Groups	80.056	2	40.028	12.290	0.000
		Within Groups	302.902	93	3.257		
		Total	382.958	95			
	Sheger FM 102.1	Between Groups	85.434	2	42.717	12.259	0.000
		Within Groups	324.055	93	3.484		
		Total	409.490	95			
Brand Association	FM Addis 97.1	Between Groups	167.347	2	83.674	12.765	0.000
		Within Groups	609.611	93	6.555		
		Total	776.958	95			
	Fana FM 98.1	Between Groups	28.445	2	14.222	4.526	0.013
		Within Groups	292.211	93	3.142		
		Total	320.656	95			
	Sheger FM 102.1	Between Groups	173.444	2	86.722	30.641	0.000
		Within Groups	263.212	93	2.830		
		Total	436.656	95			
Brand Loyalty	FM Addis 97.1	Between Groups	60.528	2	30.264	8.450	0.000
		Within Groups	333.097	93	3.582		
		Total	393.625	95			
	Fana FM 98.1	Between Groups	52.956	2	26.478	12.825	0.000
		Within Groups	192.002	93	2.065		
		Total	244.958	95			
	Sheger FM 102.1	Between Groups	30.063	2	15.032	8.769	0.000
		Within Groups	159.426	93	1.714		
		Total	189.490	95			

Source: Own survey, 2014

4.3.3 Comparison of the overall mean scores of the FM radio brands by the type of organization.

As shown in table 4.6, media service buyers from non-business organizations scored the highest average mean score (Mean = 3.7467, SD = 0.8290) compared to that of other business organizations (Mean = 3.1333, SD = 0.9597) and ad agencies (Mean = 2.9669, SD = 0.8856) for FM Addis 97.1. The overall average mean score of the station for ad agencies is even lower than the neutral point of the scale. This indicates that media service buyers of FM Addis 97.1 from the ad agencies have relatively lower level of brand equity perception to their FM radio brand compared to the media service buyers of the station from other business organizations and non-business organizations.

In the case of Fana FM 98.1, the average mean score of media service buyers from non-business organizations (Mean = 4.4667, SD = 0.6639) is greater than the scores registered by other business organizations (Mean = 4.1567, SD = 0.7749) and ad agencies (Mean = 3.8633, SD = 0.8044). This implies that the brand equity perception of Fana FM 98.1 by its media service buyers from non-business organizations is better than that of the media service buyers from ad agencies and other business organizations.

Sheger FM 102.1 on other hand scored the highest mean score (Mean = 4.3567, SD = 0.6650) by its media service buyers from other business organizations compared to that of the ad agencies (Mean = 4.0967, SD = 0.7507) and non-business organizations (Mean = 4.1033, SD = 0.7980). This shows that the media service buyers from non-business organizations like government organizations, NGOs, etc. have relatively lower perception of brand equity towards their FM radio station.

In general, the table depicts that Fana FM 98.1 scored the highest overall average mean score (Mean = 4.2292, SD = 0.7924) followed by Sheger FM 102.1 (Mean = 4.1033, SD = 0.7853) and FM Addis 97.1 (Mean = 3.3300, SD = 0.9597). This shows that Fana FM 98.1 has the best brand equity perception by its media service buyers compared to that of the other FM radio brands under consideration. The brand equity perception of media service buyers of FM Addis 97.1 is by far lower than that of Fana FM 98.1 and Sheger FM 102.1.

Table 4.6 Comparison of the overall mean scores of the FM radio brands by the type of organization

Name of the FM station	Type of the organization		Brand Awareness	Brand Association	Brand Loyalty	Average Mean
FM Addis 97.1	Ad agencies	Mean	3.0850	3.3150	2.6933	2.9667
		Std. Deviation	0.9835	0.7683	0.9363	0.8856
	Other business organizations	Mean	3.1750	3.3650	2.8067	3.1333
		Std. Deviation	0.9960	1.0500	0.7720	0.9597
	Non-business organizations	Mean	3.8175	4.0425	3.3333	3.7467
		Std. Deviation	0.8593	0.8108	0.8813	0.8290
	Total	Mean	3.3900	3.6000	2.9800	3.3300
		Std. Deviation	1.0063	1.0043	0.8740	0.9645
Fana FM 98.1	Ad agencies	Mean	4.3350	4.0850	3.6700	3.8633
		Std. Deviation	0.6553	0.8210	0.8973	0.7912
	Other business organizations	Mean	4.1500	4.2200	4.2467	4.1567
		Std. Deviation	0.8003	0.7615	0.7173	0.7749
	Non-business organizations	Mean	4.6475	4.4625	4.4767	4.4667
		Std. Deviation	0.5628	0.6300	0.6183	0.6639
	Total	Mean	4.3475	4.2900	4.2533	4.2292
		Std. Deviation	0.7470	0.7673	0.7507	0.7924
Sheger FM 102.1	Ad agencies	Mean	4.2100	4.2500	3.8600	4.0967
		Std. Deviation	0.6943	0.7228	0.8887	0.7507
	Other business organizations	Mean	4.5250	4.5850	4.2533	4.3567
		Std. Deviation	0.7083	0.5948	0.6940	0.6650
	Non-business organizations	Mean	4.0150	3.8475	3.8867	3.7108
		Std. Deviation	0.8140	0.8190	0.7900	0.7980
	Total	Mean	4.3100	4.2900	4.0800	4.1033
		Std. Deviation	0.7800	0.7820	0.7890	0.7853

Source: Own survey, 2014

4.3.4 Relationship between brand equity dimensions and the overall brand equity

The statistical treatment of the study included the determination of the correlation between the overall brand equity of the FM radio stations and the three dimensions of customer-based brand equity of the FM radio brands. To determine the existence and level of association, the Pearson's co-efficient that falls between -1.0 and +1.0, which indicates the strength and direction of association between the two variables was applied.

The Pearson´s correlation coefficient (r) was used to conduct the correlation analysis to explore the relationships between the dimensions of brand equity and the overall brand equity of the FM radio brands. It is also used to rank the variables that have the strongest influence on the overall customer-based brand equity with regard to media service buyers of the FM radio brands.

In order to interpret the strengths of relationships between variables, the guidelines suggested by Field (2005) were followed, mainly for their simplicity. The classification of the correlation efficient (r) is as follows: 0.1 – 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong. The bivariate correlation procedure was subject to a two-tailed test of statistical significance at the level of 95% significance, $p<0.05$.

Table 4.7 illustrates the relationship between each brand equity dimension and the overall customer-based brand equity. The table depicts that the correlation coefficient (0.575) is significant even at the 0.01 level. This indicates that brand awareness is positively and significantly correlated to customer-based brand equity. An increase in the level of brand recall, recognition, top-of-mind and brand dominance of a specific FM radio brand leads to a corresponding increase in the customer-based brand equity of that FM radio brand with regard to its media service buyers.

Table 4.7 Correlation analysis of brand equity dimensions and the overall brand equity

Brand Equity Dimensions		Brand Awareness	Brand Association	Brand Loyalty	Overall Brand Equity
Brand Awareness	Pearson Correlation	1	.697**	.639**	.575**
	Sig. (2-tailed)		0	0	0
	N	288	288	288	288
Brand Association	Pearson Correlation	.697**	1	.590**	.581**
	Sig. (2-tailed)	0		0	0
	N	288	288	288	288
Brand Loyalty	Pearson Correlation	.639**	.590**	1	.668**
	Sig. (2-tailed)	0	0		0
	N	288	288	288	288

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

Source: Own survey, 2014

The correlation analysis also indicates that there exists a significant and positive relationship between brand association and the customer-based brand equity. The correlation coefficient is 0.581 and the relationship is significant even at the 0.01 level. From this it is possible to deduce that the stronger the favorable association in the memory of the media service buyers, the better the customer-based brand equity of the brand will be to the FM radio brand.

When we see the relationship between brand loyalty and the customer-based brand equity, there exists a strong and significant positive relationship between them. The correlation coefficient in this case is 0.668 which is statistically significant at the 0.01 level. The more the media service buyers are committed to re-buy or re-patronize the preferred FM radio brand consistently in the future, the greater the level of the customer-based brand equity will be towards that specific FM radio brand.

Moreover, the inter-correlations between brand awareness and brand association ($\gamma = 0.697$) and brand loyalty ($\gamma = 0.639$), and the inter-correlation between brand association and brand loyalty ($\gamma = 0.590$) were significant and all positive. Thus, brand awareness and brand association might affect brand equity by influencing each other and brand loyalty first.

In general, the Pearson Correlation values of all the brand equity dimensions are greater than 0.5. Therefore, it is possible to deduce that the relationship between the brand equity dimensions and the overall brand equity is not only statistically significant but also it is strong.

4.4 Regression analysis of the relationship between brand equity dimensions and the overall brand equity

The result of regression analysis on the three independent variables (brand awareness, brand association and brand loyalty) with the dependent variable (overall brand equity) indicates existence of positive and statistically significant relationship between them. Table 4.8 depicts that the three independent variables explain 50.70% ($R^2 = .507$) of variation in the overall customer-based brand equity of the FM radio brands. This shows that there are other variables which can influence the overall customer-based brand equity of FM radio brands.

Table 4.8 Regression analysis of the brand equity dimensions and the overall brand equity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712[a]	0.507	0.501	2.25046

a. Predictors: (Constant), Brand Loyalty, Brand Association, brand Awareness

Coefficients

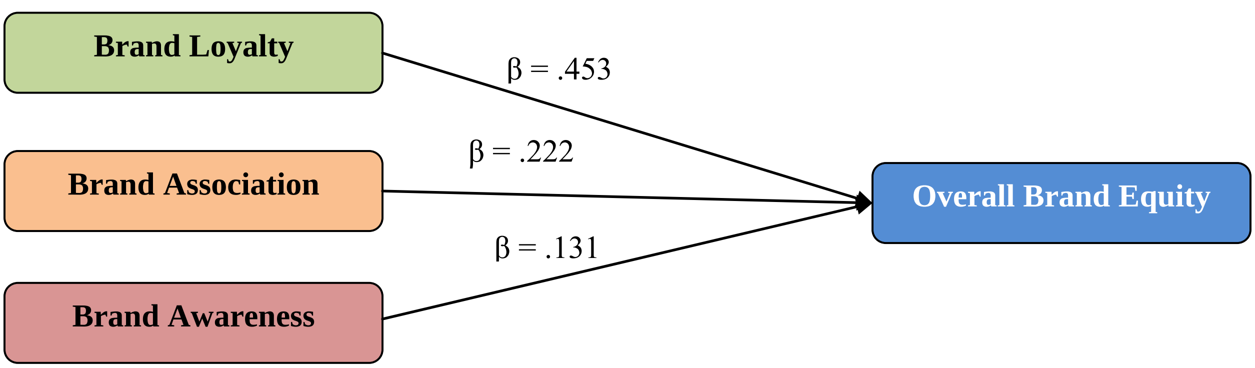
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.249	0.855		1.461	0.145
	Brand Awareness	0.139	0.067	0.131	2.074	0.039
	Brand Association	0.266	0.072	0.222	3.682	0.000
	Brand Loyalty	0.600	0.075	0.453	8.057	0.000

a. Dependent Variable: Overall Brand Equity

Source: Own survey, 2014

Furthermore, the result of the regression analysis highlighted the priority area of building the customer-based brand equity of FM radio brands with regard to the media service buyers. It also revealed that not all the brand equity dimensions contribute equally to the brand equity perception of media service buyers for FM radio brands.

Figure 4.7 Significance of effects of brand equity dimensions on customer-based brand equity



Source: Own Survey, 2014

The study indicated that among the three brand equity dimensions, brand loyalty is the first with the largest β value of .453 followed by brand association with the β value of .222 and brand awareness with the β value of .131. Therefore, superior performance on the most important dimension (brand loyalty) may be helpful in building strong customer-based brand equity followed by that of brand association and brand awareness.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The primary purpose of this study was to measure and investigate the customer-based brand equity of FM radio stations in Addis Ababa. The study empirically examined the brand equity perception of media service buyers for selected FM radio brands in the city. The research considered three brand equity dimensions – brand awareness, brand association and brand loyalty – to measure the customer-based brand equity of the three FM radio brands. These dimensions had sub-elements that are provided in a five point likert scale to the selected media service buyers that were taken from the three selected FM radio stations. The gathered data was analyzed using a descriptive analysis method and simple inferential statistics.

From the four constructs of brand awareness, all the FM radio brands scored the lowest mean score for the brand dominance sub-dimension of brand equity. This reveals that low number of the media service buyers of the stations believe that their respective FM radio station is the only brand recalled when they need to make a media service purchase decision from FM radio stations. Specially,

The result on the brand association dimension demonstrated that Fana FM 98.1 and Sheger FM 102.1 have better positive meaning in the minds of their respective media service buyers in brand image, trustworthiness, perceived value and social responsibility aspects of brand association compared to that of FM Addis 97.1. Moreover, the media service buyers of FM Addis 97.1 are less loyal to their FM radio brand compared to the other two FM radio brands.

The variance analysis reveals existence of significant difference among media service buyers from ad agencies, other business organizations and non-business organizations for all the three dimensions of customer-based brand equity. Media service buyers of FM Addis 97.1 from ad agencies have the lowest level of brand equity perception of their brand compared to that of other business and non-business organizations. The media service buyers of Sheger 102.1 from non-business organizations have relatively lower perception of brand equity towards their FM radio brand. In the case of Fana FM 98.1, the brand equity perception of the brand by its media service buyers from ad agencies is relatively weaker than that of the media service buyers from other business and non-business organizations. The study revealed that Fana FM 98.1 has the best brand equity perception by its media service buyers compared to that of the other two FM radio brands under consideration. The brand equity perception of FM Addis 97.1 media service buyers towards their brand is by far lower than that of Fana FM 98.1 and Sheger FM 102.1.

5.2 Conclusions

FM Addis 97.1 is not the dominant brand in the mind of most of its media service buyers. Fana FM 98.1 and Sheger FM 102.1 brands are better recalled and recognized by their respective media service buyers compared to that of FM Addis 97.1 as reflected by the ability of the media service buyers to identify the brand under different conditions and to link the brand name, logo and jingle to certain association in memory.

Most of the media service buyers of FM Addis 97.1 have the tendency to switch to buying the service from other brands although the station provides them satisfying services. Even more media service buyers of the station will not be willing to buy the service from the station if its price is a little higher than that of its competitors which indicates that they are not loyal to their brand at premium price. Based on the result of the study, the level of brand awareness, brand association and brand loyalty of media service buyers in purchasing the service from FM radio stations is not the same among different types of organizations.

Findings of the study reveal that all the three brand equity dimensions had a significant and positive effect on the customer-based brand equity of FM radio brands. Brand loyalty demonstrated the strongest impact on the overall brand equity which indicates the essential role of developing loyalty in building brand equity in FM radio brands with regard to the media service buyers. The result confirms other research findings, such as Yoo et al (2000) and Kim and Kim (2004). The brand association also demonstrated the strongest relationship with brand equity next to brand loyalty. Consistent with previous studies cited above, strong associations that support a competitive, attractive and distinct brand position could create a favorable feeling and behavior towards the FM radio brand.

The study also revealed existence of inter-correlation between brand awareness and brand association as well as brand association and brand loyalty, as indicated in Oliver (1993) and Yoo et al (2000), which might affect the customer-based brand equity by influencing brand association and brand loyalty respectively first.

5.3 Recommendations

Based on the findings of the study and the conclusions made, the following possible recommendations are given:

- ❖ FM radio stations have to segment their media service buyers' market effectively based on different types of media service buyers such as those from ad agencies, other business organizations and non-business organizations and tailor media service packages based on their characteristics.
- ❖ To increase the brand awareness, the FM radio brands can use cross-promotion by which the advertised FM radio brand and the advertising vehicle used belong to the same media company. Specially, FM Addis 97.1 has the opportunity to promote itself through its TV and/or National Radio streams with a specific cost reduction through coordinated efforts.
- ❖ The stations can use editorial reference (editorial mention or free puff) by which other media brands use notes and information which refer to the FM station and its brand in their own program or editorial content.
- ❖ The FM radio stations have to use outdoor advertising in the form of posters and city bus advertisements. They have to develop attractive jingles, entry tunes and logos to their FM radio brands and promote it using techniques like self-promotion and posters. They need to tell their media service buyers what makes their service different from other FM radio stations. They need to provide consistent, proactive and informative information about their brand to the media service buyers and the audiences.
- ❖ Since trustworthiness of a station is crucial in building customer relationship and developing brand equity, the stations have to provide value to their audiences and media service buyers. They have to optimize their program contents by making them attractive, comprehensive and compelling to ensure credibility of their brand and to foster engagement of media service buyers.
- ❖ The stations have to develop closer and lasting relationships with their media service buyers. They can use effective platforms such as the social media to create a friendly relationship with their media service buyers. They have to provide valuable contents that are meaningful to their target audiences and media service buyers by using social media such as You Tube channels, Face Book Pages and Blogs. They have to empower their

staff members to spontaneously create and maintain relationships with their media service buyers.

- The stations can use affiliation marketing strategy to extend the association and image of their brand keeping the linkage credible. They can benefit from opportunities like sponsorship of programs, sports teams, arts, cultural events, social advertisements and charitable activities to enhance the positive association of the brand to the society and media service buyers. Especially this will be crucial to strengthen the relationship and hence motivating engagement on media service purchase decisions for media service buyers from non-business organizations such as NGOs, governmental social affair organizations and other charity associations.
- To increase customer loyalty and retention, as well as to manage their interaction with current and future media service buyers, the stations have to apply CRM system. They can develop CRM software which is personalized and customized to their services at individual level. Customer-oriented customer service centers should be organized and they should provide a one-to-one solution to customers' requirements. Calendar alerts, holyday best wishes and email notifications can be used to promote a friendly relationship with the media service buyers. Especially ad agencies act as agents for so many other business and non-business organizations, these techniques will be crucial on strengthening their relationship with those media service buyers.
- Since the real power of a brand exists in the mind of consumers, the FM radio stations have to always capture and analyze the media service buyers' feedback. This will make the media service buyers to perceive their opinions and feelings are acknowledged as being important. The formal customer feedback arrangement will help the media service buyers to realize that their FM radio brand is interested in improving and enhancing their business relationship and it will escalate the customers' top of mind and brand dominance for FM radio brands like FM Addis 97.1 which have low perception on these sub-dimensions.

5.4 Limitations and Future Areas of Research

Due to limited scope of the study, this paper has focused on measuring customer-based brand equity of only the actual media service buyers on selected FM radio stations in Addis Ababa. It would be beneficial to brand managers to know what potential customers think about their brands so that they can devise their marketing strategy accordingly. It is therefore suggested that further research should be carried out in this area.

Moreover, the study is limited to only FM radios in Addis Ababa. Brand equity perception of other media channels like TV, print media, internet and other streams of the radio vehicles including the community broadcasters are not considered in the study. Other research should be done to examine brand equity across different media channels.

Finally, the research examined the brand equity perception of media service buyers only in Addis Ababa by using three dimensions of brand equity. Therefore, the result represents only the behavior, attitude and perception of media service buyers from Addis Ababa and it may not precisely indicate the Ethiopian media market in general. Since the country is a very big with varieties of behaviors, attitudes and cultures, further research should be conducted by taking more respondents from different cities and regions of the country.

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APPENDIX

Appendix I

Questionnaire to measure Customer-Based Brand Equity of FM radio brands to be filled by the media service buyers

Dear respondent,

I am MA student on Marketing Management in Addis Ababa University, School of Commerce. I am doing my final thesis on customer-based brand equity of FM radios in Addis Ababa. To better understand the brand equity perception of media service buyers on FM radios in Addis Ababa, I need your help for completing this survey.

The survey is anonymous. Your answers and the result of the study will be used for research and academic purpose only. The information gathered will be accessed only by the student researcher. The questionnaire is organized in 2 sections and does not take more than 15 minutes.

Please answer each question based on your perception and your opinion. There is no right or wrong answer. This is only to reflect your opinion and perception. All answers of you will be highly confidential and your anonymity is highly respected.

Should you have any problems, please feel free to contact me through getahunetima@yahoo.com or +251912747362.

Thank you very much!

Part I: Demographic Questions

1. **Gender:** Male ☐ Female ☐
2. **Type of the organization you are working:**
   - Advertizing agency ☐
   - Other Business organization (wholesalers, retailers, service providers, etc) ☐
   - Non-business organization (NGOs, Government organizations, etc) ☐
3. **Your position in the organization**
   - Employee/expert ☐ Top level manager ☐
   - Middle level manager ☐ Owner of the organization ☐

Part II: Basic Information

Please put '√' in the space provided on the appropriate response category against each question where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree

Brand Equity Dimensions	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Brand Awareness	I can recognize the FM radio station quickly among competing brands.					
	I can quickly recall the logo, symbol and/or entry tune of the FM radio station.					
	The FM radio brand comes up first in my mind when I need to make a media service purchase decision from FM radios.					
	The FM radio brand is the only brand recalled when I need to make a media service purchase decision from FM radios.					
Brand Association	The FM radio brand has very unique brand image, compared to competing brands.					
	I consider the FM radio brand and people who stand behind the station are very trustworthy.					
	The service from the FM radio station is well priced compared to competing brands.					
	I believe that the FM radio brand is contributing to the society.					
	I will keep on buying the service from the station as long as it provides me					

Brand Loyalty	satisfying services.					
	I will be still willing to buy the service from the station even if its price is a little higher than that of its competitors.					
	I will not buy the service from other brands if the service from the station is available.					
Overall Brand Equity	Even if another brand has the same service packages as the service from the station, I would prefer to buy the service from the station.					
	If there is another brand as good as that from the station, I prefer to buy the service from the FM radio station.					
	If the service from another brand is not different from that of the station in anyways, it seems smarter to purchase the service from the station.					
	It makes sense to buy the service from the station instead of any other brand, even if they are the same.					

Any other opinion (if any)

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Thank you for taking the survey. Your response is very important to the research.

Appendix II

SPSS Results for the Data Collected from the Media Service Buyers

Descriptive Statistics				
Name of the FM station of the respondent		N	Mean	Std. Deviation
FM Addis 97.1	I can recognize the FM station quickly among competing brands.	96	3.75	.940
	I can quickly recall the logo, symbol and/or entry tune of the FM station.	96	3.79	1.004
	The station comes up first in my mind when I need to make a media service purchase decision from FM radios.	96	3.28	1.053
	The station is the only brand recalled when I need to make a media service purchase decision from FM radios.	96	2.74	1.028
	The station has very unique brand image, compared to competing FM brands.	96	3.50	1.095
	I consider the company and people who stand behind the station are very trustworthy.	96	3.69	.987
	The service from the station is well priced compared to the service it provides.	96	3.83	.948
	I believe that the station is contributing to the society.	96	3.38	.987
	I will not buy the service from other brands if the service from station is available.	96	2.64	.809
	I will keep on buying the service from the station as long as it provides me satisfying services.	96	3.30	.930
	I will be still willing to buy the service from the station even if its price is a little higher than that of its competitors.	96	3.00	.883
Fana FM 98.1	I can recognize the FM station quickly among competing brands.	96	4.56	.558
	I can quickly recall the logo, symbol and/or entry tune of the FM station.	96	4.31	.730
	The station comes up first in my mind when I need to make a media service purchase decision from FM radios.	96	4.48	.665
	The station is the only brand recalled when I need to make a media service purchase decision from FM radios.	96	4.04	1.035

	The station has very unique brand image, compared to competing FM brands.	96	4.45	.738
	I consider the company and people who stand behind the station are very trustworthy.	96	4.29	.695
	The service from the station is well priced compared to the service it provides.	96	4.24	.778
	I believe that the station is contributing to the society.	96	4.18	.858
	I will not buy the service from other brands if the service from station is available.	96	4.10	.900
	I will keep on buying the service from the station as long as it provides me satisfying services.	96	4.61	.489
	I will be still willing to buy the service from the station even if its price is a little higher than that of its competitors.	96	4.05	.863
Sheger FM 102.1	I can recognize the FM station quickly among competing brands.	96	4.45	.709
	I can quickly recall the logo, symbol and/or entry tune of the FM station.	96	4.41	.705
	The station comes up first in my mind when I need to make a media service purchase decision from FM radios.	96	4.34	.723
	The station is the only brand recalled when I need to make a media service purchase decision from FM radios.	96	4.04	.983
	The station has very unique brand image, compared to competing FM brands.	96	4.35	.767
	I consider the company and people who stand behind the station are very trustworthy.	96	4.44	.693
	The service from the station is well priced compared to the service it provides.	96	4.23	.852
	I believe that the station is contributing to the society.	96	4.14	.816
	I will not buy the service from other brands if the service from station is available.	96	4.18	.833
	I will keep on buying the service from the station as long as it provides me satisfying services.	96	4.35	.740
	I will be still willing to buy the service from the station even if its price is a little higher than that of its competitors.	96	3.71	.794

Comparison of brand awareness of the stations by the type of the organization of the respondents						
Type of organization	Name of the FM station		Brand recognition	Brand recognition	Top-of-mind	Brand dominance
Ad agencies	FM Addis 97.1	Mean	3.92	3.75	2.67	2.00
		N	12	12	12	12
		Std. Deviation	.793	.866	1.231	1.044
	Fana FM 98.1	Mean	4.50	4.42	4.25	4.17
		N	12	12	12	12
		Std. Deviation	.522	.515	.866	.718
	Sheger FM 102.1	Mean	4.42	4.25	4.17	4.00
		N	12	12	12	12
		Std. Deviation	.669	.866	.389	.853
	Total	Mean	4.28	4.14	3.69	3.39
		N	36	36	36	36
		Std. Deviation	.701	.798	1.142	1.315
Other business organizations	FM Addis 97.1	Mean	3.42	3.46	3.16	2.66
		N	50	50	50	50
		Std. Deviation	1.012	.973	1.017	.982
	Fana FM 98.1	Mean	4.34	4.08	4.38	3.80
		N	50	50	50	50
		Std. Deviation	.593	.804	.697	1.107
	Sheger FM 102.1	Mean	4.61	4.59	4.59	4.31
		N	51	51	51	51
		Std. Deviation	.568	.669	.669	.927
	Total	Mean	4.13	4.05	4.05	3.60
		N	151	151	151	151

		Std. Deviation	.904	.940	1.022	1.218
Non-business organizations	FM Addis 97.1	Mean	4.18	4.29	3.68	3.12
		N	34	34	34	34
		Std. Deviation	.673	.906	.912	.946
	Fana FM 98.1	Mean	4.91	4.62	4.71	4.35
		N	34	34	34	34
		Std. Deviation	.288	.551	.462	.950
	Sheger FM 102.1	Mean	4.21	4.18	4.03	3.64
		N	33	33	33	33
		Std. Deviation	.857	.635	.770	.994
	Total	Mean	4.44	4.37	4.14	3.70
		N	101	101	101	101
		Std. Deviation	.727	.731	.849	1.082
Total	FM Addis 97.1	Mean	3.75	3.79	3.28	2.74
		N	96	96	96	96
		Std. Deviation	.940	1.004	1.053	1.028
	Fana FM 98.1	Mean	4.56	4.31	4.48	4.04
		N	96	96	96	96
		Std. Deviation	.558	.730	.665	1.035
	Sheger FM 102.1	Mean	4.45	4.41	4.34	4.04
		N	96	96	96	96
		Std. Deviation	.709	.705	.723	.983
	Total	Mean	4.25	4.17	4.03	3.61
		N	288	288	288	288
		Std. Deviation	.832	.865	.987	1.184

Comparison of brand association and brand loyalty of the stations by the type of the organization of the respondents									
Type of organization	Name of the FM station		Brand recognition	Brand recall	Top-of-mind	Brand dominance	Cognitive loyalty	Behavioral loyalty	Price premium
Ad agencies	FM Addis 97.1	Mean	2.67	3.50	4.17	2.92	2.58	3.00	2.50
		N	12	12	12	12	12	12	12
		Std. Deviation	.888	.674	.718	.793	1.165	.739	.905
	Fana FM 98.1	Mean	4.17	4.25	3.67	4.25	3.42	4.42	3.17
		N	12	12	12	12	12	12	12
		Std. Deviation	.835	.754	1.073	.622	1.240	.515	.937
	Sheger FM 102.1	Mean	4.33	4.33	3.92	4.42	3.83	3.92	3.83
		N	12	12	12	12	12	12	12
		Std. Deviation	.651	.778	.793	.669	.835	.996	.835
	Total	Mean	3.72	4.03	3.92	3.86	3.28	3.78	3.17
		N	36	36	36	36	36	36	36
		Std. Deviation	1.085	.810	.874	.961	1.186	.959	1.028
Other business organizations	FM Addis 97.1	Mean	3.44	3.34	3.52	3.16	2.44	3.12	2.86
		N	50	50	50	50	50	50	50
		Std. Deviation	1.146	.982	1.015	1.057	.611	.872	.833
	Fana FM 98.1	Mean	4.28	4.48	4.14	3.98	4.10	4.54	4.10
		N	50	50	50	50	50	50	50
		Std. Deviation	.784	.614	.756	.892	.886	.503	.763
	Sheger FM 102.1	Mean	4.65	4.57	4.59	4.53	4.37	4.43	3.96
		N	51	51	51	51	51	51	51
		Std. Deviation	.559	.640	.638	.542	.662	.728	.692
	Total	Mean	4.13	4.13	4.09	3.89	3.64	4.03	3.64

		N	151	151	151	151	151	151	151
		Std. Deviation	.995	.943	.923	1.021	1.122	.962	.941
Non-business organizations	FM Addis 97.1	Mean	3.88	4.26	4.18	3.85	2.94	3.68	3.38
		N	34	34	34	34	34	34	34
		Std. Deviation	.913	.828	.758	.744	.851	.976	.817
	Fana FM 98.1	Mean	4.79	4.03	4.59	4.44	4.35	4.79	4.29
		N	34	34	34	34	34	34	34
		Std. Deviation	.479	.717	.500	.824	.646	.410	.799
	Sheger FM 102.1	Mean	3.91	4.27	3.79	3.42	4.00	4.39	3.27
		N	33	33	33	33	33	33	33
		Std. Deviation	.879	.719	.927	.751	1.000	.609	.761
	Total	Mean	4.20	4.19	4.19	3.91	3.76	4.29	3.65
		N	101	101	101	101	101	101	101
		Std. Deviation	.883	.758	.809	.873	1.031	.841	.910
Total	FM Addis 97.1	Mean	3.50	3.69	3.83	3.38	2.64	3.30	3.00
		N	96	96	96	96	96	96	96
		Std. Deviation	1.095	.987	.948	.987	.809	.930	.883
	Fana FM 98.1	Mean	4.45	4.29	4.24	4.18	4.10	4.61	4.05
		N	96	96	96	96	96	96	96
		Std. Deviation	.738	.695	.778	.858	.900	.489	.863
	Sheger FM 102.1	Mean	4.35	4.44	4.23	4.14	4.18	4.35	3.71
		N	96	96	96	96	96	96	96
		Std. Deviation	.767	.693	.852	.816	.833	.740	.794
	Total	Mean	4.10	4.14	4.10	3.90	3.64	4.09	3.59
		N	288	288	288	288	288	288	288

		Std. Deviation	.977	.864	.880	.961	1.105	.933	.951

ANOVA by type of organization of respondents

Name of the FM station of the respondent		Sum of Squares		df	Mean Square	F	Sig.
FM Addis 97.1	Brand Awareness	Between Groups	153.841	2	76.920	9.722	.000
		Within Groups	735.784	93	7.912		
		Total	889.625	95			
	Brand Association	Between Groups	167.347	2	83.674	12.765	.000
		Within Groups	609.611	93	6.555		
		Total	776.958	95			
	Brand Loyalty	Between Groups	60.528	2	30.264	8.450	.000
		Within Groups	333.097	93	3.582		
		Total	393.625	95			
Fana FM 98.1	Brand Awareness	Between Groups	80.056	2	40.028	12.290	.000
		Within Groups	302.902	93	3.257		
		Total	382.958	95			
	Brand Association	Between Groups	28.445	2	14.222	4.526	.013
		Within Groups	292.211	93	3.142		
		Total	320.656	95			
	Brand Loyalty	Between Groups	52.956	2	26.478	12.825	.000
		Within Groups	192.002	93	2.065		
		Total	244.958	95			
	Brand Awareness	Between Groups	85.434	2	42.717	12.259	.000
		Within Groups	324.055	93	3.484		

Sheger FM 102.1		Total	409.490	95			
	Brand Association	Between Groups	173.444	2	86.722	30.641	.000
		Within Groups	263.212	93	2.830		
		Total	436.656	95			
	Brand Loyalty	Between Groups	30.063	2	15.032	8.769	.000
		Within Groups	159.426	93	1.714		
		Total	189.490	95			

Correlations

		Brand Awareness	Brand Association	Brand Loyalty	Overall Brand Equity
Brand Awareness	Pearson Correlation	1	.697**	.639**	.575**
	Sig. (2-tailed)		.000	.000	.000
	N	288	288	288	288
Brand Association	Pearson Correlation	.697**	1	.590**	.581**
	Sig. (2-tailed)	.000		.000	.000
	N	288	288	288	288
Brand Loyalty	Pearson Correlation	.639**	.590**	1	.668**
	Sig. (2-tailed)	.000	.000		.000
	N	288	288	288	288
Overall Brand Equity	Pearson Correlation	.575**	.581**	.668**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	288	288	288	288

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

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712[a]	.507	.501	2.25046

a. Predictors: (Constant), Brand Loyalty, Brand Association, Brand Awareness

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1476.327	3	492.109	97.167	.000[a]
	Residual	1438.336	284	5.065		
	Total	2914.663	287			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.249	.855		1.461	.145
	Brand Awareness	.139	.067	.131	2.074	.039
	Brand Association	.266	.072	.222	3.682	.000
	Brand Loyalty	.600	.075	.453	8.057	.000

a. Dependent Variable: Overall Brand Equity