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Assessment of Brand Equity Building in the Business-to-Business Context: A Case Study on Ethiopian Freight Forwarding Companies

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Addis Ababa University
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Assessment of Brand Equity Building in the Business-to-Business Context: A Case Study on Ethiopian Freight Forwarding Companies

**A Thesis Submitted To the School Of Graduate Studies of Addis Ababa University
School of Commerce in Partial Fulfillment for the Award of Masters of Arts in
Marketing Management**

By

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This is to certify that the thesis is prepared by Anteneh alemu, entitled; Assessment of Brand Equity Building in the Business-to-Business Context: A Case study on Ethiopian freight forwarding companies in partial fulfillment of the requirements for the award of the Degree of Master of Arts in Marketing Management with the regulation of the University and the accepted standards with respect to originality and quality

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Declaration

I, Anteneh Alemu, hereby declare that this thesis has not been accepted under any degree and is not under process for submission for any degree in any qualification other than the one the Masters of Arts in Marketing Management at Addis Ababa University college of Business and Economics, school of commerce. I also declare that this work is the result of my own research, except where identified by references and free from plagiarism of the work of others.

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Letter of Certification

This is to certify that Anteneh Alemu has carried out his thesis on the topic entitled “Assessment of Brand Equity Building in the Business-to-Business Context: A Case study on Ethiopian freight forwarding companies” under my supervision. This work is original in nature and suitable for the award of Masters of Arts (MA) in Marketing Management.

Temesgen Belayneh (PhD)

Dedicated to:

My Grand Mom!! Singnesh Metekiya Woldemariam

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List of abbreviations and acronyms

Ad.	Advertisement
AMOS	Analysis of Measurement Structure
ANOVA	Analysis of variance
ASYCUDA	Automated system for customs data
AVE	Average Variance Extracted
AVS	Average Variance Shared
B.C	Before Christ
B2B	Business to Business
B2C	Business to consumer
CBBE	Customer based brand equity
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit index
CMIN	Minimum Value of Discrepancy
C.R	Critical Ratio
DF	Degrees of Freedom
GFI	Goodness of Fit
GLM	General Likelihood Model
ML	Maximum Likelihood
MSV	Maximum Shared Variance
S.e	Standard error in prediction
$\beta\alpha$	Coefficients of an Equation

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Abstract

This researcher tried to see the gap in the literature of brand equity that the CBBE model received in the business to business sector. The applicability of the CBBE model in the B2B area in Ethiopia by taking freight forwarding companies as product stimuli was analyzed. A quantitative research was applied to research the causal relationship of the brand equity antecedents to that of overall brand equity. A simple random sampling technique was conducted to contact the unit of analysis who are the logistics department officers and managers of the importing and exporting companies in Ethiopia. Applying a structured questionnaire written in English and Amharic the researcher distributed to 500 peoples personally and through email. Using Microsoft excel, AMOS and SPSS the collected data were analyzed and interpreted. A structural equation modeling was applied due to the latent construct nature of the model used. The finding shows that CBBE model can be applied in the business to business sector as well. Brand awareness, brand association, perceived quality and brand loyalty were found to be positively affecting brand equity as they were hypothesized. Companies in this logistics industry were found be ignorant of their brand status in the society or the brand awareness was found to be very low. Even if the perceived quality of the forwarding companies was low customers were found to be loyal. And brand loyalty was the strongest predictor in the path. As a result, companies must work on advertisement to increase awareness in the market and also must increase their professionalism to boost the perception of their customers about their quality service positively. Students or academicians in this area can take a study of this model by analyzing a hierarchical level study. Future research can be made starting from a grounded theory to find if other antecedents could explain the brand equity in Ethiopia in the Business to Business sector.

Key words: Brand association, brand awareness, brand equity, brand loyalty, CBBE, perceived quality, structural equation modeling

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In the continuously changing world economy, branding has occupied an important position by being a part of existence and embracing the activities of large corporations, small size enterprises, and not-for-profit organizations. Dating back to about 1300 B.C. (Keller, 2003), branding still plays a major role in survival and success of different types of companies and organizations. Initially, brands were used as the means for differentiating the products by craftsmen and claiming the ownership of animals by cattle owners (McDonald, 2003). Nowadays, companies use brands not only with an aim to differentiate the company's marketing offerings from the ones of competitors, but also to reach the minds and hearts of their customers and create special emotional connections with them. The rational and emotional brand values became appealing for reaching the target customers in both the B2C market and the B2B market (Kapferer, 2008). Over time, the importance of branding has increased in a tremendous way.

Most importantly, one of the hottest points of disagreement between experts is the definition of a brand. Each expert comes up with his or her own definition, or nuance to the definition. On the other hand researches that identifies and attempts to understand brand equity phenomena has been hampered because there has been no agreement regarding what brand equity is and, more importantly, how it should be measured (Yooa B, 2001). The problem gets more acute when it comes to measurement: how should one measure the strength of a brand? According to (Tilda, 2009) there is a major disagreement between two paradigms. One is customer-based and focuses exclusively on the relationship customers have with the brand (from total indifference to attachment, loyalty, and willingness to buy and re-buy based on beliefs of superiority and evoked emotions). The other aims at producing measures in dollars, Euros or yen (Kapferer,

2008). However, these ideas never come into picture at a time. According to (Tilda Heding, 2009) and others these brand management concepts evolved gradually since 1985. Seven approaches were devised to substantially solve the measurement of brand strength. These approaches were, The Economic Approach, The Identity Approach, The Consumer-Based Approach, The Personality Approach, The Relational Approach, The Community Approach and The Cultural Approach. From 1985 up to 2006 there were two overriding paradigms in the brand management academic area (Tilde Heding, 2009). These paradigms were one with a positivistic point of departure and the other was a constructivist or interpretive nature.

The positivistic approach implies a notion of the brand being ‘owned’ by the marketer, who controls the communication to a passive recipient/consumer. Brand equity is perceived to be created by the marketer and the brand is seen as: ‘A manipulable lifeless artifact (product plus that is created by its owners/managers and that can be positioned, segmented and used to create an image)’ (Hanby, 1999, p. 12). The interpretive paradigm reflects on the nature of the brand and the value of brand equity as something created in the interaction between marketer and an active consumer: ‘As holistic entities with many of the characteristics of living beings’ and ‘As a living entity (with a personality with which we can form a relationship and that can change and evolve over time)’ (Hanby, 1999).

In the article “measuring, conceptualizing and managing customer based brand equity” Kevin Lane Keller founded a completely new approach to brand management. The brand is perceived as a cognitive construal in the mind of the consumer. It is assumed that a strong brand holds strong, unique and favorable associations in the minds of consumers. In this fashion, attention shifts from the sender towards the receiving end of brand communication. The consumer is the ‘owner’ of the brand in this approach. The consumer perspective of this approach is rooted in cognitive psychology, and in this tradition the computer was the main metaphor for man as a consumer (Keller, 1993).

In the consumer-based approach, brand strength equals strong, unique and favorable associations in the minds of its consumers (Tilde Heding, 2009). The fact that the brand is a cognitive construal in the mind of the consumer makes one jump to the conclusion that the consumer ‘owns’ the brand and thereby controls brand value creation.

The marketer is, however, assumed to be in control with brand communication as the approach rests upon an assumption of the consumer as a *cognitive man*. The consumer is seen and analyzed through a lens grounded in cognitive psychology and information economics (Keller,1993).

Cognitive psychology is concerned with the higher cognitive processes, namely memory, language, problem solving, imagery, deduction and induction. In other words, the cognitive research tradition deals with aspects such as reasoning, intelligence and learning, and tries to answer questions like ‘How do we learn?’ ‘How do we remember?’ ‘What makes us pay attention?’ ‘What makes us react?’ As we grow up, we develop greater cognitive structure; meaning that we become still better at discriminating among stimuli and organizing stimuli into meaningful constructs. The cognitive research tradition deliberately neglects emotional factors as well as historical and cultural aspects when studying how human beings function and behave. Relevant to this approach is how we store knowledge, how we remember, and how our attention is captured. The sum of this process is to understand how this process leads to action, in our line of interest: brand choice (Hanby, 1999).

Although necessity of branding is not a questionable aspect for either the consumer or the business sector as stated by (Pfoertsch, 2007), the applicability of the brand equity building models of the previous scholars specially that of Keller was not universally reached in to consensus to be accepted in the entire business sector. Later, (Aaker D, 1993) made addition on the constructs raised by Keller. On the other hand their study dwells more on consumer perspective and scanty of it on business to business area even though (Aaker D, 1993) has stated that his model can be used over a range of goods and service with slight modification in the measures of each constructs he has already proposed. (Aaker.D, 1991) emphasizes four brand equity dimensions: brand loyalty, brand awareness, perceived quality and brand associations. Other proprietary assets such as patents, trademarks and channel relationships form another category supporting other brand equity dimensions (Aaker, 1991). (Keller, 1993) describes two dimensions of brand equity: brand image based on strong, favorable, unique associations, and brand awareness comprising brand recognition and recall.

However recent studies are confirming the importance of branding study in the area of business to business fields. Logistics sector is also one of the business to business sectors as well.

The business-to-business (B2B) market makes up a huge percentage of the global economy (Keller K. L., 1993). As claimed by Keller (2013) some of the world's most reputed brands belong to business marketers, such as ABB, Caterpillar, DuPont, FedEx, GE, Hewlett-Packard, IBM, Intel, Microsoft, Oracle, SAP, and Siemens. Business-to-business branding creates a positive image and reputation for the company as a whole (Keller K. L., 1993). Creating such goodwill with business customers is thought to lead to greater selling opportunities and more profitable relationships. A strong brand can provide valuable reassurance and clarity to business customers who may be putting their company's fate—and perhaps their own careers!—on the line. A strong business-to-business brand can thus provide a strong competitive advantage. Some B2B firms, however, carry the attitude that purchasers of their products are so well-informed and professional that brands does not matter. Savvy business marketers reject that reasoning and are recognizing the importance of their brand and how they must execute well in a number of areas to gain marketplace success.

“Growing competition, globalization and the need for reduced delivery times and inventory levels have created a demand for more responsive logistics processes based on effective supply chain alliances among companies (Juntunen, 2011). Traditional methods for developing logistics strategy and structuring the supply chain are no longer valid for ensuring the survival of organizations. Companies can either use the *make* option, which means that they invest in and build their own logistics organization, or they can use the *buy* option by contracting these functions out (Razzaque, 1998). In other words, companies may outsource logistics activities to achieve seamless supply chain operations. Due to tight competition in the industry, logistics services providers need to find new ways to differentiate themselves from the competitors. One way to do this is by developing strong and reliable corporate brands. It is suggested that customers experience high brand equity if they judge a particular brand as strong, unique, and desirable (Verhoef, 2007). Therefore, the researcher will try to assess the applicability of

the consumer based brand equity model in the business to business field especially in the freight forwarding sector in Ethiopia.

1.2 Statement of the problem

Whether a company is selling products or services, a strong brand is the most important and sustainable asset that the company could have. A company's brand strategy should always be the guiding principle behind every decision and every action (Pfoertsch, 2007). Even though recently these ideas come to emanate to the brand subject, in the early times the brand itself was studied to a very minimal extent. The researches in those times that were trying to identify and attempts to understand brand equity phenomena were hampered because of the disagreement regarding what brand equity is and, more importantly, how it should be measured (Yooa B, 2001). In the early years of brand management the focus was on the 'sender end' of brand communication. It was customer based brand equity that came to the first to measure brand equity (Tilde Heding, 2009). Customer-based brand equity assumes that the brand resides in the minds of consumers as a cognitive construal, which is why named to be the consumer-based approach rather than on the sender side in which the marketer drives the consumer as he wishes (Keller K. L., 1993).

The meanings attached to brand equity illustrate the value adding and the differentiating capabilities of brands, which are of great importance for marketing managers offering their products and services both in the B2C and B2B markets (Keller K. , 2013). Although these conceptualizations of brand equity imply the applicability of the concept in both the B2C and B2B contexts, the majority of studies on brand equity and the main developments of this concept originate from the B2C context. The research on brand equity in the B2C context is generally based on the assumption that brand equity consists of different dimensions. "The composition of brand equity differs considerably depending on the conceptual choices made by researchers" (Biedenbach G. , 2012).

In (Aaker, 1996) conceptualized the brand equity as brand equity Ten categorizing them in to four brand equity dimensions: brand loyalty, brand awareness,

perceived quality and brand associations. Other proprietary assets such as patents, trademarks and channel relationships form another category supporting other brand equity dimensions (Aaker, 1991). (Keller, 1993) describes two dimensions of brand equity: brand image based on strong, favorable, unique associations, and brand awareness comprising brand recognition and recall. The initial models of brand equity highlight knowledge structures developed by customers, which consequently affect their behavior and choice of goods and services in the marketplace. The further developments of brand equity models suggested by (Aaker, 1991) and (Keller, 1993) include a variety of propositions about the specific dimensions aiming to be better in capturing the brand equity of tangible goods or intangible services in the B2C setting. The alternative dimensions of models suggested for the assessment of brand equity of tangible goods include various elements such as brand perceptions, attitudes, brand preferences, choice intentions and actual choice (Agarwal and Rao, 1996).

Even though many researches were conducted in the brand equity area in the business to consumer market, common understanding could not be achieved on the scale of measurements. However, the essential dimensions of brand equity suggested by (Aaker, 1991) are partly utilized or conceptually reflected upon in the most of the alternative models. A number of B2C studies adopt directly this view and focus on the development of more reliable measures for assessing the four initial dimensions of brand equity. Beginning from one of the first studies introducing the measures of brand equity for hotels and household cleaners, to the subsequent studies examining brand equity of athletic shoes, film for cameras and color television sets, cars and televisions; and co-branded food offerings, researchers test the robustness of the brand equity scale and address the critical issues related to the measurement of the specific dimensions (Biedenbach, 2012). The multidimensional nature of brand equity is in fact one of the challenges researchers are faced with, where the proposed measures are in some cases incapable to estimate the specific dimensions (Yooa B, 2001).

According to (Nebojsa S. Davcik, 2010, Kapferer, 2008, Pfoertsch, 2007) brand equity must be the core concept in the business to business sector as well as in the corporate perspective. (Pfoertsch, 2007) claims that, managers do not accept the

importance of branding in the business to business sector since they believe that homogeneous products do not need any effort to be introduced and marketed as their counter part in the consumer market.

After analyzing customer based-equity model applicability in the business to business sector the service firms in the Sweden market, (Galina Biedenbach, 2012) stated some future research area as follows:

Future studies could consider a replication of the current research and testing of the multidimensional model with the hierarchical effects in relation to B2B goods and other B2B services. The examination of the proposed models could be conducted across other industries and development of brand equity across the dimensions.

Business-to-business branding research is relatively scarce compared to consumer markets. (K.-A. L Kuhn, 2008)

Although some previous researchers tried to analyze customer based brand equity models in the business to business sector such as industrial goods (Merrilees, 2007), specialty chemicals (Allard C.R. van Riel, 2005), financial services (Biedenbach G. , 2012), electronic tracking systems (Kuhn, Alpert, and Pope 2008), especially logistics services (Davis, Golicic, and Marquardt 2008) and (Juntunen, 2011); these researches never concerned on the applicability of the customer based brand equity model in the logistics sector especially in the freight forwarding area in the developing countries like Ethiopia, which is the biggest and yet complex sector. Based on the above background research gaps and future research area forwarded by Gelina Biedenbach (2012), the researcher will delve in to analyze the applicability of customer based brand equity model in the freight forwarding sector in Ethiopia. So, can a consumer based brand equity model be applicable in Ethiopia in the freight forwarding sector?

1.3 Research question

Based on the above foundational problem statement the researcher posed the following questions to get clear picture and answer about the applicability and replication of the customer based brand equity model in the business to business context in Ethiopia in the freight forwarding sector.

Therefore,

- Can the customer based brand equity model be applicable in the business to business sector especially in the freight forwarding sector?
- Can the antecedents of customer based brand equity model be applied in the business to business sector?
- What will be the relationship of the antecedents with that of the dependent variable (customer based brand equity model in the case of the business to business sector)?

1.4 Objective of the study

The main objective of this study is to examine the practicality and applicability of (Aaker's, 1996) customer based brand equity model in the business to business sector especially in the freight forwarding business area in Ethiopia. In order to realize this general objective, the researcher has carried out the following specific objectives as specific objectives;

1. To ascertain the extent to which perceived quality influences brand equity
2. To ascertain the extent to which brand association influences brand equity
3. To demonstrate the extent to which brand awareness influences brand equity
4. To demonstrate the extent to which brand loyalty influences brand equity

1.5 Research hypothesis

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, Aaker, 1996) and overall superiority that ultimately motivates the customer to purchase the product.

Perceived quality is a brand asset that is elevated to the status of a brand asset for several reasons:

- Among all brand associations, only perceived quality has been shown to drive financial performance.
- Perceived quality is often a major (if not the principal) strategic thrust of a business.
- Perceived quality is linked to and often drives other aspects of how a brand is perceived (Aaker, 1996)

It is difficult for customers to make a rational judgment of the quality. They are likely using quality attributes like color, flavor, form, and appearance of the product and the availability of production information to 'infer' quality (Dópicó, 2000).

Perceived quality is usually at the heart of what customers are buying, and in that sense, it is the bottom line measure of the impact of a brand identity. When perceived quality improves, so generally do other elements of customers' perception of the brand (Aaker, 1996). Based on this theoretical ground the first hypothesis will be forwarded as follows:

H₀: Perceived quality will not have a significant positive effect on brand equity

H₁: Perceived quality has a significant positive effect on brand equity

Awareness refers to the strength of a brand's presence in the consumers' mind. According to Aaker (1996) and others, brand awareness is a key determinant of brand equity. It is defined as an individual's ability to recall and recognize a brand (Aaker, 1996; Keller, 2003). Top-of-mind and brand dominance is other levels of awareness included by Aaker (1996) in measuring awareness. Awareness 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; Kimpakorn and Tocquer, 2010). Based on this theoretical background, the researcher has proposed bellows hypothesis

Ho: Brand awareness will not have a positive significant direct effect on brand equity

H2: Brand awareness has a positive significant direct effect on brand equity

Aaker (1996) conceptualizes brand awareness that must precede brand associations. That is where a consumer must first be aware of the brand in order to develop a set of associations (Plank, 2002). Brand association contains the meaning of the brand for consumers (Keller, 1993). It is anything linked in memory to a brand (Aaker, 1991). Brand associations are mostly grouped into a product-related attribute like brand performance and non-product related attributes like brand personality and organizational associations (Aaker, 1996; Keller, 2013). Customers evaluate a product not merely by whether the product can perform the functions for which it is designed for but the reasons to buy this brand over the competitors (Aaker, 1996) such as brand's fault-free and long-lasting physical operation and flawlessness in the product's physical construction (W. Lassar, 1995).

Ho: Brand association will not have a significant direct effect on brand equity

H3: Brand association has a significant direct effect on brand equity

Aaker (1991) defines brand loyalty as 'the attachment that a customer has to a brand'. Two different levels of loyalty are classified: behavioral and cognitive loyalty (Keller, 1998). Behavioral loyalty can be indicated by a number of repeated purchases (Keller, 1998) or commitment to rebuy the brand as a primary choice (Oliver, 1997, 1999). Cognitive loyalty refers to the consumers' intention to buy the brand as the first choice (Keller, 1998; Yoo and Donthu, 2001). Another indicator of loyalty is the customer's willingness to pay higher price for a brand in comparison with another brand offering similar benefits (Aaker, 1996; Chaudhuri and Holbrook, 2001).

Ho: Brand loyalty will not have a significant direct effect on brand equity

H4: Brand loyalty has a significant direct effect on brand equity

1.6 Scope of the study

The study is limited to assessing customer based brand equity model in the business to business context in Ethiopia and freight forwarding companies were the specific business to business focus area of the study. Other business to business companies out of freight forwarding companies are not included in this study. And the generalization of this study is also cannot be taken for the B2B world.

1.7 Significance of the study

Recently factories and multi-national companies are looking for an unsaturated market as well as untapped resource areas in the world. Nowadays these multi-national companies and numerous manufacturing companies are migrating to Ethiopia too. However, the country must also be capable of handling the logistics part of these companies demand. One thing that needs to be cautioned here is that, the experience of these international companies in the freight forwarding activity cannot be compared to the least developed countries like Ethiopia.

As a result this study will have two major significances. The first one is to the academic world. Since the study is a deductive research, it will contribute to the academic world by testing the theory under study and forwarding justification on the how and what part of the research. The second contribution will be to the practical world. The freight forwarding companies will benefit based on the findings of this study. Companies in this area will get alerted on the way that they must focus on their brand and existence if they were not doing it previously.

1.8 Limitation of the study

While conducting the study, the researcher faced great shortage of resources such as books, journals, and materials which could serve for secondary data purpose. The other limitation was shortage of time.

1.9 Organization of the study

To give a clear and concise understanding to the reader this study is wrapped up as follows. Chapter one has already introduced the very essence of branding and its background followed by problem statement which were extracted from the literature gap of the study area.

The second chapter deals with what brand equity is and its seven approaches, what customer based brand equity is, its application and need in the business to business area, the conceptual framework of the study and justification of the model applied to analyze the study.

Chapter three is dedicated for the methodological part. It explains about the nature of the study, the sampling design and techniques applied; the sources of data collection and the means of analysis applied to execute the study.

The fourth chapter deals with the major findings and discussion as well as the testing of the hypothesis proposed in chapter one.

Finally, the fifth chapter summarizes the whole journey by summarizing, concluding and giving some directions for future research

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2 Introduction

2.1 What Is Meant By Brand Equity?

Fundamentally, the goal for any brand manager is to endow products and/or services with brand equity (Park and Srinivasan 1994; Farquhar 1989). During the 1980s Management came to realize that the principal asset of a company was in fact its brand names (Kapferer, 2008). According to (Kapferer, 2008 and Keller K. L., 1993), brands work as a risk reducing guarantee for investors and or financial analysts as it does for the ordinary consumer. Similarly, strong brands serve as a measuring bar for that industry in which the specific company is running and works as a high entry barrier to new entrants in to the industry. Due to this fact strong brands worth more than what they should worth on the balance sheet, when analyzed financially. If this is the case, what is the reason behind that makes brands worth as such and make them strong in the market?

When (Keller, 2013) justifies as to why brand took an eminent place over the face of the marketing field he states the following reasons:

- To the consumers, brands provide important functions like identifying the source or maker of a product and allowing the consumers to assign responsibility to a particular manufacturer or distributor.
- Due to past experiences, brands take on special meaning to consumers. As a result, from an economic perspective, brands allow consumers to lower the search costs for products both internally (in terms of how much they have to think) and externally (in terms of how much they have to look around).
- On the other hand, firms can benefit from protecting their brand names through registered trademarks; manufacturing processes can be protected through patents; and packaging can be protected through copyrights and designs. These intellectual property rights ensure that the firm can safely invest in the brand and reap the benefits of a valuable asset. Brands can be used as leverage for repeat

purchase by customers. If repeat purchase can be assured, then brand loyal customers can be established which is the backbone of the company.

Fundamentally, branding is all about endowing products and services with the power of brand equity. Therefore, what is brand equity?

According to (Aaker, 1996) book, *“brand equity is defined as a set of assets and liabilities linked to a brand’s name and symbol that adds to or subtracts from the value provided by a product or service to a firm and or that firm’s customers”*.

On the other hand (Keller, 1993) has stated the basic premise of the CBBE concept as the power of a brand that lies in what customers have learned, felt, seen, and heard about the brand as a result of their experiences over time. In other words, the power of a brand lies in what resides in the minds and hearts of customers. The challenge for marketers in building a strong brand is ensuring that customers have the right type of experiences with products and services and their accompanying marketing programs so that the desired thoughts, feelings, images, beliefs, perceptions, opinions, and experiences become linked to the brand. In defining customer-based brand equity Keller has stated it as follows; *“the differential effect that brand knowledge has on consumer response to the marketing of that brand”*. A brand has positive customer-based brand equity when consumers react more favorably to a product and the way it is marketed when the brand is identified than when it is not (say, when the product is attributed to a fictitious name or is unnamed). Thus, customers might be more accepting of a new brand extension for a brand with positive customer-based brand equity, less sensitive to price increases and withdrawal of advertising support, or more willing to seek the brand in a new distribution channel. On the other hand, a brand has negative customer-based brand equity if consumers react less favorably to marketing activity for the brand compared with an unnamed or fictitiously named version of the product.

According to (Tilde Heding, 2009), starting from 1985 up to 2006 seven brand equity valuation approaches were devised by different scholars. However, the researcher in this study will focus on the third approach, as you can see it on page 21, which has got a wider place in the consumer market rather than the business to business market, which is the customer based brand equity model. What are these seven approaches?

2.1.1 The Economic Approach

The assumptions of the economic approach are based on neoclassical microeconomics of how market forces allocate resources most efficiently through the principle of the 'invisible hand' and classic marketing theory (Tilde Heding, 2009). The consumer is assumed to be able to make rationally based brand consumption choices and to be focused on utility maximization, which is why they will always choose whatever brand delivers the best utility value compared with the price.

The theoretical apparatus is based on the basic ideas from transaction marketing, where it is assumed that the exchange between brand and consumer consists of isolated transactions rather than an ongoing relationship. The primary goal of brand communication is hence to ensure that consumers are aware of the fine qualities of the brand at the right time and place through linear communication from the brand to the consumer. The theoretical building blocks of the economic approach consist of two supporting themes: transaction cost theory and the concept of the marketing mix. Transaction cost theory describes the barriers that can impede transactions taking place according to the principles of the invisible hand and the economic man. It also describes the economic perspective on exchange between brands and consumers as isolated events, where money and goods are exchanged. The primary aim is to achieve the next transaction by eliminating or breaking down the barriers that inhibit the transaction from taking place. These barriers to transactions must be overcome. The tool used in the economic approach to overcome these barriers is the marketing mix, or the Four Ps. Using the toolbox of the Four Ps can ensure that the right product is available to consumers at the right price, in the right locations, and that it is promoted by using advertising and promotion to make consumers aware of and interested in purchasing the product.

According to (Tilda Heding, 2009), the main drawbacks of this approach are at least two; one is that, in the case of service marketing, the rule of the game is not only one time transaction. It is rather a continuous relationship marketing which builds the next transaction rather than a onetime marketing.

The second problem raised by (Tilda, 2009) is, the economic background of this approach is simply emanated from theory rather than from an empirical study which could have anchored this approach as a generally accepted theory.

2.1.2 The identity approach

This approach stems from the assumption that a strong and coherent brand identity is pivotal for brand value creation. The brand must focus on finding out ‘who we are’ as an organization in order to facilitate expressing one coherent identity to all stakeholders. Creating this coherent identity often has a corporate rather than a product-level focus and attention has shifted from a focus on the visual representation of product brands to a focus on how organizational behavior affects identity, and ultimately image and reputation. The perception of the consumer in the identity approach has also evolved. In the earlier days of the identity approach it was believed that brand identity could be managed and controlled entirely by the corporation; the exchange between the brand and the consumer was perceived to be linear. Recent developments have broadened that perception, it has been acknowledged that identity is not enduring but context-dependent, which implies that identity cannot be communicated linearly but is the result of negotiation between internal and external shareholders (Tilde Heding, 2009).

The theoretical building blocks of brand identity consist of the four supporting themes behind the core concept of brand identity. Two of these cover internal aspects: corporate identity, representing the visual and strategic elements of brand identity, and organizational identity, representing the behavioral and cultural aspects. The two supporting themes covering the external aspects are: image and reputation. Image is the short-term mosaic of images perceived by the consumer. The reputation is a long-term compilation of all image evaluations of brand identity made by the consumer. These four supporting themes each contribute to the brand identity construct. Pivotal in the recent theoretical frameworks for the management of brand identity is the alignment of the multiple identities of the corporation. Two key frameworks are the corporate brand toolkit focusing on the alignment between vision/organizational culture and image.

2.1.3 The consumer-based approach

The consumer-based approach assumes that the brand is a cognitive construal residing in the mind of the consumer (Keller K. L., 1993). This assumption indicates that the consumer is very much in control of the brand–consumer exchange. This is, however, not entirely the case. The consumer is seen through a lens borrowed from cognitive psychology and the main metaphor for man in this perspective is that of the computer. And just like a skilled computer programmer is able to program the computer into doing as intended, the marketer who is willing to map out the brand construal in the mind of the consumer, will be able to choose exactly the right brand elements and communicate them to a consumer who will respond accordingly. These, seemingly contradictory, assumptions are what lie behind the consumer-based approach. Cognitive psychology applied to consumer research, and the associated information-processing theory of consumer choice, serve as supporting themes for the core theory of customer-based brand equity. In cognitive psychology, man is presumed to function much like a computer and the focus is on how knowledge (in the form of mental representations) is stored in and can be retrieved from memory. The information-processing theory of consumer choice focuses on explaining the process of choice. Man is supposed to have limited processing capacity, which is why the marketer should be aware to make the most efficient communication (Tilde Heding, 2009).

The customer-based brand equity framework is a brand management theory that draws upon the two above themes. This framework maps brand knowledge as a cognitive construal. In order to be able to talk about customer-based brand equity, brand awareness has to exist in the minds of consumers. The brand has to be recalled and recognized. If this is the case, brand image can be mapped. Brand image consists of consumer associations depicting tangible as well as intangible aspects of the brand, also depicting attributes, benefits and attitudes. Customer-based brand equity is a comparative framework by which the favorability, strength and uniqueness of brand association can be measured against those of competing brands.

2.1.4 The personality approach

The fourth approach states, human personality and consumers' identity construction as well as expression are the pivotal point of brand equity creation. It is the symbolic benefits a brand can provide to consumers expressed through a certain brand personality that are assumed to be the key drivers of brand strength. The level of analysis is the individual consumer and the subject of analysis is consumer self and identity. The main function of the brand is not to provide utilitarian attributes and benefits as in the economic approach, but to enable consumers' construction and expression of self by providing symbolic signal value. The strength of the brand is determined by the extent to which there is congruity between the brand personality and the personality or self of the consumer.

The theoretical building blocks of the personality approach consists of three supporting themes: personality, consumer self and consumer–self congruence. Personality was described as the basic concept of personality that the personality approach draws on from the field of human psychology, characterizing the main personalities that human beings can be categorized accordingly.

The concept of self on the other hand describes how consumers consume and choose brands based on their ability to contribute to their construction and expression of self.

The construct of brand–self congruence explains the process of identification that takes place between the personality of a brand and the personality of the consumer and establishes that the greater the congruence between the personality of the brand and the personality of the consumer the more likely is that brand personality to succeed. The core theme of the personality approach is brand personality. The framework 'Dimensions of brand personality' developed by (Aaker, 1997) consists of five dimensions that brands can be divided according to and an explanation- of how these dimensions can be expressed in the communication of a brand personality by emphasizing certain traits or behaviors.

2.1.5 The relational approach

The relational approach rests upon assumptions regarding the brand–consumer exchange as a ‘dyadic’ and cyclical process resembling a human relationship. Brand meaning is constituted through this process to which both parties contribute equally. The relational approach is linked to the tradition of phenomenology implying an existential view of man. ‘The inner reality’ of the consumer becomes both valid and valuable data material by the application of this perspective. The phenomenological perspective emphasizes a holistic view of the consumer and thereby takes an interest in many aspects that are not directly related to the actual consumption choice or behavior (Fournier.S, 1998).

Expanding the notion of relationship to brands and consumers implies that consumers have the ability to endow brands with human personality traits. Therefore, animism – or the human propensity to endow dead objects or abstract concepts with human personalities – is the first supporting theme. Theory on human relationships serves as the second supporting theme. Human relationships are important factors in all lives and deliver on life themes, life projects and current concerns. They are also process phenomena under influence from many different sources. The brand relationship theory originates from a study into how consumers experience relationships with brands. This approach provides a framework consisting of fifteen different brand relationship forms, resembling human relationships (Tilde Heding, 2009). But knowing what kind of relationship consumers experience with brands is not enough. The theory also provides us with the Brand Relationship Quality construct. It is a model that depicts how relationships are volatile process phenomena constantly under influence of other factors. The brand relationship theory is supplemented by research into how brand personality and relationship norms influence consumers’ brand evaluations.

2.1.6 The community approach

This new research ‘cluster’ acknowledges the social nature of brands and the interactive involvement of groups of consumers in the creation of brand value and brand meaning. Core to the community approach is the ‘triadic’ brand–consumer relationship and the social brand perspective. The triadic relationship implies consumers must interact, not only with the brand, but also with each other. The marketer is outnumbered in the brand–consumer exchange, making management of the brand difficult. At the same time, the existence of a brand community represents great advantages such as unforeseen levels of consumer loyalty and the possibility to cultivate deep consumer-driven brand meaning. The community approach hence represents a social brand perspective and is associated with the scientific tradition of ethnography (Muñiz, 2001).

The brand community concept is rooted in the sociological notion of community and the idea of subcultures of consumption. Three markers characterize a brand community: ‘consciousness of kind’, ‘rituals and traditions’ and a ‘sense of moral responsibility’. Brand communities can be geographically bound as well as dispersed. The brand community concept expands into different variations; marketer-facilitated brand fests, typical brand communities run by enthusiasts and community brands where the community becomes the marketer. A brand community does not define itself in opposition to the surrounding society, as opposed to a subculture of consumption.

2.1.7 The cultural approach

This approach introduces the cultural brand perspective where the brand acts as a cultural artifact, broadening the focus of analysis from an individual consumer level to a macro level about the role brands play in consumer culture. The approach focuses on what brands do to culture and what culture can do to brands (Holt, 2002). Core to the cultural approach are brand icons and the countercultural anti-branding movements. Iconic brands are the ones that have managed to integrate themselves in culture more skillfully than others. At the same time, brand icons are also subjected to the greatest concerns (regarding cultural imperialism, cultural standardization and globalization).

Core to the cultural approach is the theory on how brands become icons (Holt, 2002). So-called identity brands (strong on self-expressive benefits) have the potential for becoming brand icons by adapting to the cultural branding model. The cultural branding model is closely related to McCracken's classic theory about cultural consumption. In this view of consumption, the consumption objects are seen as cultural artifacts carrying meaning from the culturally constituted world to the consumers. Brands are regarded as cultural resources just like movies, social movements, books, magazines, etc. In this brand perspective, the tools for building iconic brands are found. Through addressing the pressing cultural contradictions as a viable cultural 'text', and being able to reinvent as changes in societal contradictions occur, the brand can approach the identity value of a cultural icon. The anti-brand movement is concerned with what branding and globalization do to culture. The encouragers of civil activism, they also raise important political questions and push for corporate social responsibility. The tensions between brand icons and the anti-brand movement can be understood as a phenomenon indicating the beginning of a new branding paradigm. In this prospect of a post-postmodern branding paradigm the brand should act as a citizen-artist, meaning being able to deliver relevant cultural material while shouldering its social and civic responsibilities. Having described the key theoretical building blocks of the cultural approach, the next section provides an overview of the methods and data used in the cultural approach.

2.2 Customer Based Brand Equity

As per the research intent, this study focus on the consumer based brand equity literatures fully in order to substantiate the research in question. Below are some of the definitions forwarded by different scholars and authors about what is meant by customer based brand equity?

Brand equity is a multidimensional concept and a complex phenomenon. (Keller, 1993) 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 (Yooa B, 2001), so they have been widely adapted 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.

According to (Keller K. , 2013), "*customer-based brand equity is the differential effect that brand knowledge has on consumer response to the marketing of that brand*". A brand has positive customer-based brand equity when consumers react more favorably to a product and the way it is marketed when the brand is identified than when it is not (say, when the product is attributed to a fictitious name or is unnamed). The above definition has jumbled three ideas in to one which needs more elaboration. These three concepts are: (1) "differential effect," (2) "brand knowledge," and (3) "consumer response to marketing."

In explaining the first concept, (Keller K. , 2013) stated it as brand equity arising from differences in consumer response. If no differences occur, then the brand-name product can essentially be classified as a commodity or a generic version of the product in which, competition, most likely, would then just be based on price.

The second point, which is one of the building blocks of the customer based brand equity model, differences in response are a result of consumers' knowledge about the brand, that is, what they have learned, felt, seen, and heard about the brand as a result of their experiences over time. Thus, although strongly influenced by the marketing activity of the firm, brand equity ultimately depends on what resides in the minds and hearts of consumers. Third, customers' differential responses, which make up brand equity, are reflected in perceptions, preferences, and behavior related to all aspects of brand marketing, for example, including choice of a brand, recall of copy points from an advertisement, response to a sales promotion, and evaluations of a proposed brand extension.

Hence the CBBE concept approaches brand equity from the perspective of the consumer—whether the consumer is an individual or an organization or an existing or prospective customer. Understanding the needs and wants of consumers and organizations and devising products and programs to satisfy them are at the heart of successful marketing.

The second definition is the one posited by Aaker. (Aaker, 1996) in his book building strong brands defined customer based brand equity in this way:

“Brand equity is defined as a set of assets and liabilities linked to a brand’s name and symbol that adds to or subtracts from the value provided by a product or service to a firm and or that firm’s customers”. (Aaker D, 1996)

Since the CBBE model considers brand knowledge as the key to creating brand equity due to its impact on creating differential for deriving brand equity, what marketers need, then, is an insightful way to represent how brand knowledge exists in consumer memory. As a result Keller has taken the associative network memory model which views memory as a network of nodes and connecting links, in which nodes represent stored information or concepts, and links represent the strength of association between the nodes. Any type of information—whether it’s verbal, abstract, or contextual—can be stored in the memory network.

Brand equity arises from differences in consumer response to marketing activities. Brand knowledge is what consumers learned, felt, saw, heard, and experienced over time. The differential effect of brand knowledge is reflected in consumer perceptions, preferences, and behavior related to all aspects of the marketing of a brand. The power of a brand lies in the customer mind set. Brand equity is therefore a vital strategic bridge from the past to the future and a set of stored values that consumers associate with a product or service. These associations add value beyond the basic offering based on past investments in marketing the brand (Kapferer, 2008).

According to (Keller, 1993), there is both an indirect and a direct approach to measuring customer-based brand equity. The indirect approach tries to identify potential

sources of such equity, whereas the direct approach focuses on consumer responses to different elements of the firm's marketing program. The implications of customer-based research suggest that measures of customers' brand perceptions are accurate reflections of brand performance in the marketplace. Strong, positive customer-based brand equity has a significant influence on the financial performance of the firms (Kapferer, 2008).

In defining brand knowledge (Keller K.L., 1993) has stated as having two components: brand awareness and brand image. Brand awareness is related to the strength of the brand node or trace in memory, which we can measure as the consumer's ability to identify the brand under different conditions. It is a necessary, but not always a sufficient, step in building brand equity. Other considerations, such as the image of the brand, often come into play. Brand image has long been recognized as an important concept in marketing. It is consumers' perceptions about a brand, as reflected by the brand associations held in consumer memory. In other words, brand associations are the other informational nodes linked to the brand node in memory and contain the meaning of the brand for consumers. Associations come in all forms and may reflect characteristics of the product or aspects independent of the product.

2.2.1 Sources of Brand Equity

Different sources of brand equity have been proposed by different authors. (Aaker, 1996) for example, proposes brand awareness, associations, other proprietary assets, perceived quality and loyalty. Often though, there is no distinction made between consumer and industrial brands.

(Aaker, 1991) identified five sources of brand equity which (applicable across products and markets as he claims) namely brand awareness, brand associations, perceived quality, brand loyalty and other proprietary assets such as patents and trademarks. It is notable that the first four sources of brand equity correspond to customer-based brand equity while patents and trademarks reflect firm-based brand equity.

How do brand equities exist? What causes brand equity to exist? How do marketers create brand equity? In explaining these questions (Keller K. , 2013) wrote customer-based brand equity as occurring when the consumer has a high level of awareness and familiarity with the brand and holds some strong, favorable, and unique brand associations in memory. In some cases, brand awareness alone is enough to create favorable consumer response; for example, in low-involvement decisions when consumers are willing to base their choices on mere familiarity. In most other cases, however, the strength, favorability, and uniqueness of brand associations play a critical role in determining the differential response that makes up brand equity. If customers perceive the brand as only representative of the product or service category, then they'll respond as if the offering were unbranded. Thus marketers must also convince consumers that there are meaningful differences among brands. Consumers must not think all brands in the category are the same. Establishing a positive brand image in consumer memory—strong, favorable, and unique brand associations—goes hand-in-hand with creating brand awareness to build customer-based brand equity.

Keller has stated Brand Awareness as consisting of brand recognition and brand recall performance (Keller K. L., 1993): Brand recognition is consumers' ability to confirm prior exposure to the brand when given the brand as a cue. On the other hand, brand recall is consumers' ability to retrieve the brand from memory when given the product category, the needs fulfilled by the category, or a purchase or usage situation as a cue. If research reveals that many consumer decisions are made at the point of purchase, where the brand name, logo, packaging, and so on will be physically present and visible, then brand recognition will be important. If consumer decisions are mostly made in settings away from the point of purchase, on the other hand, then brand recall will be more important. For this reason, creating brand recall is critical for service and online brands: Consumers must actively seek the brand and therefore be able to retrieve it from memory when appropriate.

Both (keller, 2013) and (Aaker, 1996) posit that brand awareness has three advantages: learning advantages, consideration advantages, and choice advantages.

Learning Advantages: Brand awareness influences the formation and strength of the associations that make up the brand image. To create a brand image, marketers must first establish a brand node in memory, the nature of which affects how easily the consumer learns and stores additional brand associations. The first step in building brand equity is to register the brand in the minds of consumers. If the right brand elements are chosen, the task becomes easier.

Consideration Advantages: Consumers must consider the brand whenever they are making a purchase for which it could be acceptable or fulfilling a need it could satisfy. 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.

Choice Advantages: The third advantage of creating a high level of brand awareness is that it can affect choices among brands in the consideration set, even if there are essentially no other associations to those brands. Thus, in low-involvement decision settings, a minimum level of brand awareness may be sufficient for product choice, even in the absence of a well-formed attitude.

2.3 Brand equity in the business to business context

Before we delve in to the study of measuring customer based brand equity in the business to business market, first we must confirm that a business to business market or company needs a strong brand as do the business to consumer (B2C) company. Basically, the answer for this question is definitely business to business companies need and must have strong brands in order to survive in this ever changing business world. Some justifications are forwarded below as follows.

Businesses that operate in industrial markets acquire goods and services to use in the production of other products or services which are sold, rented or supplied to other businesses. Even most manufacturers of consumer products have to sell their products to other businesses (retailers or wholesalers) first. In one way or another, almost all companies are engaged in business markets. Therefore, B2B sales far outstrip those of

B2C. The main differences of business markets compared to consumer markets are found in the nature and complexity of industrial products and services, the nature and diversity of industrial demand, the significantly fewer number of customers, larger volumes per customer, and last but not least, closer and longer-lasting supplier-customer-relationships (Pfoertsch, 2007). And still Kotler and Pfoertsch argue that since business buying decisions are still made by human beings and not by unfeeling machines; they are subject to human factors which eliminate the probability of an entirely objective decision.

Despite the number of benefits a strong brand can convey to both the seller and the buyer it is surprising that more industrial companies are not utilizing it. There are a number of factors which may be contributing to B2B companies' reluctance to brand.

1) Lack of Academic Research - Whilst there has been a vast amount of research into branding in a business-to-consumer context, there has been little research into branding in the business-to-business context. The fact that there is little academic research means that the research in B2B branding has dubious theoretical underpinnings. As a result companies will find it difficult to implement any information they do obtain on B2B branding (Ohnemus, 2009).

2) Perception of Branding by B2B Buyers - Branding in the B2B context is perceived as being gimmicky. B2C brands which have an emotional aspect are perceived as irrational in the context of rational decision making in a B2B context (Kapferer, 2008).

3) Impracticality of B2B Branding - It has been suggested that the practice of branding industrial products is impractical due to companies having thousands of products (Bendixen M., 2004)

In arguing about the relevance about branding of industrial products, (Kotler, 2007) claims that those factors that were main factors to leverage the importance of brands in B2C are also quite evident in B2B, which makes it even more puzzling that the importance of branding is still being neglected in B2B. Other factors as stated by Kotler as an impact on increasing the relevance of branding in the business to business are;

proliferation of products, globalization, increasing complexity, hyper competition, and price pressure are some of the reasons.

Even though some books and seminal works provide support for the importance of brand building in the area of business to business market, there was scanty research in this area. The first few studies were focusing on industrial branding such as in the contexts of electrical products as cited by Biedenbach (Gordon, Calantone and di Benedetto 1993), office electronics (Hutton 1997), manufacturing of industrial goods (Michell, King, and Reast 2001), electrical equipment (Bendixen, Bukasa, and Abratt 2004), and specialty chemicals (van Riel, de Mortanges, and Streukens 2005) the research on the applicability of the customer based brand equity model in the logistics sector especially in the freight forwarding area in the developing countries like Ethiopia, which is the biggest and complex sector was not discovered yet. Although prior studies were undertaken by (Davis, Golicic, and Marquardt 2008; Juntunen, 2011) show some discovery on brand equity of B2B branding in the area of logistics service providers. However, these studies have dealt only logistics service providers which are classified in the warehouse and transportation services, rather than the freight forwarding companies.

(Talu et al, 2012) has made an investigation on the applicability of Aaker's brand equity model. Accordingly, brand association and loyalty were found to exert significant influence on brand equity. Also they found that loyalty was mediating partially the relationship between brand association and brand equity. However, (Talu, etal, 2012) did not find support for relationships between perceived quality and brand awareness with brand equity.

On the other hand (Marquardt, 2009) has examined the applicability of existing measures of brand equity and its two formative dimensions, brand awareness, and brand image, in the context of logistics services. Their Findings indicate that the scales for brand awareness, brand image, and brand equity were valid and reliable for both service providers and customers in the context of logistics services. But they recommended testing an expanded model that more fully examine brand image by including functional, experiential, and attitudinal dimensions of brand image.

(Galina, 2012) tried to investigate the one-dimensionality and multidimensionality model of brand equity and their fit for estimating brand equity in the B2B context. In her study on customers acquiring auditing service in the B2B context showed that the conceptual framework initially developed in the B2C context is applicable for measuring the B2B brand equity and capturing the various dimensions of brand equity. As a result her study availed that the multidimensional model of brand equity was found to be performing better in comparison with the one-dimensional model. The significant hierarchical effects between the brand equity dimensions indicated the relevance of brand awareness, brand associations, perceived quality and brand loyalty for the development of a high and positive level of B2B brand equity. This fact consequently implies the relevance of the overall brand equity model and the relationships between its dimensions for B2B services and goods.

2.4 Conceptual Framework For Measuring Customer Based Brand Equity in the Business To Business Sector

According to (Keller, 1993) there are two basic approaches to measuring customer based brand equity. These approaches are the direct and the indirect one. The "indirect" approach attempts to assess potential sources of customer-based brand equity by measuring brand knowledge (i.e., brand awareness and brand image). The "direct" approach attempts to measure customer-based brand equity more directly by assessing the impact of brand knowledge on consumer response to different elements of the firm's marketing program. The indirect and direct approaches to measuring customer-based brand equity are complementary and should be used together. The indirect approach is useful in identifying what aspects of brand knowledge cause the differential response that creates customer-based brand equity; the direct approach is useful in determining the nature of the differential response.

Apparently (Aaker D. A., 1996) claims that there is a difficulty for many brands to develop credible and sensitive measures of brand strength that supplement financial measures with brand asset measures. When brand objectives and programs are guided by both types of measures, the incentive structure becomes more balanced, and it becomes

more feasible to justify and defend brand-building activities. General progress in the measurement of brand equity will help managers develop valid instruments for individual brands. As a result Aaker proposed the Brand Equity Ten to create a set of brand equity measures that could be applied across markets and products.

(Keller, 1993, 1998) has approached brand equity more from a consumer behavior perspective than the business to business perspective. On the other hand (Aaker D. A., 1996) has confirmed that his research can be applied in both business to business contexts as well as in the consumer perspective.

The manner by which brand equity is conceptualized has obvious implication for how it is measured. (Lehmann, 2001) provided a broad integrative perspective on measuring brand equity. They define the ‘Brand Value Chain’ in terms of a series of three steps in the creation of a value of a brand. According to this model, the first step in value creation is when an investment in marketing activity affects the consumer/customer mind set or brand knowledge (in terms of brand awareness, association, attitudes, attachment, and activity). The second step is when brand knowledge, in turn, affects market performance (in terms of price premium, and elasticity, cost saving, market share, profitability, and expansion success). The third step is when market performance affects shareholder value (in terms of stock price and market capitalization).

2.4.1 The Brand Equity Ten

Brand equity Ten has been structured in to the four dimensions of the brand equity measure:-Loyalty, Perceived Quality, Associations, and Awareness (Aaker D. A., 1996). This Brand Equity Ten was grouped in to five categories as follows:

S.No	Category	Items
1	Loyalty measures	Price Premium
		Satisfaction/loyalty
2	Perceived Quality/ Leadership Measures	Perceived Quality
		Leadership
		Perceived value

3	Association/Differentiation Measures	Brand personality
		Organizational association
4	Awareness Measures	Brand Awareness
5	Market Behavior Measures	Market Share
		Price and Distribution indices

Table 2.1, Brand Equity Ten. Source: Aaker, 1996

The first four categories represent customer perceptions of the brand along the four dimensions of brand equity—loyalty, perceived quality, associations, and awareness. The fifth includes two sets of market behavior measures that represent information obtained from market based information rather than directly from customers.

As a result, the researcher has identified customer based brand equity as a dependent variable and the four categories as an exogenous or independent variable.

2.4.1.1 Loyalty

Loyalty is a core dimension of brand equity. “You usually offend your core first because they are connected to the brand and they care (Aaker D. A., 1996)”. Therefore, brand equity blunders that go to the heart of the customer relationship should affect loyalty. A loyal customer base represents a barrier to entry, a basis for a price premium, time to respond to competitor innovations, and a bulwark against deleterious price competition. Loyalty is of sufficient importance that other measures, such as perceived quality and associations, can often be evaluated based on their ability to influence it.

Brand loyalty represents a favorable attitude toward a brand resulting in consistent purchase of the brand over time. It is the result of consumers’ learning that only the particular brand can satisfy their needs (Tuominen). Two approaches to the study of brand loyalty have dominated marketing literature. The first, a behavioral approach to brand loyalty, views consistent purchasing of one brand over time as an indication of brand loyalty. Behavioral measures have defined loyalty by the sequence of purchases and/or the proportion of purchases. Repeat purchasing behavior is assumed to reflect reinforcement and a strong stimulus-to-response link. But, such loyalty may lack commitment to the brand and reflect repeat buying based on inertia. The second, a cognitive approach to brand loyalty, underlines that behavior alone does not reflect brand

loyalty. Loyalty implies a commitment to a brand that may not be reflected by just measuring continuous behavior (Aaker D. , 1992). Brand loyalty – which can reflect a range from the habitual buyer to the satisfied buyer to those that like the brand to the truly committed – generates value mainly by reducing marketing costs: retaining existing customers is much less costly than attracting new ones. It is also difficult for competitors to communicate to satisfied brand users because they have little motivation to learn about alternatives. The burden on the competitor brand is substantial. A common mistake is to grow sales by enticing new customers to the brand while neglecting existing ones. Loyal customers, in some cases, can also entice others by using the product or advising others to use it. (Aaker 1992, 30)

2.4.1.2 Perceived Quality

Perceived quality is an association that is usually central to brand equity. Perceived quality is one of the key dimensions of brand equity—it is the core construct in the Total Research approach to measuring brand equity. Using the Total Research data base, perceived quality has been shown to be associated with price premiums, price elasticity, brand usage, and, remarkably, stock return. Further, it is highly associated with other key brand equity measures, including specific functional benefit variables. Thus, perceived quality provides a surrogate variable for other more specific elements of brand equity. Perceived quality also has the important attribute of being applicable across product classes. Perceived quality can be defined as the customer’s perception of the overall quality or superiority of a product or service relative to alternatives (Aaker D. A., 1996).

2.4.1.3 Brand awareness

Brand awareness is the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category. A link between product class and brand is involved. Brand awareness involves a continuum ranging from an uncertain feeling that the brand is recognized to a belief that it is the only one in the product category (Aaker D. A., 1996). Brand awareness consists of brand recognition and brand recalls (Keller K. L., 1993). Brand recognition relates to consumers’ ability to confirm prior exposure to

the brand when given the brand as a cue. In other words, brand recognition requires that consumers correctly discriminate the brand as having been seen or heard previously. Brand recognition is the minimal level of brand awareness. It is based upon an aided recall test. Brand recognition is particularly important when a buyer chooses a brand at the point of purchase.

The next level of brand awareness is brand recall. It relates to the consumers' ability to retrieve the brand when given the product category, the needs fulfilled by the category, or some other type of probe as a cue. In other words, brand recall requires that consumers can correctly generate the brand from memory. Brand recall is based on unaided recall, which is a substantially more difficult task than recognition. The first-named brand in an unaided recall task has achieved top-of-mind awareness. The relative importance of brand recognition and recall depends on the extent to which consumers make decisions in the store versus outside the store (Keller K. L., 1993).

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. Second, brand awareness can affect decisions about a brand in the consideration set. For example, some consumers have been shown to adopt a decision rule to buy only familiar, well-established brands. In low involvement decision settings, a minimum level of brand awareness may be sufficient for product choice, even in the absence of a well-formed attitude. Finally, brand awareness affects consumer decision making by influencing the formation and strength of brand associations in the brand image (Keller K. L., 1993).

2.4.1.4 Brand associations

A brand association is any mental linkage to the brand. Brand associations may include, e.g., product attributes, customer benefits, uses, life-styles, product classes, competitors and countries of origins. The association not only exists but also has a level of strength. The brand position is based upon associations and how they differ from the competition. An association can affect the processing and recall of information, provide a

point of differentiation, provide a reason to buy, create positive attitudes and feelings and serve as the basis of extensions. The associations that a well-established brand name provides can influence purchase behavior and affect user satisfaction. Even when the associations are not important to brand choices, they can reassure, reducing the incentive to try other brands (Aaker 1992).

Brand associations may take different forms. One way to distinguish among brand associations is the level of abstraction, that is, how much information is summarized or subsumed in the association. Within this dimension, the types of brand associations can be classified into three major types of increasing scope: 1) attributes, 2) benefits, and 3) attitudes. Several additional distinctions can be made within these types according to the qualitative nature of the association (Keller, 1993).

The first types of brand associations are brand attributes. Attributes are those descriptive features that characterize a product or service. Attributes can be distinguished according to how directly they relate to product or service performance. Along these lines, attributes can be classified into product-related and non-product-related attributes. (Keller, 1993) Product-related attributes are defined as the ingredients necessary for performing the primary product or service function sought by consumers. Hence, they relate to a product's physical composition or a service's requirements. Product-related attributes determine the nature and level of product performance (Keller K. , 2013). Non-product-related attributes are defined as external aspects of the product or service that relate to its purchase or consumption. Non-product-related attributes may affect the purchase or consumption processes but do not directly affect the product performance.

The second types of brand associations are brand benefits. Benefits are the personal value and meaning that consumers attach to the product or service. Benefits can be further distinguished into three categories according to the underlying motivations to which they relate: functional benefits, experiential benefits, and symbolic benefits. Functional benefits are the more intrinsic advantages of product or service consumption and usually correspond to the product-related attributes. These benefits often are linked to fairly basic motivations, such as physiological and safety needs, and may involve a desire for problem removal or avoidance. Experiential benefits relate to what is felt when the product or service is used and they usually also correspond to both product-related

attributes as well as non-product-related attributes such as usage imagery. These benefits satisfy experiential needs such as sensory pleasure, variety, and cognitive stimulation. Symbolic benefits are the more extrinsic advantages of product or service consumption. They usually correspond to non-product-related attributes and relate to underlying needs for social approval or personal expression. Symbolic benefits are especially relevant for socially visible products. Thus, consumers may value the prestige, exclusivity, or of a brand because of how it relates to their self-concepts. (Keller 1993,; Keller, 2013)

The third and most abstract types of brand associations are brand attitudes. Brand attitudes are defined in terms of consumers' overall evaluations of a brand. Brand attitudes are important because they often form the basis for actions and behavior that consumers take with the brand (e.g., brand choice) Consumers' brand attitudes generally depend on specific considerations concerning the attributes and benefits of the brand. *Please see section 2.7 for the how of the model development under structural equation modeling part.*

2.5 Freight forwarding at a glance

Taking the definition of forwarding from the regulation ratified by Ethiopian council of ministers; "Freight Forwarding means the representation of a consignor or consignee locally or internationally in fulfilling customs, port and other formalities for import and export cargo at port and includes the transportation and delivery of same". "Freight Forwarder means a person who is licensed under these Regulations to carry out freight forwarding" (ETHIOPIA, 1998).

According to Ethiopian freight forwarders association, there are more than 80 freight forwarding companies in Ethiopia currently. However, these freight forwarders are not fully operating due to inability to handle the full responsibility of freight forwarder in Ethiopia. This inability was explained by the Ethiopian shipping and logistics enterprise and the Ethiopian transport ministry as lack of professionalism and financial inability (Mahilet, 2015).

Recent globalization and the need for reduced delivery times and inventory levels have created a demand for more responsive logistics processes based on effective supply

chain alliances among companies. Traditional methods for developing logistics strategy and structuring the supply chain are no longer valid for ensuring the survival of organizations. Companies can either use the make option, which means that they invest in and build their own logistics organization, or they can use the buy option by contracting these functions out (Razzaque, 1998). In other words, companies may outsource logistics activities to achieve seamless supply chain operations.

Outsourcing can be seen as a strategy in which organizations employ the logistics services of external providers or as a process whereby activities traditionally carried out internally are contracted out to external providers. Important issues to consider are to evaluate benefits and risks, and consider which part of logistics will be outsourced and who will provide the service. The worldwide usage and importance of logistics outsourcing has grown dramatically over the last decades and outsourcing affects thousands of companies and employees every year (Logan, 2000). Up to 85 percent of all companies outsource at least one logistics function, transportation and warehousing being the most popular areas of outsourcing.

CHAPTER THREE

3 RESEARCH METHODOLOGY

In this chapter the researcher has tried to justify the basic research design and methodology that has been followed to undertake this study.

3.1 Research Approach and Methodology

Bhattacharjee explains that theories and observations are the two pillars of science, and scientific research also operates at two levels: theoretical level and empirical level (Bhattacharjee, 2012). The theoretical level is concerned with developing abstract concepts about a natural or social phenomenon and relationships between those concepts (i.e., build “theories”), while the empirical level is concerned with testing the theoretical concepts and relationships to see how well they match with our observations of reality, with the goal of ultimately building better theories.

According to (Bhattacharjee, 2012), the goal of deductive research is to test concepts and patterns known from theory using new empirical data. Hence deductive research is theory-testing research which is the objective of the research under consideration. The goal of theory-testing is not just to test a theory, but also to refine, improve, and possibly extend it (Bhattacharjee, 2012).

The customer based brand equity model has had a recent phenomenon in the marketing literature (Tilde Heding, 2009). From this, the most recent theories are that of the (Aaker, 1996) model and (Keller, 1993). This study tried to test the applicability of the customer based brand equity model of (Aaker, 1996) in the business to business context, especially in Ethiopia. Hence the study followed a deductive form of scientific research (Creswell, 1994) to test the applicability of the customer based brand equity model in the business to business context in Ethiopia.

Explanatory research seeks explanations of observed phenomena, problems, or behaviors (Kothari, 2004; Bhattacharjee, 2012; Creswell, 1994). While descriptive

research examines the what, where, and when of a phenomenon, explanatory research seeks answers to why and how types of questions. It attempts to “connect the dots” in research, by identifying causal factors and outcomes of the target phenomenon.

It has been tried to see whether the CBBE model can be applied in the business to business sector or not. Due this fact, the researcher applied an explanatory research.

3.2 Justification of the methodology

Structural equation modeling is a general term that has been used to describe a large number of statistical models used to evaluate the validity of substantive theories with empirical data. Statistically, it represents an extension of general linear modeling (GLM) procedures, such as the ANOVA and multiple regression analysis. One of the primary advantages of SEM (vs. other applications of GLM) is that it can be used to study the relationships among latent constructs that are indicated by multiple measures (Anderson *et a*, 1988). The confirmatory nature of the research questions and the hypotheses rose in this study, the use of latent constructs and the use of surveys as the data collection method has dictated the researcher to use the structural equation modeling in this study. SEM takes a confirmatory (hypothesis testing) approach to the multivariate analysis of a structural theory, one that stipulates causal relations among multiple variables. The causal pattern of inter variable relations within the theory is specified a priori. The goal is to determine whether a hypothesized theoretical model is consistent with the data collected to reflect this theory.

The study undertakes the unit of analysis of this study to be managers and owners of import and export companies, if available logistics department managers, who can pass decision in choosing freight forwarding company for their import and export business. In order to undertake a good representative sample of the total import and export companies, a systematic sampling method was chosen from the pool of companies who are involved in the import export business. In determining a sample size to undertake such studies, researchers face two aspects that affect sample size determination; the type of data analysis and sampling error (De Vaus, 2002). If we start from the impact of the data analysis method, in our case structural equation modeling, it has four factors that

impact on sample size; model misspecification, model size, departures from normality and estimation procedures (Anderson and Gerbinger, 1988). Each of these factors impact the sample size required. The sample size that satisfies all four criteria and agrees with the general consensus amongst SEM researchers for minimum sample size is 200 responses. On the other hand, (Wu and Lei, 2007), forwarded a general rule of thumb that is the minimum sample size should be no less than 200 (preferably no less than 400 especially when observed variables are not multivariate normally distributed) or 5–20 times the number of parameters to be estimated.

The second issue that impacts on sample size is the sampling error (De Vaus, 2002). Sampling error depends on the degree of accuracy and the variation in the population. A sample of 600 generates a potential sampling error of between 3.5% and 4.0% at 95% confidence level (De Vaus, 2002). This is an acceptable sampling error for homogenous sample groups of 225 respondents where either 10% or 90% of respondents are expected to give the same answer.

Using statistical package software for social science (SPSS) and AMOS, the researcher will apply the following measures of tests and validity criteria, in order to come to a valid conclusion about the research process.

3.3 Structural Equation Modeling

Structural Equation Modeling (SEM) was used as the most appropriate method for confirmatory research questions in a quantitative approach. In particular, SEM is appropriate for measuring latent constructs that is constructs that cannot be directly measured (Kline, 2011 and Hair, 1998). In order to measure brand equity it demands to measure its latent variable first to reach the final outcome (Keller K. L., 1993, Aaker D. A., 1996). Due to this fact, the researcher applied structural equation modeling in order to achieve its objective.

There are two kinds of structural models. The first one is Recursive model. Recursive models are the most straightforward and have two basic features: their disturbances are uncorrelated, and all causal effects are unidirectional or no observed variables will be set as both cause and effect. Non recursive models have feedback loops

or may have correlated disturbances. As a result, in this study, the researcher's model is a recursive one.

According to (Kline, 2011 and Hair, 1998) there are seven stages in structural equation modeling.

Stage 1: Developing a theoretical model

Structural equation modeling is a technique for measuring associations between variables that explain changes or variations in other variables. A single variable can both effect and be affected by other variables simultaneously. These relationships are derived from existing theory and prior research. Thus, before a model can be measured it must first be specified as a theoretical model. Therefore, misspecification of a model is a serious error and emphasizes the need for a sound theoretical base for an effective model. It is for this reason that the key variables should be searched out through the literature to minimize the risk of this error occurring. However, while there is no limit to the number of variables included in a model, there are practical reasons for not including a high number. First, it may not be practical to collect data on a high number of variables; second the larger the number of variables, the larger the samples size that is required. Large sample sizes increase the likelihood of significance of the parameters, so that in a very large sample all parameters can be significant (Kline, 2011, Hair, 1998). Finally models with more than 20 concepts become difficult to interpret.

As a result, as it is already stated in chapter two, the researcher has applied the model already applied by (Biedenbach G. , 2012) with some modification based on the (Aaker D. A., 1996) research output.

Hence, overall brand equity is stated as a dependent variable. Brand association, brand awareness, perceived quality of the brand and brand loyalty are taken as a predictor variables or independent variables.

Stage 2: Constructing a path diagram

A path diagram is a method of graphically illustrating the relationships between the variables in the theoretical model. It is similar to SEM in that it presents graphically the relationship between variables but is not a method for discovering causes. Path analysis permits direct and indirect relationships between variables to be calculated and allows for correlation between the independent and dependent variables (Kline, 2011). This is an improvement on multiple regressions which uses additive equations, that is it adds the effect of the independent variables on a single dependent variable. If there are any relationships between the independent variables, multiple regressions do not recognize these (Kline, 2011). Additionally, multiple regressions does not allow for variables being both dependent and independent at the same time. For this reason, multiple regressions are not an appropriate technique to analyze the data in this research. Structural equation modeling uses path diagrams as a method of depicting the relationships in the theoretical model. They are also used to represent a correlated path, a direct path or an indirect effect. The symbols to illustrate these are a curved arrow for a correlated path, straight arrow for a direct effect, a mediated path or an indirect effect using straight arrows from one construct to a second and finally from the second to the third (Hair, 1998). These paths are derived from a theoretical base and an assumption of the model is that all theoretical paths are specified. In the model for this research, four paths were identified from theory as discussed in chapter two under subchapter 2.4

Due to this fact and based on the works of (Aaker D. A., 1996) on brand equity, measurement model or the path model has been forwarder as bellow.

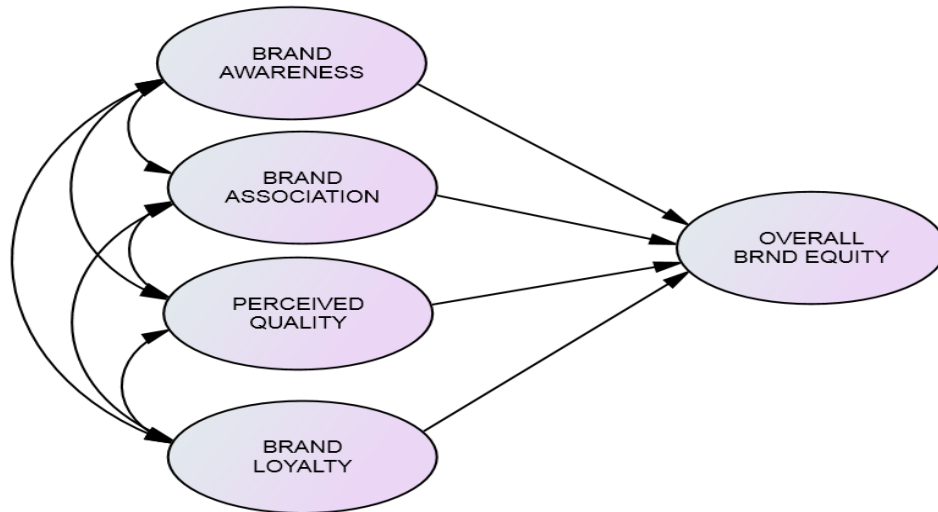


Figure 3.1 Proposed model

Source: Adopted from (Aaker, 1996) with synthesis to the study

Stage 3: Converting the path diagram to a set of structural equations

The next step after drawing the path diagram is to convert it into a set of structural models and a measurement model (Hair, 1998). The structural model shows each endogenous construct as the dependent variable in a separate equation predicted by other endogenous or exogenous variables in the model. Each equation has a structural coefficient and an error term estimated. In specifying the measurement model, the construct is defined by indicators derived from theory. Each of the constructs; brand

awareness, brand association, perceived quality and brand loyalty are measured by multiple indicators. It is recommended that at least three indicators are necessary for each construct to prevent under-specification of the model (Hair, 1998). As a result, brand awareness and brand loyalty are measured by three indicators and brand association and perceived quality are measured by four indicators. As recommended by (Anderson and Gerbing, 1988), items that had residuals higher than 2.54 were eliminated and the composite reliability and variance extracted for each model calculated. Reliability scores greater than 0.70 with a variance extracted greater than 0.50 indicate acceptable levels of reliability (Anderson and Gerbing 1988).

Stage 4: Choosing the input matrix

This stage involves the issues of inputting the data in the appropriate form and choosing an estimation procedure. There are two options for the format of the input data; correlation and covariance matrix. Structural equation modeling does not require raw data to perform the analysis; if a correlation or covariance matrix is available then this can be input directly into structural equation modeling software as the analysis is not concerned with individual observations. Rather it is concerned with the patterns or relationships between constructs across all respondents (Hair, 1998). Due to this fact, the researcher has applied SPSS version 21 and AMOS version 20 software packages to analyze the data collected.

The data must be analyzed and evaluated prior to being put into the SEM software as outliers, non-normal data and missing data can severely distort the results. Non normal data increases the chi-square statistic and a parameter may be reported as non-significant (a type II error). Small sample sizes are more likely to be non-normal thus increasing the risk of a type II error (Kline, 2011).

It is recommended that a covariance matrix other than a correlation matrix be used for analysis of data in SEM as the use of correlation matrices may lead to incorrect estimations of the standard errors (Kline, 2011). When selecting how the proposed model will be estimated the options for estimation techniques and the computer program need to be considered.

There are four estimation processes that can be selected; direct estimation, bootstrapping, simulation and jack-knifing (Hair, 1998). This research used direct

estimation, where the parameter estimate and the standard error are estimated from a single data source. The options of bootstrapping, simulation and jack-knifing, were inappropriate given the purpose of this study were not found to be appropriate (Kline, 2011).

Stage 5: Assessing the identification of the structural model

A common problem with SEM is the lack of identification of the structural model. If this occurs, the analysis cannot be performed (Kline, 2011). An under-identified model is one where there is too much unknown information for the equations to be solved. One of the reasons for this occurring is that there are too many parameters to be estimated without sufficient input data about the variables in the model. The t-rule is a method of diagnosing the number of excess parameters to be estimated (Kelloway, 1995).

The t-rule states that t (t = number of parameters to be estimated) should be less than or equal to (1/2 number of observed variables) x (number of observed variables + 1) (Holmes-Smith, 2000). If t is greater than the number of observed variables + 1, then the model is considered to be under-identified. To correct the problem, the number of estimated parameters needs to be reduced through deleting paths from the path until the problem is fixed. This error was not present in the analysis of this data and thus did not require correction.

As a result in this study the researcher tried to observe the model identification as per the above formula. In this study, the study has three observed variables and four parameters to fit the structural equation under study.

$$4 \leq (0.5 \times 3) \times (3 + 1) \dots\dots\dots 1$$

$$4 \leq 6$$

Another aspect of simple identification method is to see the AMOS model fit. The result in the AMOS will justify whether the model identified or not. The model fit in this study justifies that the model is identified (Holmes-Smith, 2000 and Ho, 2006).

Stage 6: Evaluating the goodness-of-fit

Assessing goodness-of-fit is a major part of the analysis in SEM; that is, assessing the fit between the estimated model and the data. A necessary precaution is to not over-fit the model at the expense of theory. A path that, if freed, may increase the GFI of the

model may have no theoretical or logical basis. It is important to achieve .the number of estimated coefficients required to achieve a specific level of fit (Kline, 2011).

Stage 7: Interpreting and modifying the model

After the modifications have been made and a parsimonious and well-fitting model has been identified, the researcher needs to interpret the findings in light of theory. At this stage the researcher needs to make interpretation as well as model re-specification. Removing or adding parameters is a method of increasing model fit; these modifications are classified as theoretically and empirically based (Hair, Anderson, Tatham and Black 1998). Theoretical relationships that represent the underlying theory should not be modified however empirical relationships can be.

Internal validity, also called causality, examines whether the observed change in a dependent variable is indeed caused by a corresponding change in hypothesized independent variable, and not by variables extraneous to the research context. Causality requires three conditions: (1) covariation of cause and effect (i.e., if cause happens, then effect also happens; and if cause does not happen, effect does not happen), (2) temporal precedence: cause must precede effect in time, (3) no plausible alternative explanation (or spurious correlation) (Bhattacharjee, 2012). Based on this theoretical ground the research under consideration will be tested for its internal validity. Can the customer based brand equity be fully explained by brand awareness, brand association, perceived quality and brand loyalty will be tested.

External validity or generalizability refers to whether the observed associations can be generalized from the sample to the population (population validity), or to other people, organizations, contexts, or time (ecological validity). Survey research, where data is sourced from a wide variety of individuals, firms, or other units of analysis, tends to have broader generalizability than laboratory experiments. Can the result of this study be generalizable to other fields of business sectors?

Construct validity examines how well a given measurement scale is measuring the theoretical construct that it is expected to measure. Construct validity is assessed in quantitative research based on correlational or factor analysis of pilot test data (Bhattacharjee, 2012). Hence the researcher will make sure that the constructs under

study- brand awareness, brand association, perceived quality and brand loyalty and the endogenous variable do really measure their respective constructs, not other.

On the part of data gathering process, the researcher will use structured or self-administered questionnaire to collect data mainly. On the other hand secondary data sources like printed reports, magazines, publication related the freight forwarding sector from the chamber of commerce and the association will be applied.

3.4 Sources of data and Population

The research studies in behavioural science are mainly concerned with the characteristics or traits (Singh, 2006). In analyzing a trait or psychometric data, primary data is the chosen one (Singh, 2006; Bhattacharjee, 2012). Primary data can be collected either through experiment or through survey. If the researcher conducts an experiment, he observes some quantitative measurements, or the data, with the help of which he examines the truth contained in his hypothesis. But in the case of a survey, data can be collected by; observation, personal interview, telephone interviews, mailing of questionnaires, or through schedules (Walliman, 2011).

In this study, researcher analyzes the trait of the customers, their perception about the service quality, their awareness or attitude about the brands since they are in continuous interaction with their forwarding agents. Due to this fact the researcher applied a primary data source to better understand and get firsthand information about these traits scientifically.

In framing the total population for this study, this study focused on the Ethiopian import and export companies. From this the CEO of these companies and logistics department managers who were the decision making authorities in choosing freight forwarding companies to handle their business were chosen as a unit of analysis. The total population was administrated using the Ethiopian revenue and customs authority importers and exporters' database called ASYCUDA (automated system for customs data). During the time of this study there were 12,891 actively participating importing and exporting companies.

3.5 Sample Design

Sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. As a priori the researcher must decide the number of sample or sample size that she or he is going to use for the study. Sampling design is of two types i.e. probability sampling and non-probability sampling. Probability sampling is based on the concept of random selection, whereas non-probability sampling is ‘non-random’ sampling (Kothari, 2004).

Probability sampling design was applied due to the following reasons. Since the population is a defined and known population it would make it reasonable to go for a probability sample design implementation.

3.5.1 Sample size and sampling technique in structural equation modeling

Once probability sampling is chosen in the sampling design stage, simple random sampling took the advantage for this study over the other techniques. In this technique, all possible subsets of a population (more accurately, of a sampling frame) are given an equal probability of being selected. Hence, sample statistics are unbiased estimates of population parameters, without any weighting (Kothari, 2004).

As a result the researcher applied the random figure generator of the Microsoft excel to take out subjects from the list of the database. Once these companies are known, the researcher notified them about the research objective through email and phone call. After getting the confirmation from the companies, the researcher proceeded on his investigation.

According to (Kline, 2011) structural equation modeling is a large sample technique. However, when we say large sample, how large is a sample large enough? Kline explains that, the determination a sample is based on the type of the model under investigation. Those models with fewer parameters require smaller samples. However, when the sample is growing higher, it requires a higher number sample. Due to this fact

Kline has proposed the following rule of thumb as a sample size for structural equation models.

Since a sample size which is greater than or equal to 30 subjects assumed to follow a normal distribution, taking a 30 subject sample size is considered as a representative of the population under investigation (Gujarati, 2004; Singh, 2006).

On the other hand, by citing Jackson (2003), (Kline, 2011) argues that a useful rule of thumb concerning the relation between sample size and model complexity that also has some empirical support was referred to by as the $N: q$ rule, where:

N is sample size and q is parameter in the model

This rule is applicable when the estimation method used is maximum likelihood (ML), which is by far the method used most often in SEM. Indeed, ML is the default method in most SEM computer tools. An ideal sample size-to-parameters ratio would be 20:1. However, this rule of thumb has an adverse effect when the model has fewer parameters such as less than eight parameters. On the other hand (Anderson & Gerbing, 1988) by citing the works of Tanaka (1984) and Harlow (1985), argue that sampling in structural equation modeling must be at least 400 or 500 sample size.

If we take statistically on the other hand, using the formula suggested by (Kothari, 2004) we will get a sample size of 400.

$$n = Z^2 p \cdot q \cdot N / (e^2 (N - 1) + Z^2 \cdot p \cdot q)$$

Where, p =sample proportion, $q=1-p$ e = acceptable sample error.

Z =the value of standard deviation at a given confidence level and to be worked out from the z table which shows area under the normal curve;

N =total population therefore we will have a sample size of 400 as follows.

$$n = 1.96^2 (0.5^2) 12891 / (0.05^2 (2891 - 1) + 1.96^2 0.5^2) = 400.031 \approx 401$$

However, based on the above arguments and taking in to consideration the large sample size technique nature of SEM, the researcher decided to take 500 sample sizes in this study which is more than the amount specified by the formula.

3.5.2 Data type and collection instrument

The secondary data sources were used only for literature purpose. For data analysis, in this study, primary data generated and presented through a structured questionnaire were fully applied. Data was collected via an E-mail and personally by the researcher. A structured questionnaire was prepared based on the works of and scales developed and accustomed to the business to business sector. These measurement and or questionnaire were primarily adopted from (Biedenbach G. , 2012 and Allard C.R. van Riela, 2005). Then Biedenbch.G has adopted the work of the Riela to measure the business to business sector applicability of customer based brand equity since the (Riela, 2005) developed measurements for the business to consumer sector. And the researcher in this study tried to accustom the questionnaire adjusted by (Biedenbach.G, 2012).

This adapted questionnaire then arranged in to a five point Likert scale anchored with strongly disagree and strongly agree on the scale. The first part of the questionnaire was prepared based on (De Vaus, 2002) recommendation for preparing a questionnaire. The second part is prepared as the basic research question and it was having 17 indicator questions headed by five constructs. Brand awareness, Brand association, Brand Loyalty and Perceived quality as an independent variables and overall brand equity as the dependent variable.

3.6 Method of data analysis

Simple mean and tabulation were applied to get clear picture about the demography of the respondents. Then after, in order to get inference about the model and its applicability, a structural equation modeling was conducted as a general model. This was expected to give us the correlation and covariance of the independent variables as well as the dependent variable.

By applying a multivariate analysis, the researcher tried to see the influence of brand awareness, brand association, perceived quality, and finally brand loyalty on the overall brand equity. This was accomplished in order to pinpoint the causal relationship of the independent variables in relation to the dependent variable. To the impact of the independent variables on the dependent variable, a covariance analysis was also implemented.

In order to accomplish all the above requirements, the researcher must have used software to analyze the data. As a result, SPSS, AMOS, and Microsoft Excel were applied to analyze the collected pile of data.

3.7 Ethical consideration

Even if a researcher is not using human participants in his research, there is still the question of honesty in the collection, analysis and interpretation of the data (Walliman, 2011). The collection of data from human subjects raises important ethical considerations. These range from legitimacy to moral issues and usually involves trade-offs between competing pressures in a given situation. A researcher needs to be mindful of the damage that can occur to themselves, the academic community and to the respondents when undertaking research. The key issues of concern are; physical or legal harm, deception, informed consent and privacy.

In this study, the research also followed all the ethical procedures as a researcher and prior consents were made with subjects before dropping questionnaire in to their inbox and offices. As a result subjects confirmed their willing ness to participate in the subject matter.

Chapter Four

4 Results and discussions

4.1 Introduction

This chapter has demonstrated the research in the area of business to business sector taking the applicability of customer based brand equity model as the gist of the research. As a result companies were selected from the Ethiopian revenue and customs authority importers and exporters database. As we have seen in chapter three, the researcher took 500 sample sizes from the pool of the importing and exporting companies list. And hence 500 structured questionnaires were distributed. In the following sections, both descriptive and inferential statistics are dealt well.

This study was also conducted in to two stages. The first stage was conducted to attain information about the compatibility of the questionnaire in the context of the Ethiopian import and export business sector especially in the freight forwarding sector. Based on the first pilot study the questionnaire was required to make some elaboration on the terminologies used in the questionnaire. Since the questionnaire was prepared by Amharic language for local or Ethiopian nationalities, the literal translation was not easily understandable. As a result those constructs which were not easily comprehensible were aligned together with their English terminology respective (Pennink, 2010).

The second objective of the pilot test was to see which department the decision is making unit for choosing freight forwarding company to the company. From the pilot study it was found that, companies having a well-organized structure of management they were found to have their logistics department which over sees the logistics issues. In this department, the line manager or the general manager is the decision making units. In less organized companies, logistics officers personally or jointly with owner managers make decision. However those companies with owner manager who are sole businesses, were the decision making unit. Based on this pilot test the researcher distributed his questionnaire to the decision making units.

4.2 General information about respondents

Quantitative research is initialized by means of a closed question that results in a problem definition appearing at the start of the research. The elaboration of the question is based on – a relevant amalgam of – existing theories. After this elaboration the problem is more or less definite and most of the time elaborated in a conceptual model. The researcher carefully focuses on the methodological and technical ‘translation’ of the problem into research instruments (techniques) of which the most well-known is the questionnaire (Pennink, 2010).

Table 4.1 Frequency statistics

Statistics								
		ID	POSTN	AGE	MNI	EDU	FWC	IMF
N	Valid	458	458	458	458	458	458	458
	Missing	0	0	0	0	0	0	0
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		225.00	4.00	6.00	5.00	4.00	7.00	4.00

Source: Survey result, SPSS (2015)

Using Microsoft Excel, the researcher tried to check abnormal variance within indicators. Fortunately there were no invariability issues within the indicators. The next move was to check for missing responses from the responded papers. As a result 28 questionnaires were not replied and 14 responses were having significant missing value which the researcher believed it might have effect on the final output of the study and hence removed from further investigation. Based on this fact the remaining 458 valid responses were fed to the SPSS to continue the analysis process. Hence the result is availed in Table1 above.

Table 4.2 Job Position of respondents

JOBPOSTN					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OFFICER	168	36.7	36.7	36.7
	LINE MANAGER	201	43.9	43.9	80.6
	MANAGER	67	14.6	14.6	95.2
	OWNER MANAGER	22	4.8	4.8	100.0
	Total	458	100.0	100.0	

Source: Survey result, SPSS (2015)

Officers and line managers accounted 80.6% of the respondents in this study which accounts the highest number. On the other hand, CEO or general managers in the logistics department of the companies were found to be 14.6%. Owner managers who participated in this study account about 4.8%.

Table 4 below shows the age structure of the respondents. As we can see it in the table more than 50%, which is significant amount, is accounted by workers in the age group of 21 up to 40 years. The rest accounted for 36.2%.

Table 4.3 Age structure of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<21	38	8.3	8.3	8.3
	21-30	114	24.9	24.9	33.2
	31-40	140	30.6	30.6	63.8
	41-50	120	26.2	26.2	90.0
	51-60	34	7.4	7.4	97.4
	>60	12	2.6	2.6	100.0
	Total	458	100.0	100.0	

Source: Survey result extracted from SPSS (2015)

Table 5 describes the monthly income of the respondents. Workers engaged in this area from the sample survey undertaken in this study, only 12.7% are earning less than 2500 birr per month. The highest income group is in the bracket of 2500 up to 7000 birr per month which accounts 58.3% of the participants. Fewer sample fall in the range of the income group above 10,000 per month. This income group accounted for 12.2% from the total respondents.

Table 4.4, Monthly income of Respondents

MNI					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<2500	58	12.7	12.7	12.7
	2501-5000	137	29.9	29.9	42.6
	5001-7500	130	28.4	28.4	71.0
	7501-10000	77	16.8	16.8	87.8
	>10000	56	12.2	12.2	100.0
	Total	458	100.0	100.0	

Source: Survey result, SPSS (2015)

Below table shows share of forwarding companies with respect to their share of import export companies as their customer. As it can be read from the table, the 25.8% respondents were sharing a same forwarding company which is pave logistics and trading company. This figure was followed by Pan Afric Global Logistics Company which accounted for 19.9% of the participants in this study. 17% participants were the customers of MACCFA followed by Horn of Africa Logistic Company. 16.2%

Table 4.5, Forwarding companies used by Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MACCFA	78	17.0	17.0	17.0
	PACKTRA	30	6.6	6.6	23.6
	PANAFRIC GLOBAL	91	19.9	19.9	43.4
	GREEN INTERNATIONAL	37	8.1	8.1	51.5
	FOUR EXP	30	6.6	6.6	58.1
	HORN OF AFRICA	74	16.2	16.2	74.2
	PAVE LOGISTICS	118	25.8	25.8	100.0
	Total	458	100.0	100.0	

Source: Survey result, SPSS (2015)

4.3 Assessing the measurement model validity (stage 6 of SEM)

4.3.1 Normality test

According to (Yi, 1988) one of the first thing that should be taken care of before delving in to the main part of the analysis is to check whether the data are normally distributed or not. For this checking, (Yi, 1988) suggests that, the standardized skewness distribution result and a Kurtosis result must be between the ranges of ± 2 . As we can see it in the table mentioned in

appendix A, both the standardized skewness and the kurtosis results fall in the prescribed range. So this was a good signal to start with the subsequent analyses.

4.3.2 Score Reliability (Test)

Score reliability on the other hand is, the degree to which scores in a particular sample are free from random measurement error, is estimated as one minus the proportion of total observed variance due to random error. These estimates are reliability coefficients, and reliability for the scores of variable X is often designated with the symbol r_{xy} . Because r_{xy} is a proportion of variance, its theoretical range is 0–1.00. As r_{xy} approaches zero, the scores are more and more likely random numbers and random numbers measure nothing (Kline, 2011).

The type of reliability coefficient reported most often in the literature is coefficient alpha also called Cronbach's alpha. This statistic measures internal consistency reliability, the degree to which responses are consistent across the items within a measure. If internal consistency is low, then the content of the items may be so heterogeneous that the total score is not the best possible unit of analysis for the measure (Kline, 2011). See in the appendix A.

Initially the researcher approached this study with 17 indicators to measure each latent construct. After running the CFA the above 13 indicators found to be internally consistent. As we can see in the appendix, Scale Variance if Item Deleted falls between 0.33 and 0.75 which is an acceptable range (Ho, 2006).

The overall measure report of the confirmatory factor analysis needs to be at least 0.7 or above that figure. As we can see it in table 4.6 on the next page, overall consistency result shows a score of 0.787 which is far high from the threshold which shows that the model is internally consistent.

The other test is the item split-half test shows 0.891(see on appendix) Correlation between variables, which still confirms that the variables are internally consistent. However, we are not yet done that this test is the end. In the next section we will see the convergent and discriminant validity issues in detail.

Table 4.6, Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.787	13

Source: Survey result, SPSS (2015)

Multi-collinearity

Before we delve in to the validity issues in the subsequent subsection let us see one last test which is normality measure. According to (Kline, 2011) variance inflation factor (VIF) tests whether the model in question has a multicollinearity issue or not.

$$VIF = \left(\frac{1}{1 - R^2_{smc}} \right)$$

It is the ratio of the total standardized variance over unique variance (tolerance). If the first is more than 10 times greater than the second or $VIF > 10.0$, the variable in question may be redundant and is subject to high multicollinearity which demands the researcher to revise the model at stake. As we can see on below table, the VIF all by far less than 10 which avoids the multicollinearity issue in this study (Ho, 2006).

Table 4.7, Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
BRAND ASSOCIATION	.213	4.689
BRAND AWARENESS	.447	2.235
PERCEIVED QUALITY	.281	3.561
1 BRAND LOYALTY	.235	4.260

Source: Survey result, SPSS (2015)

4.3.3 Score validity (Test)

Score validity concerns the soundness of the inferences based on the scores, and information about score validity conveys to the researcher whether applying a test is capable of achieving certain aims. All forms of score validity are subsumed under the broader concept of construct validity, which concerns whether scores measure the hypothetical construct the researcher believes they do (Kline, 2011). Those items which passed the reliability test were applied to test their factor loading and their Eigen value so that the researcher has confirmed that the chosen variables loaded on the five

components as follows. BAW1, BAW2, BAW3 loaded in component one by a variance amount of 0.643, 0.721 and 0.621 respectively. PQ1, PQ2, PQ3 were also loaded in component two as 0.618, 0.343 and 0.845 respectively. BL1, BL2, BL3 loaded in component three like 0.679, 0.469 and 0.701 respectively. Brand association loaded only by one indicator and the load was 1.003. Finally overall brand equity loaded as OBE1, OBE2 OBE 0.721, 0.519, and 0.652. Please see appendix A for the factor loading table result.

Next to the convergent validity test, the researcher tried to see, the discriminant validity issue in relation to this study.

Discriminant validity refers to the principle that the indicators for different constructs should not be so highly correlated as to lead one to conclude that they measure the same thing. It is measured by examining the correlation between the measures of potentially overlapping construct (Ho, 2006). As we can see it in the table below, those threshold stated by (Hair, 1998) are meet in this study except the C.R of BAW which is 0.699. This result can be also accepted for two reasons. The first thing is due to mathematical approximation. Since the third digit is greater than 5, rounding off to the next digit will result the threshold amount which is 0.7. the second justification as stated by (Ho, 2006), due to the sample size or due to some other model fitting in accuracies figures such as the above could be accepted based on reasonable justification (Kline, 2011). The threshold stated by (Hair, 1998) shows that, for a composite reliability $CR > 0.7$, for convergent validity, $CR > AVE$ and $AVE > 0.5$, for discriminant validity, $MSV < AVE$, $ASV < AVE$.

Table 4.8, Discriminant Validity result

	CR	AVE	MSV	ASV
BAS	0.711	0.594	0.523	0.589
BAW	0.699	0.504	0.424	0.237
BL	0.738	0.564	0.511	0.44
PQ	0.712	0.545	0.543	0.375
OBE	0.709	0.589	0.424	0.223

Source: Survey result extracted from SPSS and IBM Excel programing package (2015)

Convergent validity and discriminant validity involve the evaluation of measures against each other instead of against an external standard. A set of variables presumed to measure the same construct shows convergent validity if their inter correlations are at least moderate in magnitude. In contrast, a set of variables presumed to measure different constructs shows discriminant validity if their inter correlations are not too high.

The SEM technique of confirmatory factor analysis (CFA) is one statistical tool (among others) for testing hypotheses about convergent and discriminant validity. In order to see the applicability of the confirmatory factor analysis in this model the researcher run the KMO Barlett’s Test of Sphericity. As we can see from table9 the KMO result is 0.806 which is significantly higher than the threshold amount required which is 0.6 (PALLANT, 2005). On the other hand, the Barlett’s Test of Sphericity *p* value must be less or equal to 0.05($P \leq 0.05$). please see also the Eigen Value load in the appendix that, all the five components are loaded above 1 which shows that CFA is accomplished effectively in this model (PALLANT, 2005) and see also (Ho, 2006).

Table 4.9, KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	1378.773
	df	78
	Sig.	.000

Source: Survey result, SPSS (2015)

4.3.4 Goodness of Fit Measure (Approximate Fit Indexes)

Goodness of fit measures the extent to which the actual or observed covariance input matrix corresponds with or departs from the predicted model. This measurement is of three kinds.

4.3.4.1 Absolute fit measure

In order to test the absolute fit measure, the chi-square measurement is the most preferred one. The normed chi-square is obtained by dividing the minimum value discrepancy (CMIN) by the degrees of freedom (DF). If the chi-square result falls between zero and 2, in that case, the model will be claimed to be a perfect fit model. However, if the results fall between 2 and 5, then it will fall in the moderately acceptable

range. In this study the chi-square result, 2.561, shows a moderately acceptable result (Ho, 2006; Kline, 2011). On the other hand (Kline, 2011) argues that, due to the computer application used to make analysis, sample sizes are assumed to have a normal distribution. He claims that, however, α is not golden rule. This kind of result could be acceptable since its deviation is not that significantly higher than the rule of thumb already specified.

Table 4.10, Chi-square Result

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	55	204.897	80	.000	2.561
Saturated model	135	.000	0		
Independence model	15	1459.589	120	.000	12.163

Source: Survey result SPSS and AMOS (2015)

Goodness of fit-index (GFI)

These measures determine the degree to which the proposed model fits the observed covariance matrix. (Kline, 2011) claims that the RMSE measure is highly susceptible to model size than sample size. In contrast, GFI is only sensitive to sample size than model size. As a result the test for the GFI is presented below.

$$(GFI = 1 - \frac{C_{res}}{C_{tot}}),$$

where C_{res} and C_{tot} estimate, respectively, the residual and total variability in the sample covariance matrix.

The GFI measures how much better the model fits compared with no model at all (Jöreskog & Sörbom, 1989). It is a no statistical measure ranging from 0 (poor fit) to 1 (perfect fit). Although higher values indicate a better fit, no threshold levels for acceptability have been established (Ho, 2006).

The GFI measure reflects the level of variance between the sample covariance matrix and the specified covariance matrix (Ho, 2006) and is also a common measure reported. A limitation of this measure, similar to chi-square is that it can be influenced by

large sample sizes and can be inflated simply by specifying more parameters (Holmes-Smith, 2000).

Table 4.11, Goodness of Fit

Model	RMR	GFI	AGFI	PGFI
Default model	0.145	0.893	0.848	0.63
Saturated model	0	1		
Independence model	2.986	0.122	0.005	0.108

Source: Survey result SPSS and AMOS (2015)

Root mean square error of approximation (RMSEA)

The Root Mean Square Error of Approximation (RMSEA) is scaled as a badness-of-fit index where a value of zero indicates the best fit. It is also a parsimony-adjusted index that does not approximate a central chi-square distribution (Kline, 2011). RMSEA takes into account the error of approximation in the population. It is a measure of discrepancy per degree of freedom and is representative of the goodness-of-fit when the proposed model is estimated in the population (Ho, 2006). Tracing the works of (Browne & Cudeck, 1993; MacCallum, Browne, & Sugawara, 1996) (Kline, 2011) argues that values ranging from 0.05 to 0.08 are deemed to be acceptable. Otherwise, the acceptable range of RMSEA is between 0 up to 0.05. Due to this fact the researcher has accepted the RSMEA result of 0.058 as a moderately fit result of the model due to the above arguments forwarded by (Kline, 2011).

Table 4.12, Root mean square error of approximation

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.058	.049	.068	.079
Independence model	.156	.149	.163	.000

Source: Survey result SPSS and AMOS (2015)

4.3.4.2 Incremental Fit Measure

The Bentler Comparative Fit Index (CFI) is an incremental fit index that measures the relative improvement in the fit of the researcher’s model over that of a baseline model, typically the independence model. Table 13 below confirms that CFI=0.907 which is in the acceptable range of 0-1 to mean that the model is fit well.

Table 4.13, Baseline Comparisons (incremental Fit measure)

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.910	.902	.909	.905	.907
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Source: Survey result SPSS and AMOS (2015)

4.4 Assessing the Structural Model Fit (stage 6 of SEM)

4.4.1 Regression weights

Regression weights are the unstandardized coefficient estimates generated from maximum likelihood procedure (Ho, 2006). However, due to its insufficient information that the unstandardized regression weight conveys, the researcher will deal only with the standardized regression weight.

Table 4.14, Regression Weights

Regression Weights: (Group number 1 - Default model A)			Estimate	S.E.	C.R.	P	Label
OBE	<---	PERCEIVED QUALITY	0.108	0.048	2.265	0.024	par_1
OBE	<---	BRAND AWARENESS	0.094	0.026	3.615	0.048	par_2
OBE	<---	BRAND ASSOCIATION	0.207	0.068	3.044	0.06	par_3
OBE	<---	BRAND LOYALTY	0.184	0.05	3.648	***	par_4

Source: Survey result SPSS and AMOS (2015)

The standard error of the coefficients represents the expected variation of the estimated coefficients, and is an index of the “efficiency” of the predictor variables in predicting the endogenous variable; the smaller the S.E. the more efficient the predictor variable is (Ho, 2006; Kline, 2011). The critical ratio is a test of the significance of the path coefficients. Each C.R. value is obtained by dividing the respective parameter estimate by its respective standard error, and it is distributed approximately as z value (Ho, 2006). As such, a critical ratio that is more extreme than ± 1.96 indicates a significant path ($p < .05$). Based on this criterion, it can be seen that perceived quality in the logistics sector shows a weaker prediction power than the rest of the predictors. Brand awareness, brand association and brand loyalty are contributing significantly to the overall brand equity in the logistics market in Ethiopia. BAS (CR=3.044, $P=0.024$ @ $P>0.1$ which shows a weaker prediction power). BAW (C.R. = 3.615, $P<0.05$ 0.048) PQ (C.R. = 2.265, $p < 0.1$ here also we see that perceived quality has a good distribution with an acceptable prediction power). Last one is brand loyalty (C.R. = 3.648, $p < .01$ which shows a strong prediction power at p value less than 1%. This testifies that brand loyalty is a significant predictor in the business to business transaction especially in the logistics sector. This idea is also well substantiated in the books of (Keller K. , 2013; Pfoertsch, 2007).

4.4.2 Standardized regression weights (β)

Standardized regression coefficients are also called beta weights because each standardized coefficient estimates a population parameter designated by the symbol (β) (Ho, 2006; Kline, 2011). Beta weights indicate the expected difference on the criterion in standard deviation units, controlling for all other predictors. Also, their values can be directly compared across predictors. These standardized coefficients allow comparing directly the relative relationship between each independent variable and the dependent variable.

Table 4.15, Standardized Regression Weights

Standardized Regression Weights: (Group number 1 - Default model A)			
Dependent variable		Independent variable	Estimate
OBE	<---	PERCEIVED QUALITY	.097*
OBE	<---	BRAND AWARENESS	0.08**
OBE	<---	BRAND ASSOCIATION	0.186**
OBE	<---	BRAND LOYALTY	0.191*

Source: Survey result SPSS and AMOS (2015)

As we can see in the above table, brand association and brand loyalty has somehow a strong prediction power followed by perceived quality. However, the prediction power of brand awareness cannot be taken as significant as the rest of the predictors. For example, when perceived quality goes up by one standard deviation, then overall brand equity of the companies goes up by (0.097) standard deviation. When brand awareness goes up by one standard deviation, then overall brand equity of the companies goes up by (0.08) standard deviation. When brand association goes up by one standard deviation, then overall brand equity of the companies goes up by (0.186) standard deviation. When brand loyalty goes up by one standard deviation, then overall brand equity of the companies goes up by (0.191) standard deviation. Although the findings of (Juntunen, 2011) shows brand loyalty in the logistics sector in B2B is not a direct contributor to overall brand equity, in this study the researcher found that brand loyalty has contributed much higher than the rest of the other brand equity antecedents. This factor might have arose may be due to the fact that company size would have impact on the antecedents of brand equity.

4.4.3 Covariance

The **covariance** (unstandardized correlation coefficients) between the four predictor variables are all highly significant by the C.R. test ($p < .001$ and $p < .05$) (Holt, 2002). It is the deviation of two variables from the mean in a similar fashion. In table 4.16 we see that all the z value or the critical ratio shows we have a positive covariance and all are significant at above 95% and 99% confidence interval or in other words the P value of the probability of the C.R falling beyond the region of ± 1.96 is significant at ($p < .001$ and $p < .05$).

Table 4.16, Covariance

Covariance: (Group number 1 - Default model A)							
			Estimate	S.E.	C.R.	P	Label
BAW	<-->	BL	0.141	0.032	4.41	***	par_4
PQ	<-->	BL	0.223	0.03	7.312	***	par_5
BAW	<-->	BAS	0.09	0.023	3.913	0.048	par_6
PQ	<-->	BAS	0.1	0.021	4.762	0.038	par_7
PQ	<-->	BAW	0.234	0.032	7.369	***	par_8
BAS	<-->	BL	0.069	0.022	3.157	0.002	par_9

Source: Survey result SPSS and AMOS (2015)

4.4.4 Squared multiple correlation

Squared multiple correlation is an index of the proportion of the variance of the endogenous variable (OBE in this case of this study) that is accounted for by the exogenous or predictor variables i.e. Brand Loyalty, Brand Association, Perceived quality and Brand awareness (Ho, 2006). It can be assumed that the higher the value of the squared multiple correlation, the greater the explanatory power of the regression model, and therefore the better the prediction of the dependent variable. In this study, the predictor variables of BAW, BAS, BL and PQ accounted for 0.455 or 45.5% of the variance of OBE (overall brand equity).

As such, the residual or the amount of unexplained variance (er1) for this model (overall brand equity) is 0.0.545 or 54.5%. It is calculated as 1 – square multiple correlations).

$$er1=1-R^2$$

$$er1=1-0.455=0.545$$

This shows that, error terms or unaccounted variables might be contributing to this residual vestige. Because, when the researcher compares with previous studies like (Yooa B, 2001; Biedenbach G. , 2012; Juntunen, 2011), this result is the first result which came to below 50% prediction or variance. But, in behavioral science this figure is pretty fine result.

Table 4.17, Squared Multiple Correlations: (Group number 1 - Default model A)

Dependent variable	Estimate
TOBE	0.455

Source: Survey result SPSS and AMOS (2015)

It can be assumed that the higher the value of the squared multiple correlation, the greater the explanatory power of the regression model and the better the prediction power of the dependent variable in the sector under study, which is the logistics sector. Since studies undertaken in the business to business sector were not significant in number and few of them were exploratory, the result of this study could not be synthesized significantly.

4.5 Validating the proposed Hypothesis

When a researcher is ready to test a specific hypothesis generated from a theory or to answer a research question posed, he or she is faced with the task of choosing an appropriate statistical procedure. Choosing an appropriate statistical procedure to test a specific hypothesis is important for a number of reasons (Ho, 2006).

First, for any hypothesis posited, the statistical procedure chosen must offer a legitimate test of the hypothesis; otherwise, no meaningful interpretation of the results can be made. To hypothesize Differences in mean scores between groups, it will make no sense for the researcher to choose a test of relationship between pairs of variables.

Second, choosing an inappropriate statistical procedure can also mean choosing a less-than-robust test that fails to detect significant differences between group scores or significant relationships between pairs of variables (i.e., increasing the probability of committing a Type II error). Although the researcher is faced with a multitude of statistical procedures to choose from, the choice of an appropriate statistical test is generally based on just two primary considerations: (1) the nature of the hypothesis and (2) the levels of measurement of the variables to be tested.

The researcher in this study is concerned with testing relationship; a test which involves testing of relationships among two or more variables by questioning, “Are variations in antecedents of the brand equity construct associated with variations in

variable in the overall brand equity in the logistics sector in Ethiopia? Based on this demarcation, the researcher chooses the

4.5.1 Discussion of the finding

Table 4.18, Standardized Regression Weights: (Group number 1 - Default model A)

Independent variable	Standard coefficient(n=458)	C.R(z)	Acceptance/ rejection rule
PERCEIVED QUALITY---> Overall Brand Equity	$\beta=.097^*$	2.265	>1.96*
BRAND AWARENESS---> Overall Brand Equity	$\beta=0.08^*$	3.615	>1.96*
BRAND ASSOCIATION---> Overall Brand Equity	$\beta=0.186^{**}$	3.044	>1.96**
BRAND LOYALTY---> Overall Brand Equity	$\beta=0.191^*$	3.648	>1.96*
Significance @ * $p<5\%$, ** $p<10\%$	R^2 (Brand Equity)=0.455		

Source: Survey result SPSS and AMOS (2015)

Intercepts

Table 4.19, Intercepts: (Group number 1 - Default model A)

	Estimate	S.E.	C.R.	P	Label
TOBE	.709	.310	2.287	.022	par_14

Source: Survey result SPSS and AMOS (2015)

From the summarized model we can have the following general formula for the model under study.

$$OBE = \alpha + \beta_1BAW + \beta_2BAS + \beta_3PQ + \beta_4BL..... (1)$$

$$OBE = 0.709 + 0.08BAW + 0.186BAS + 0.097PQ + 1.91BL..... (2)$$

As we can infer from the above table, the proposition (the null hypothesis) that the critical ratio or the z value will fall within the range of ± 1.96 is rejected since the value falls beyond the rejection region. In other words, the researcher has accepted the alternate hypothesis that the antecedents of the brand equity in the logistics sector contribute significantly to the overall brand equity building activity is supported.

Now let us see the already proposed hypothesis in chapter one. To refresh it is stated below.

H1: *Perceived quality has a significant positive effect on brand equity*

As we can from the above table, perceived quality contributes a 0.097 standard deviation for the overall brand equity. This result is also significant at 5%. Therefore, the researcher has retained the first hypothesis as the alternate hypothesis. Because the null hypothesis which states that the perceived quality will not have a positive effect on the overall brand equity is rejected by default. Also this result is supported in the work of (Biedenbach G. , 2012)

H2: *Brand awareness has a significant positive effect on brand equity*

In this study brand awareness was the second strongest influencer in the brand equity prediction. Brand awareness contributing a lesser standard deviation but its z value was significantly high enough which shows a strong path in the model. Brand awareness contributes a 0.08 standard deviation for the overall brand equity. This result is also significant at 5%. Therefore, the researcher has retained the second hypothesis as the alternate hypothesis. Kapferer's (2008) argument also supports this hypothesis since brand awareness is the first point of interaction for a brand to be effective in its subsequent success (Aaker D. A., 1996; Keller K. L., 1993).

H3: *Brand association has a significant positive effect on brand equity*

H4: *Brand loyalty has a significant positive effect on brand equity*

In the same fashion the remaining hypothesis are accepted since they have a strong path in the model with a C.R value of (for brand association accepted under $p < 0.1$, 3.044) and (brand loyalty having the strongest path influence than the others in this study 3.648, $p < 0.01$)

Studies conducted in the business to business sector by (Marquardt, 2009; Ohnemus, 2009; Razzaque, 1998; and Allard C.R. van Riela, 2005) as well as other studies which are not tested empirically which were on an exploratory in computation were also

suggested this kind of relationship between the antecedents of the brand equity and the overall brand equity.

- a) **Brand Awareness and Overall Brand Equity:** In the finding above, brand awareness has received the least impact on the overall brand equity building contribution. This measurement has tried to judge customers or import export companies awareness especially, their top of mind thought, their recognition, and their recall. However, these import export companies were found to be less sensitive towards the identity of their freight forwarding agent. This shows that freight forwarding companies are not involved either in any of the advertisement activity or they do not have any consideration in instilling their brand in the society one way or another. Even if the researcher accepted that brand awareness has a positive and significant influence on brand equity, the significant impact is found to be very small.
- b) **Brand Association and Overall Brand Equity:** although this measurement construct found to be playing a significant contribution in explaining the overall brand equity in terms of standard deviation, the tolerance level was accepted by a 90% confidence interval. However, statistically speaking, this acceptance level is the most part of the verification that this construct has a significant impact in explaining the overall brand equity in the logistics sector. The association asked in this category was testing how customers associate the product they buy or the service they receive. As a result, freight forwarding companies has made good interaction with their customers than other new potential customer. This strengthens the lack of promoting their company to the general public we have seen in (a) part under brand awareness topic.
- c) **Perceived Quality:** perceived quality is also the third moderate predictor of the overall brand equity in the business to business sector. Since the researcher's product stimuli is a service oriented company, the perceived quality was expected boom than the other predicting variables. However, its explaining ability was found to be lower. For the questions raised in this category, perceived quality was

expected to influence overall brand equity positively and significantly and the researcher also retained the hypothesis. Even if the freight forwarding companies are in the business for long time, the perception they retained from their customers is not plausible. This problem can be identified due to the inefficiency in meeting customer's perception about their quality in delivering the right service at the right time with the right cost.

- d) **Brand loyalty and Overall Brand Equity:** as we know that, loyal customers are the first and foremost assets of a company. To retain one new customer is more costly than to loose ten customers. Unless a company gets the loyalty of the customer, other peripheral benefits such as positive word of mouth and repeat purchase will not be achieved. In this study the researcher found that brand loyalty has had the strongest influence on the overall brand equity in the business to business context. However, customers were more loyal to their agents than telling to others. This implies that the importing and exporting companies don't have faith on their forwarding agents and they prefer to stay as long as they are comfortable. This is situation might have happened due to the lack of alternative to go to and get served impeccably or may be the problem of the industry itself. But the finding of (Juntunen, 2011) after he modified his model, does not show brand loyalty as having a direct impact overall brand equity. After analyzing a hierarchal model (Galina, 2012) found brand loyalty on final contact between overall brand equity. This shows that brand loyalty will work as the strongest predictor of overall brand equity.

CHAPTER FIVE

5 Summary, conclusion and recommendation

This chapter winds up the study undertaken so far by giving insights, conclusion, and recommendation highlighting future research area.

5.1 Summary of the major findings

This study was attempted to assess the applicability of the customer based brand equity model in the business to business context. In trying to measure the replication of the model in Ethiopia in the freight forwarding business sector, the following major results were come in to scene.

- All the respondents were found to be major customers of the seven big forwarding companies in Ethiopia.
- Most of the logistics department was led by those workers and CEOs who has their masters and bachelor's degree.
- In the inferential statistics part the following results were achieved.
- In this study 17 indicators were proposed to analyze the model discussed in chapter two.
- By taking internal consistency analysis and factor loading four items or indicators were removed and 13 indicators preceded the analysis.
- Discriminant validity was achieved on all constructs
- While analyzing the composite reliability, brand awareness found to be less than the threshold. However, this figure was accepted as a significant due to the magnitude of the figure.
- Convergent validity was assured on all the constructs under study.
- The first hypothesis which states that *Perceived quality has a significant positive effect on brand equity* was retained without

- The second hypothesis was also accepted in the same fashion which claims *Brand awareness has a significant positive effect on brand equity*
- The third and the fourth hypothesis were also accepted as they claim that brand association and brand loyalty have positive impact on overall brand equity in the business to business context in Ethiopia.
- When we see each construct, freight forwarding companies are not working well in establishing goodwill in Ethiopia.
- On the other hand the association the freight forwarding companies creating was found to be significant.
- Forwarding companies were found to be less reactive on perceived quality.
- Customers were found to be loyal to their forwarding agents even though they did not participate strongly in positive word of mouth to their colleagues.
- Finally the structural model of the overall brand equity found to be positively explained by all the four constructs and it was explained by 45.5%.

5.2 Conclusion

This study was undertaken to analyze the applicability of the CBBE model in the business to business context in Ethiopia. This study is the first in its kind in Ethiopia and replication of the model out of Europe. The first studies were conducted in industrial firms and financial institutions. No freight forwarding related study was available. As a result, the study resulted in many appealing results.

The previously limited scope study of B2C is now getting attention in the B2B area as well. This study also confirmed that, the CBBE model is capable of being replicated in the B2B area as well.

All the antecedents of the brand equity measures were positively related to the overall brand equity of the freight forwarding companies.

However, companies in the industry are not strong enough in building their brand as well as taking care of the overall branding strategy. This will have a detrimental impact on this industry when the industry is opened for the international competition.

The study highlighted more generally the importance of brand equity in the business to business context. Applicability also confirmed in a country out of the developed area as well.

5.3 Recommendation

Therefore, companies in the logistics area, especially those who are participating in the freight forwarding area must be aware of their status in the industry. In order to do this, they must follow the following steps:

First of all forwarding companies must check their brand health in the industry. This will help them to see whether brand needs rehabilitation, renovation, or extension. After checking for these situations, the company can decide what kind of measure they can take.

The second aspect that can be forwarded here is brand equity is inevitable in this sector. From the finding we have seen that, forwarding companies are not working in building brand awareness in the market. The main means to create awareness is through reaching the customer in different ways. Companies in this sector must involve in promotional activities and social engagements such as building a corporate social responsibility activities.

Since the perceived quality of the forwarding sector is receiving a low proportion, forwarding companies must work hard by enhancing their professionalism and genuine responsibility. In terms of association, the sector must build strong brand to forward in the market for long term.

5.4 Future research area

Students working in this area for the future can follow the following untapped area. First, in this study, hierarchical model is not applied. Any party interested in this area can study the hierarchical relationship of the antecedents of the brand equity model in other business to business are. In other words, replication can also be tested in different business to business sectors.

Finally, since we have some a different economic and social orientation, future study can be taken through a grounded theory rather through a deductive research method which will contribute to the branding subject in Ethiopia.

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APPENDICES

Appendix A

Reliability statistics and tests

Reliability Statistics brand awareness

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.809	.821	3

Reliability Statistics Perceived quality

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.771	.780	3

Reliability Statistics brand loyalty

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.736	.741	3

Reliability Statistics overall brand equity

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.747	.754	3

Inter-Item Correlation Matrix

	PQ1	BAW1	BL1	OBE1	PQ2	BL2	OBE3	BAS1	BAW2	PQ3	BAW3	OBE3	BL3
PQ1	1.000	.211	.283	.284	.397	.270	.328	.348	.216	.569	.164	.369	.133
BAW1	.211	1.000	.211	.339	.116	.110	.201	.113	.497	.066	.375	.303	.050
BL1	.283	.211	1.000	.275	.325	.339	.173	.273	.269	.214	.240	.213	.432
OBE1	.284	.339	.275	1.000	.121	.116	.379	.003	.314	.120	.212	.431	.037
PQ2	.397	.116	.325	.121	1.000	.285	.174	.454	.103	.419	.163	.169	.277
BL2	.270	.110	.339	.116	.285	1.000	.052	.165	.111	.151	.117	.120	.284
OBE3	.328	.201	.173	.379	.174	.052	1.000	.060	.265	.225	.146	.415	-.014
BAS1	.348	.113	.273	.003	.454	.165	.060	1.000	.097	.397	.150	-.017	.226
BAW2	.216	.497	.269	.314	.103	.111	.265	.097	1.000	.123	.410	.348	.069
PQ3	.569	.066	.214	.120	.419	.151	.225	.397	.123	1.000	.154	.240	.172
BAW3	.164	.375	.240	.212	.163	.117	.146	.150	.410	.154	1.000	.296	.025
OBE3	.369	.303	.213	.431	.169	.120	.415	-.017	.348	.240	.296	1.000	.023
BL3	.133	.050	.432	.037	.277	.284	-.014	.226	.069	.172	.025	.023	1.000

Normality tests on skewness and Kurtosis

Assessment of normality (Group number 1 - Default modelA)						
Variable	min	max	skew	c.r.	kurtosis	c.r.
BAS3	1	5	-0.479	-4.183	-0.397	-1.733
BAS2	1	5	-0.622	-5.438	-0.395	-1.728
BAS1	1	5	-0.319	-2.786	-0.744	-3.251
OBE1	1	5	-1.081	-9.445	1.152	5.031
OBE2	1	5	-1.225	-10.698	1.014	4.429
OBE3	1	5	-0.863	-7.537	0.499	2.179
PQ1	1	5	-0.635	-5.551	-0.823	-3.596
PQ2	1	5	-0.25	-2.184	-0.474	-2.069
PQ3	1	5	-0.721	-6.298	-0.362	-1.58
BL1	1	5	-0.567	-4.954	-0.113	-0.495
BL2	1	5	-0.791	-6.912	0.196	0.858
BL3	1	5	-0.389	-3.396	-0.465	-2.031
BAW1	1	6	-1.131	-9.883	0.773	3.378
BAW2	1	5	-0.725	-6.336	-0.231	-1.008
BAW3	1	5	-0.422	-3.684	-0.569	-2.487
Multivariate					44.923	21.286

Factor loading on Five Component

Pattern Matrix/ Factor Factor					
	1	2	3	4	5
BAW2	.721				
BAW1	.643				
BAW3	.621				
PQ3		.845			
PQ1		.618			
PQ2		.343			
BL3			.701		
BL1			.679		
BL2			.469		
OBE1				.721	
OBE3				.652	
OBE2				.519	
BAS1					1.003
Extraction Method: Maximum Likelihood. Rotation Method: Promax with Kaiser Normalization.					

Factor loading by Eigen value

Total Variance Explained							
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	3.735	28.729	28.729	1.691	13.004	13.004	2.185
2	1.906	14.660	43.389	2.687	20.667	33.671	2.295
3	1.289	9.917	53.306	.905	6.961	40.632	1.999
4	1.059	8.147	61.453	.814	6.260	46.892	2.360
5	.769	5.913	67.366	.337	2.590	49.482	1.701
6	.675	5.194	72.560				
7	.642	4.935	77.496				
8	.600	4.619	82.115				
9	.560	4.304	86.419				
10	.484	3.720	90.139				
11	.464	3.567	93.706				
12	.448	3.445	97.151				
13	.370	2.849	100.000				

Variances: (Group number 1 - Default modelA)

			Estimate	S.E.	C.R.	P	Label
TPQ			0.583	0.039	15.116	***	par_1 5
TBAW			0.696	0.046	15.116	***	par_1 6
TBAS			0.332	0.022	15.116	***	par_1 7
TBL			0.642	0.042	15.116	***	par_1 8
e1			0.695	0.046	15.116	***	par_1 9

Correlations: (Group number 1 - Default modelA)

			Estimate
TBAW	<-->	TBL	0.211
TPQ	<-->	TBL	0.364
TBAW	<-->	TBAS	0.047
TPQ	<-->	TBAS	0.003
TPQ	<-->	TBAW	0.367
TBAS	<-->	TBL	0.149

Appendix B

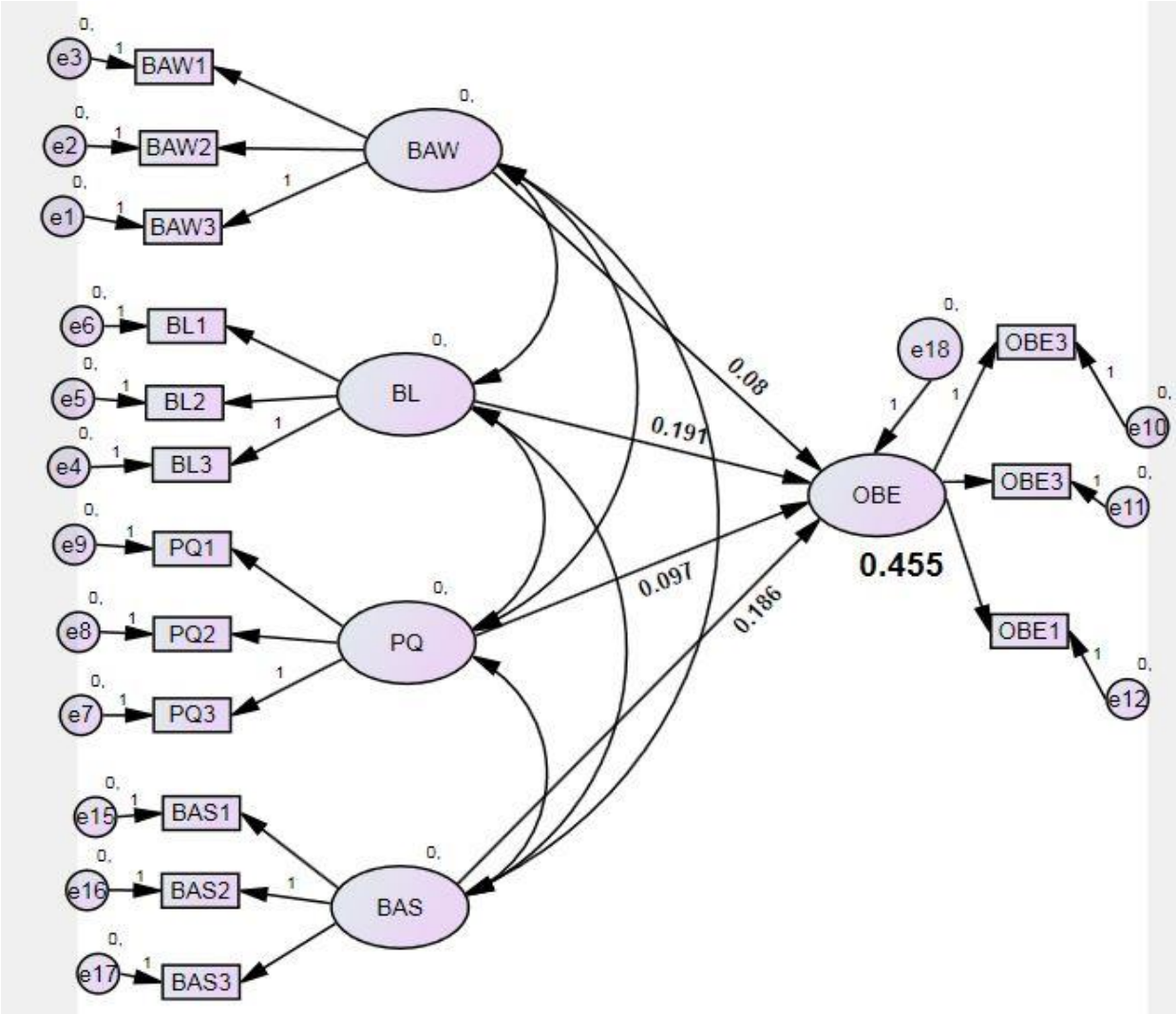


Figure 0.1 Model Fit

Source: Survey result extracted from SPSS and AMOS (2015)

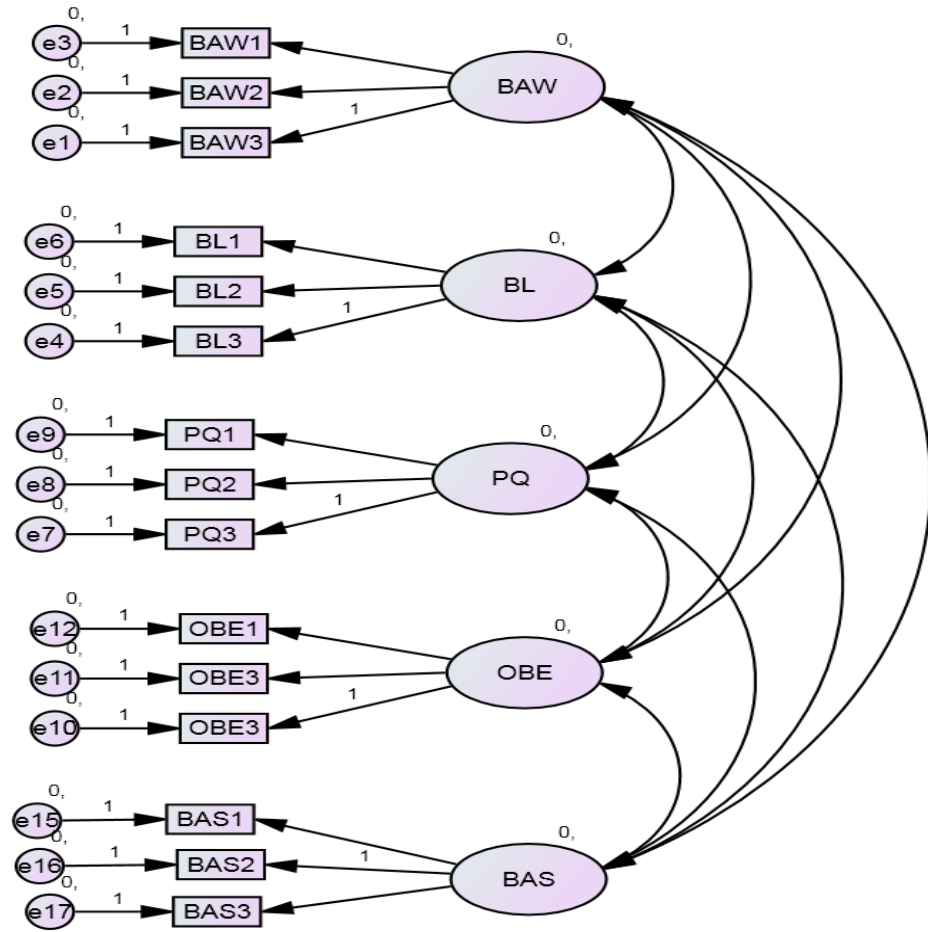


Figure 0.2 measurement Model

Appendix C

Questionnaire in English

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT

A questionnaire developed to measure customer based brand equity on Freight forwarding companies in Ethiopia.

Dear Respondents!

I (the researcher) would like to express my (his) deep gratitude for your cooperation to express your real feeling in this Questionnaire. This questionnaire is developed and availed to you to measure your perception, knowledge, feelings and attitudes towards the Ethiopian freight forwarding companies activity and status. My name is Anteneh Alemu, Masters of Art candidate At Addis Ababa University School of commerce in the Department of Marketing Management Conducting a research entitled “Assessment of Brand Equity Building in the Business-to-Business Context: A Case study on Ethiopian freight forwarding companies in Ethiopia” as a partial fulfillment for my MA Degree. Since I (the researcher) follow(s) a scientific research methodology and methods, I (the researcher) hereby declare(s) and promise(s) that your responses will be kept confidential and its consumption is/will be/ limited to this research thesis only.

I. General/ Background information (Please Do not mention yours or your company name)

Please insert a tick mark in the boxes you choose answer

- 1) Position: Officer Line Manager Manager Owner Manager
- 2) Age: <21 21-30 31-40 41-50 51-60 >60
- 3) Monthly net income: up to 2500 2501-5000 5001-7500 7501-10,000 10,000
- 4) Education Level: Below High School complete Degree
Maste PhD
- 5) Which Freight forwarding company do you use currently? 1) MACCFFA
2) PACKTRA 3) PANAFRIC GLOBAL

- 4) GREEN INTERNATIONAL 5) FOUR XP BUSINESS PLC 7)
 HORN OF AFRICA 8) PAVE LOGISTICS AND TRADING Plc

9) If you cannot find from the above option please write your Forwarding Agent _____

6) How frequent do use the Forwarding company you mentioned above?

- >12 per year 6-10 times per year 3-6 times per year
 1-3 times per year

II. **Basic Research Question:** Based On Your Forwarding Agent you answered under Question number five please put a check mark among the five alternatives for each of the sentences stated in the box below.

Note1: Please note that “X” represents the company you have already chosen under question number five. **Note2:** SA=Strongly Disagree, DA=Disagree, N=Neutral, AG= Agree, SA=Strongly Agree

Items	A) Brand awareness	SDA	DA	N	AG	SA
AW1	Among competitive freight forwarding companies I can recognize “X” brand freight forwarding company easily.					
AW2	I know “X” brand freight forwarding company.					
AW3	When I think of freight forwarding companies to work with, brand “X” comes first in to my mind.					
Items	B) Brand associations	SDA	DA	N	AG	SA
AS1	Freight forwarding company “X” shows empathy					
AS2	Freight forwarding company “X” is flexible					
AS3	freight forwarding company “X” is reliable					
AS4	Freight forwarding company “X” is pragmatic					
Items	C) Perceived quality	SDA	DA	N	AG	SA
PQ1	Overall quality of “X” brand Freight forwarding company services is impeccable					

PQ2	Overall quality of “X” brand Freight forwarding company service is consistent					
PQ3	In comparison to its competitors overall quality of “X” brand Freight forwarding company services is the best					
PQ4	“X” brand Freight forwarding company are professionals					
Items	D) Brand loyalty	SDA	DA	N	AG	SA
BL1	“X” brand Freight forwarding company would be the first choice if my company would need forwarding service					
BL2	I would recommend “X” brand Freight forwarding company services to others					
BL3	My company is always loyal to “X” brand Freight forwarding company.					
Items	E) Overall brand equity	SDA	DA	N	AG	SA
OBE1	It makes sense to work with brand “X” freight forwarding company even if it is similar to other forwarding companies.					
OBE2	Even if there is similar forwarding company as good as “X” we remain to cooperate with “X” forwarding company.					
OBE3	Even if there is another forwarding company which could offer same service, we feel secured to work with “X” brand forwarding company.					

Questionnaire in Amharic

በኢትዮጵያ ኢንፎርሜሽን ቴክኖሎጂ የንግድ ሥራ ትምህርት ቤት

የገበያ ጥናት አመራር ትምህርት ክፍል

በኢትዮጵያ የሚገኙ የጉምሩክ ወይም የዕቃ አስተላላፊዎችን ድርጅታዊ ወይም "brand" ሀብት ለማጥናት የተዘጋጀ መጠይቅ።

ዉድ የጥናቱ ተሳታፊዎች!

እኔ አንተነህ አለሙ በኢትዮጵያ ኢንፎርሜሽን ቴክኖሎጂ የንግድ ሥራ ትምህርት ቤት የገበያ ጥናት አመራር ትምህርት ክፍል ዉስጥ የሁለተኛ ዲግሪ ተማሪ ስሆን ለሁለተኛ ዲግሪ ማሟያ የሚሆን ጥናት "በድርጅት ለድርጅት ግብይት ላይ ከተሠማሩ ድርጅቶች ዉስጥ በኢትዮጵያ የጉምሩክ ወይም የዕቃ አስተላላፊ ድርጅቶች የሚያደርጉት የድርጅታዊ ማንነት ሀብት ግንባታ ጥናት(Assessment of Brand Equity Building in the Business-to-Business Context)" በሚል ርዕስ ስር ጥናት በማካሄድ ላይ እገኛለሁ።

በዚህ ጥናታዊ ፅሁፍ ላይ በመሳተፍ ስለ የጉምሩክ ወይም የዕቃ አስተላላፊዎች ያልዎትን ትክክለኛ ስሜት ለመግለፅ በመሳተፍ ላይ ያለ አክብሮትን ልገልፅ አወዳለሁ። ይህ መጠይቅ ተዘጋጅቶ ለእርስዎ የቀረበበት ምክንያት፤ በኢትዮጵያ ስለሚገኙ የእቃ ወይም የጉምሩክ አስተላላፊዎች ላይ ያልዎትን ዕውቀት፣ግንዛቤ፣ አመለካከት እንዲሁም አረዳድ ለማጥናት ነዉ።

በዚህ ጥናት ላይ አጥኚ/እኔ/ የሚከተለዉ ሳይንሳዊ የሆነ የጥናትና ምርምር አሰራር እና አካሄድ ስለሆነ፤ እርስዎ የሚሠጡት ምላሽ ለዚህ ጥናት ፍጆታ ብቻ የሚዉል ሲሆን የሚሠጡት ምላሽ ካለእርስዎ ፈቃድ በፍፁም ለሶስተኛ ወገን ይፋ እንደማይደረግ አጥኚዉ ቃል ይገባል።

ለበለጠ መረጃ፡ 0911513946 ወይም biruklcc@gmail.com

ሀ) ጠቅላላ መረጃ (እባክዎ፡ ስምዎን ሆነ ድርጅትዎን አይግለፁ)

እባክዎ! በመረጡት ሳጥን ዉስጥ የጭረት ምልክት ያስቀምጡ

፩) የሥራ ሐላፊነት፡ መደበኛ ሠራተኛ የክፍል ሐላፊ ሥራ አስኪያጅ የድርጅት ባለቤትና ሥራ አስኪያጅ

፪) ዕድሜ፡ <21 21-30 31-40 51-60 >60

፫) ወርሃዊ ገቢ በብር፡ እስከ 2500 2501-5000 5001-7500 7501-10000 >10000

፬) የትምህርት ደረጃ: ከ 2^ኛ ደረጃ በታች ዲግሪ ማስተርስ
 ፎካል

፭) በአሁን ሰዓት የትኛውን የጉምሩክ ወይም የዕቃ አስተላላፊ ይጠቀማሉ/ 1) ማክፋ 2) ፓክትራ
 3) ፓንአፍሪካ ግሎባል 4) ግሪን ኢንተርናሽናል 5) ፎር እክስፒ ቢዝነስ ፒ ኤል ሲ 6) ሆርን
 አፍ አፍሪካ 7) ሲ ኤል ኤስ ሎጂስቲክስ

8) ከተዘረዘሩት ዉሥጥ የአርስዎ ወኪል ከሌለ እባክዎ በፅሁፍ ቀጥሎያስፍሩ

፮) ከላይ የመረጡትን ወይም የፃፉትን ወኪል በምን ያህል ድግግሞሽ በአመት ዉስጥ ይጠቀሙታል/
 1) 1-3 2) 3-6 3) 6-12 4) ከ12 ጊዜ በላይ

ለ) መሰረታዊ የጥናቱ ጥያቄዎች። ከላይ በተራ ቁጥር አምስት ስር በመረጧቸው/ጡት ወኪል/ሎች ወይም በፃፉት ወኪል ላይ ተንተርሠው ከዚህ በታች ባለው ሠንጠረዥ ዉጥ ሃስብዎን በትክክል የሚገልፀው ሳጥን ዉስጥ የጭረት ምልክት ያኑሩ።

ማስታወሻ። “X” ተብሎ ከታች የተመለከተው በተራ ቁጥር አምስት ሥር የመረጡትን ወኪል ለማመላከት ነው።

Items	A) Brand awareness(ሊ	በጥብቅ አልስማማም	አልስማማም	ተዓቅቦ	እስማማለሁ	አጥብቄ እስማማለሁ
AW1	ከብዙ ተፎካካሪ የዕቃ አስተላላፊ ወኪሎች ዉስጥ “X” ብራንድ ወኪልን በቀላሉ መለየት እችላለሁ።					
AW2	“X” ብራንድ የዕቃ አስተላላፊን ከዚህ ቀደም አወቀዋለሁ					
AW3	ለዕቃ አስተላላፊ ስራ መስጠት ስፈልግ “X” ብራንድ የዕቃ አስተላላፊ በመጀመሪያ ደረጃ በሃሳቤ ይመጣል					
Items	B) Brand associations	በጥብቅ አልስማማም	አልስማማም	ተዓቅቦ	እስማማለሁ	አጥብቄ እስማማለሁ

		ም				
AS1	"X" ብራንድ የዕቃ አስተላላፊ እንደ እኔ አስቦ ነው የሚሠራው					
AS2	"X" ብራንድ የዕቃ አስተላላፊ እንደየነባራዊው ሁኔታ በመሆን ነው የሚሠራው					
AS3	"X" ብራንድ የዕቃ አስተላላፊ ታማኝ ነው					
AS4	"X" ብራንድ የዕቃ አስተላላፊ ሥራውን በተግባር በማሳየት ብቻ የተመሠረተ ነው					
Items	C) Perceived quality	በጥብቅ አልስማማም	አልስማማም	ተዓቅቦ	እስማማለሁ	አጥብቄ እስማማለሁ
PQ1	"X" ብራንድ የዕቃ አስተላላፊ የሚሠጠው አገልግሎት እንከን አይወጣለትም					
PQ2	"X" ብራንድ የዕቃ አስተላላፊ የሚሠጠው አገልግሎት ወጥነት አለው					
PQ3	ከሌሎች ተፎካካሪ አስተላላፊዎች ጋር ሲነፃፀር "X" ብራንድ የዕቃ አስተላላፊ የሚሠጠው አገልግሎት በጣም ጥሩ ነው					
PQ4	"X" ብራንድ የዕቃ አስተላላፊዎች በሙያዊ የተካኑ ናቸው					
Items	D) Brand loyalty	በጥብቅ አልስማማም	አልስማማም	ተዓቅቦ	እስማማለሁ	አጥብቄ እስማማለሁ
BL1	ድርጅታችን የዕቃ አስተላላፊ ካስፈለገው የ"X" ብራንድ የዕቃ አስተላላፊ ብቻ ነው የመጀመሪያ ምርጫችን					
BL2	የ"X" ብራንድ የዕቃ አስተላላፊን አገልግሎት ሌሎች ድርጅቶችም እንዲጠቀሙት እመክራለሁ					
BL3	ድርጅታችን የ"X" ብራንድ የዕቃ አስተላላፊ የምንገዛም ታማኝ ደንበኛ ነው					
Items	E) Overall brand equity	በጥብቅ አልስማማም	አልስማማም	ተዓቅቦ	እስማማለሁ	አጥብቄ እስማማለሁ
OBE1	ከ"X" ብራንድ የዕቃ አስተላላፊ ጋር ሌሎች ተመሳሳይ ድርጅቶች ቢኖሩም ከ"X" ብራንድ የዕቃ አስተላላፊ ጋር መስራቱ ለእኛ					

	ትርጉም የሰጠናል					
OBE2	ከ"X" ብራንድ የዕቃ አስተላላፊ ጋር ተማሳሳይ የሆነ ጥራት የለዉ አገልግሎት የሚሰጥ ቢኖርም ከ"X" ብራንድ የዕቃ አስተላላፊ ጋር አብሮ መስራትን ነዉ የምንመርጠዉ					
OBE3	ምንም እንኳን የ"X" ብራንድ የዕቃ አስተላላፊን አይነት አገልግሎት የሚሰጥ ድርጅት ቢኖርም ከ"X" ብራንድ የዕቃ አስተላላፊ ጋር መስራታችን የዋስትና ስሜት ይፈጥርላናል					