



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF BUSINESS MARKETING OFFERS ON BRAND
IDENTITY: THE CASE OF INDUSTRIAL CHEMICAL
MANUFACTURERS IN ADDIS ABABA**

BY

ALEMAYEHU MELAKU SEYOUM

JUNE 2021

ADDIS ABABA

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ALEMAYEHU MELAKU SEYOUM

SGS/0358/2012A

ADVISOR: EPHREM ASSEFA (PhD)

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
STUDIES IN PARTIAL FULFILLMENT FOR THE REQUIREMENT OF THE DEGREE OF
MASTERS OF MARKETING MANAGEMENT**

JUNE 2021

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APPROVAL SHEET

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ALEMAYEHU MELAKU SEYOUM

APPROVED BY BOARD EXAMINERS

Dean, Graduate

Studies Signature & Date

Advisor

Signature & Date

Yibeltal Aschale (Asst.Prof)

External Examiner



12/07/21

Signature & Date

Internal Examiner

Signature & Date

DECLARATION

I, the undersigned, declare that this thesis “THE EFFECT OF BUSINESS MARKETING OFFER ON BRAND IDENTITY: THE CASE OF INDUSTRIAL CHEMICAL MANUFACTURERS IN ADDIS ABABA” is my original work, prepared under the guidance of Ephrem Assefa (PhD). All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

Alemayehu Melaku

Name

St, Mary’s University, Addis Ababa

Signature

June 2021

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University advisor.

Advisor

St, Mary's University, Addis Ababa

Signature

June 2021

ACKNOWLEDGEMENT

Blessed be GOD for His righteousness and unconditional love!!!

In the course of my academic stay in post graduate studies, conducting a thesis on specific subject was a value-added and wonderful learning experience. The completion of this survey leads a new beginning and a step forward towards my future academic and career development. This preface provides a better opportunity and chance to acknowledge the help and assistance of the people who with their intellectual insights or constructive criticism which helped me develop this preliminary research.

First of all, I would like to thank my advisor, Ephrem Assefa (PhD), for his intelligent guidance and valued advice during the whole process of the thesis articulation.

Second, the staffs of bottled water manufacturers in Addis Ababa, especially ONE Water brand factory's sales manager – Natnael Zewdie for his unlimited assistance in providing me with the required information. My gratitude also goes to the respondents at the case companies who took their time to provide their responses without any hesitation.

I wish to take this golden opportunity to express my deepest thanks to my dear families – Meron and Blen, for the love and support they have provided me with on every step of my life, especially this important part of my education.

Special thanks to my beloved mom, Genet Getahun, for her genuine motherhood.

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ABBREVIATION AND ACRONYMS

B2B	Business-to-Business
B2C	Business-to-customer
ECIC	Ethiopian Chemical Industry Corporation
ERCA	Ethiopian Revenue and Custom Authority
FMCG	Fast Moving Consumer Goods
IMP	International Marketing and Purchasing Group
RBV	Resource Based View

ABSTRACT

This study sought to investigate business marketing offers on brand identity in the case of industrial chemical manufacturers in Addis Ababa. Quantitative research approach along with explanatory research design was applied. A total of 238 employees of bottled water factories were taken as a study population of which 150 sample respondents were selected through stratified random sampling technique. Self-administered questionnaires were distributed to the targeted respondents and collected a total of 136 usable responses used for analysis. The collected primary data were coded and analyzed with the help of SPSS 21.0. The findings showed that all dimensions of business marketing offer namely product, service, logistics, adaptation and advice offers had positive relationship with brand identity. Product offer caused relatively the highest effect on brand identity followed by advice offer while service offer was found to be the least determining factors. It can be concluded that business marketing offers are good predictors of brand identity in the course of building unique and strong brands in the context of industrial chemical manufacturers in Addis Ababa. Thus, firms are recommended to enhance their business marketing offers to differentiate their brand identity.

Keywords: Business Marketing Offer, Industrial Chemical Manufacturers, Advice Offer, Bottled Water Factories, Adaptation Offer, Business to Business Marketing

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In contemporary business edge, building strong unique brand identity has become the most influential marketing tool for facilitating buying decision processes substantially to be easier. As a managerial tool, brands play a significant role in achieving organizational consensus amongst the actors involved in the purchasing process for the fact that it determines or reflects the firm's reputation, the degree of consumers' level of awareness as well as degree of loyalty (Wright, 2014).

Bureaucratic and hectic purchasing policies and procedures drive industrial or business customers switch to brand identity rather than merely counting on the quality of industrial products and services. Business marketers give due attention for building strong brands through different marketing offers utilizing the offers as sustainable competitive edge and crucial point of differentiations. When business customers recognize, aware and associate the perceived quality of a firm's brand, the firm develops the required brand equity which results in facilitating purchasing decision to be easier for organizational buyers. However, business marketers often strive for building their brands through product, services and logistics but adaptation and advise have been given less due consideration in the process of building unique or strong brand identity (Ford, 2012).

Business marketing offer is some combination of products, services, information, or experiences offered to the business market to satisfy industrial consumer needs or wants (International Marketing and Purchasing Groups – IMP, 2016). Market offerings are not just limited to physical products and services; they can also include logistics, adaptation and consultation or advice offered. Developing new products or customer-perceived value packages is an ongoing process in modern markets but understanding their needs and working towards establishing long-term business relationship is the focal point. Acknowledging industrial customers needs and working towards the achievement of the desired goals is a pillar for building unique and strong brand identity. According to Mindrut, Manolica & Roman (2014), brand identity is how a company is being identified. Brand identity is the direction the vehicles must follow to reach their destination, namely the customer's perception. It is common for companies to use strategies of branding in order to communicate their identity and their value to potential consumers and stakeholders through different marketing offers.

Manufacturers or suppliers' reputation along with customer's level of awareness and degree of loyalty are important considerations in the purchase decision of corporate buyers. In these regards, scant researches revealed that different marketing strategies are implemented to build their product brands or company image through business marketing offers. Amongst them, product and services offer took the lion-share in their strategy to build strong brand identity. According to Beverland (2015), logistic offer has also significant impact on brand identity. Nonetheless, even though these three marketing offers namely product, service and logistic (either alone or in combined form) are building blocks for strong brands, their tangible nature makes them highly prone to be imitated by strategic competitors.

Prior literatures and other applied researches are suffered from lack of incorporating the role of adaptation and advice offers in the course of building unique brand. Such intangible core components (adaption and advice offers) which reflect the inimitable nature of a given firm have also more basis for building business to business brand identity sustainably. Building brand identity using any combination of these five components (product, service, logistics, adaptation and advice offerings) may provide a brand with a more flexible and adaptable positioning, which can readily be modified to meet the needs of different buyer segments (Ford, 2012). Nonetheless, it was believed that brands had less impact on industrial or business customers for the fact that they were believed to be more rational than end consumers and demand greater customization. Such valuable and relevant strategies could make a tangible difference for business firms by offering added values on economic and functional benefits as well as providing salient intangible associations, such as expertise and trustworthiness including firm's reputation.

Extant studies have identified that branding strategies are crucial for firm's performance as branded industrial products can provide firms with cash flow benefits and increased network power while enhancing corporate reputation and raising barriers to entry (Bendixen, 2004; Beverland, 2005). In these regards, the emerging bottled water manufactures escalate the demand for competent raw material suppliers along with attractive service quality, proactive (at least on-time) logistics, technical advice and new product adaption. These business marketing offers are fundamental pillars of brand identity building attributes in business-to-Business (B2B) relations. Studies revealed that strategies to build brand identity and company reputation can enhance business customers' perception of product, service quality, and value thereby increasing loyalty. Despite all these opportunities, consideration of

what attributes industrial marketers could use to build a strong brand identity is neglected for a while though few researchers considered the subject.

The purpose of this study is, thus, to investigate the effect of business marketing offer on brand identity in the context of B2B (industrial chemical manufacturers/ suppliers and bottled water manufacturers) relationship. It fills the aforementioned gap through evaluating the most significant determinant of business marketing offer in building unique and strong brand identity in Ethiopian industrial chemical manufacturers' context.

1.2. Statement of the Problem

In contemporary competitive market arena, industrial chemical suppliers provide different business marketing offers to fast moving consumer goods (FMCG) manufacturers in Ethiopia so as to build their brand identity to stay competent in the market. Branding strategies through business marketing offer is the practice by which companies creating unique and strong perceptions in the minds of industrial or business consumers for their products. According to Ford (2012), firms build their brand identity through one or more of business marketing offers. These offers comprise product, service, logistics, adaptation or advice offerings in the supply chain. From marketing perspective, supply of quality goods, provision of quality delivery services, in time logistics to support customer's operation, identifying new or innovative business ideas, or suggesting to adopt new systems/ technologies to solve their problems are considered as most determinant factors to create strong and unique brand identity or corporate image.

The main concern in building strong and unique brand identity is which business offer or mix of offers are more effective marketing strategies to attain sustainable competitive advantage. Unfortunately, building unique brand identity requires a mixture of two or more business marketing offers provides more flexible advantages for the companies (Hamza, 2016; Aron, 2014). However, current marketing offers practiced by industrial chemical manufacturers in Addis Ababa doesn't allow them to create the identity they wanted but rather their perceived image in the supply chain is a bit far from their planned identity (Getaneh, 2017). Business marketing offers need to be too hard to be copied by strategic competitors. If so, the offers would become often incapable to build unique brand identity. Ford (2012) explains that product, service and logistics offers are tangible assets that could easily be imitated by competitors. Rather adaption and advice offers are more effective for attaining sustainable competitive advantage through building brand identity (Isham, 2016).

Continuing with these current business marketing offers prevents the industrial chemical manufacturers to build their own unique and strong identity which in turn causes burden on the industry through escalation of unnecessary promotional costs to promote their offers. Based on their both human and physical resources capability/capacity, Identifying and implementing a more effective business marketing offers could help chemical manufactures to build their unique brand identity results in creating a more competitive advantage for the companies (Hamza, 2016; Aron, 2014; Boyle, 2007). On top of that, it also minimizes the switch over cost of frequent buyers of industrial customers (for instance, bottled water manufacturers in the city) due to jumping from one supplier to another.

Merely focusing on and often striving for supplying standard product and provision of quality service delivery to exceed their business customers' expectation takes the companies nowhere. For industrial brands, a strong identity can be established based around an individual element of the business market offer (product, service, logistics, adaptation or advice) or alternatively, can be built using any combination of brand building attributes. The latter situation may provide a brand withal more flexible and adaptable positioning, which can readily be modified to meet the needs of different buyer segments (Kapferer, 2008). This framework provides industrial marketers with a way to conceptualize and construct a unique brand identity that is difficult for competitors to imitate, meaningful and relevant to business buyers and value-producing for both the firm and its customers.

Despite these promising signs, few authors (Cretu and Brodie, 2007; Kapferer, 2008; Ford, 2002) have considered what attributes business marketers can use to build a strong brand identity. This paper addresses this issue in the context of manufacturing industry in Ethiopia, with reference to the business-marketing offer developed by the IMP Group (Ford, 2002). There is a lack of detailed information in business marketing literature on how to build strong and unique brand identity for a firm's business marketing offers. Besides, in Ethiopian context, it is also hard to find studies regarding the relation between marketing offers and their impacts on building brand identity. Thorough investigation in this area is required, particularly with respect to branding business marketing offers so as to facilitate the bureaucratic purchasing process of industrial buyers.

The aim of this study is, thus, to investigate the current business marketing offers and their effects on building brand identity taking the business relation between local industrial chemicals suppliers and bottled water manufacturers in Addis Ababa. It identifies the most significant attributes in B2B

marketing through survey that could help fill the empirical and practical gaps on business marketing offers and brand identity relationship in Ethiopian chemical manufacturing industry's context.

Hence, the main question is which business marketing offers are more effective in building strong and unique brand identity in the case of industrial chemical manufacturers in Addis Ababa? This can be achieved through addressing the following specific research questions:

- 1- What is the effect of product offer on brand identity of local industrial chemical manufacturers?
- 2- How does service offer affect brand identity of local industrial chemical manufacturers?
- 3- How does logistics offer affect brand identity of local industrial chemical manufacturers?
- 4- What is the effect of adaptation offer on brand identity of local industrial chemical manufacturers?
- 5- What is the effect of advice offer on brand identity of local industrial chemical manufacturers?

1.3. Objectives of the study

1.3.1. General Objective

The general objective of this study was to investigate the effect of business marketing offers on brand identity in the case of industrial chemicals producers in Addis Ababa, Ethiopia.

1.3.2. Specific Objectives

- i. To investigate the effect of Product-offer on brand identity of industrial chemical manufacturers
- ii. To evaluate the effect of Service-offer on brand identity of industrial chemical manufacturers
- iii. To analyze the effect of Logistic-offer on brand identity of industrial chemical manufacturers
- iv. To analyze the effect of Adaptation-offer on brand identity of industrial chemical manufacturers
- v. To investigate the effect of Advice-offer on brand identity of industrial chemical manufacturers

1.4. Significance of the Study

This research will try to closely investigate how to build unique brand identity through marketing offers, and which marketing offer has significantly high effect on brand identity building process. This study is believed to have valuable benefits for different stakeholders such as industrial chemical suppliers, bottled water manufactureres, consumers, the student himself and other researchers.

The findings will have significance in regards to have better awareness either their brand identity is built on tangible, product-related benefits of the business marketing offer or the more intangible, abstract associations. Thus, industrial marketers with easily track the evolution of their customers 'needs and purchase requirements over time and ensure that the prevailing brand identity that potentially reflects their customers' expectation.

This study will contribute to industrial chemical suppliers managers in charge of marketing promotion, helping them in grasping which marketing offer has relatively highest significant capability of building unique brand identity. It is important to study marketing offers in terms of product, service, logistic, adaptation and advice offered to the business customers so as to pursue them to perceive the intended brand with the identity the company wanted to create.

It helps to formulate and implement appropriate marketing strategies in these regards. Business customer or industrial consumers (Bottled water manufactureres in this case) may benefit from creating good relationship with the industrial customers with prominent reputation. This is because business consumers could minimize their bearucratic purchasing hassles and related unnecessary costs to purchase raw materials from suppliers. It facilitate ease of purchasing decision.

There might be a possibility of lowered production cost of producing bottled water as the manufacturers are working with companies with prominent brand reputation in the supply chain. It helps consumers to become beneficiary indirectly through accessing bottled water products with relatively lower price.

Moreover, it may also help other researchers who would like to make an in-depth study in similar areas. The study might also pave the way for further study on the effect of brand personality on customer loyalty and thereby track for possible remedy to escalate of sales volume and profitability.

1.5. Scope of the Study

Delimitations of the study is discussed in terms of conceptual, methodological and geographical perspectives. Despite the vast scope of the issues surrounding brand identity, only the impact of marketing offers namely product, service, logistics, adaptation and advice offers were investigated. Although antecedents of brand identity which could arise from price, promotion and other non-marketing strategies like corporate social responsibilities and cultural differences of consumers

within a given society as well, the study was delimited to merely the business marketing offers' aspects or strategies of companies in the supply chain.

It is also methodologically delimited to assess the effect of business marketing offers on brand identity in B2B perspective by taking the supply chain between bottled water manufacturers and industrial chemical manufacturers. However, other business customers of industrial chemical manufacturers such as tanneries, textiles, governmental universities with waste water treatment facilities (like Adama Science & Technology), etc. are intentionally excluded as out of the scope.

Geographically, the scope of this study is also delimited to Addis Ababa, the place where about 83% industrial chemical manufacturers and bottle water factories' head offices are at stake compared to other regional states. Their ease of accessibility made them preferable for the intended study due to their economic benefits in terms of saving time and costs. For their homogeneity, the other companies in the local market were also intentionally excluded.

1.6. Limitation of the Study

The lack of written documentation, relating to brand identity and business marketing offers in Ethiopian chemical suppliers as well as bottled water manufacturing industry affected the comparison of the findings with previous studies. Delimiting the scope of the survey between bottled water factories and industrial chemical manufacturers' context could also be considered as additional bottleneck for generalizing the results of the findings to other industries (like service industry). Besides, hesitation and fear of disclosing marketing strategies, managers were trying to be very smart in their responses rather than forwarding what they felt in actual. But the student researcher exerted efforts in explaining the purpose of the study and the secrecy of their responses. This is also believed to minimize the induced errors to some extents. Moreover, selection of sample respondents through convenience non-probability sampling technique would also impose its own adverse effect on the generalizability of this study. The other issue was relatively small number of sample respondents (136). Despite its sufficiency, small numbers of data suffer from exceeding assumption tests for regression models.

In this regard, carefully conducted studies that use convenience sampling can generate useful data if steps are taken to control uncertainty and bias by implementing the necessary improvements. Thus, to mitigate this issue, the student researcher tried to control and assess the sample's representativeness, add diversity, and collect as many as the calculated sample size.

1.7. Definition of Key Terms

Definitions of some key words are listed as below.

- Brand Identity** - Brand identity is how a company is being identified. The consistency of this brand identity is formed by its features like culture, vision, personality, positioning, presentations, relationships and other meaning beliefs followed by the entity. (IMP, 2016; p 107)
- Marketing Offer** – Business marketing offer is some combination of products, services, information, or experiences offered to the business market to satisfy industrial consumer needs or wants (IMP, 2016; p 112).
- Logistics Offer** - Logistics refers to the ability of suppliers to manage their supply chain, meet the demands of just-in-time production schedules, minimize disruptions, provide order and material traceability, and the ability to cooperate with other network partners to deliver offers to customers. (Ford, 2002, p. 152).
- Adaptation Offer**- The degree to which a firm needs to maintain its relationship with an exchange partner in order to achieve desired goals. (Ganesan, 2014, p. 66).

1.8. Organization of the Study

The thesis is organized into five chapters which are sub-divided into sub chapters. The first chapter discusses the introduction, background of the study, statement of the problem, objectives, significance of the study, scope, and limitation of the study. The second chapter presents the theoretical backgrounds, empirical analysis, conceptual framework of the study, and research hypotheses. The third chapter presents the research methodology. This chapter encompasses discussion on research approach and design, type and source of data, sampling design, data collection instruments and procedure, data analysis methods and ethical considerations. The fourth chapter presents, analyzes and discusses the findings of the study. The final chapter (fifth chapter) consists of the summary of findings, conclusion and recommendation.

CHAPTER TWO

2. REVIEW OF THE RELATED LITERATURE

The review of the related literature part is composed of theoretical review, empirical reviews and conceptual framework of the study. The concepts and theories of brand, brand identity, marketing offers are discussed under the theoretical review. Different relevant studies on the relationship between brand identity and marketing offers from different industry contexts will be presented as well so as to back up or argue the issues raised in the theoretical review section. Finally, the research framework of the study and hypotheses are presented based on the theoretical and empirical studies.

2.1. Theoretical Review

In consumer markets intermediaries provide utility in terms of reducing the complexity of the range of goods consumers are offered, by providing a level of specialisation and support (advice) and enabling consumer expectations to be met. Consumer preferences in terms of location, the quantity of items that need to be purchased and the ease with which they can be acquired are deemed to be of value to consumers and so effort is concentrated in satisfying consumer needs in these areas and enhancing the level of perceived value. However, these services still need to be aggregated and provided on a group basis. In B2B markets the utility principles are similar but the main difference lies in the length of the channels and the number of intermediaries deemed necessary to deliver the level of functionality required. Individual attention and customisation of product offerings, plus the need to deliver in the quantities and at the time required by the buyer, result in a shortening of the marketing channel. This leads to direct relationships and new dimensions in terms of the way in which offerings are made available.

Products are traditionally made available with limited opportunities for adaption or customisation. Increasingly, manufacturers are seeking ways in which customers feel they can customise the product. For example, some cars can be ordered via a dealer showroom directly from the production unit. This enables customers to specify the interior and exterior finishes, grade of in-car entertainment and perhaps a range of other cosmetic touches. However, the norm is to provide relatively little flexibility within different product ranges. In the B2B market the entire offering can often be reconfigured to meet a customer's particular requirements. It is quite usual for more technical products to be developed and specified through joint negotiations and partnership arrangements. The result is an offering that is unique to the buying organisation.

The concept of value and the importance of providing it for customers has become an increasingly significant aspect of business and marketing strategy. It has long been understood that customers buy benefits not features. They buy products that enable them to do what they want to achieve. Consumers do not buy toothpaste just because it has a red stripe or a minty taste. What they do buy is a clean mouth, fresh breath or white gleaming teeth, depending upon their segment characteristics. The same principle applies to organisational marketing. Business customers buy solutions to business problems not just stand-alone products. These benefits and solutions constitute added value for the customer, and represent the reason why one offering is selected in preference to another.

For both consumers and business customers, value is determined by the net satisfaction derived from a transaction, not the costs to obtain it. Another way of viewing these solutions and benefits is to consider them as (customer) needs. Customers seek to satisfy their needs through their purchase of products and services. The satisfaction of needs therefore is a way of delivering value. Wilson (2001) argue that the creation of value is dependent upon an organisation's ability to deliver high performance on the benefits that are important to the customer and this in turn is rooted in their competency in technology and business processes, or core competences.

2.1.1. Business Marketing

Companies that use business-to-business markets advertise and sell their goods or services to other businesses instead of marketing directly to consumers. Products and services sold in a business-to-business market are often reused or resold by the company that purchases them and sometimes function as materials for manufacturing new products. Some companies that operate in a business-to-business market might also sell to consumers, but most focus on selling their products or services to other companies and businesses. If a business sells products or services used in industrial or production projects, it likely operates in an industrial market.

Most companies that use an industrial market advertise and sell their goods and services to other companies rather than immediately to consumers. This is because industrial products and services are typically most useful to companies that can reuse them to complete other projects and are not usually ideal for personal use by individuals. Industrial markets are often considered one of the smallest business markets, as their products and services serve smaller groups of consumers instead of large consumer demographics.

Industrial marketing or the new term, business marketing, is the marketing of goods and services to industrial customers for use, in turn, in their own production of goods and services. The marketing of business goods and consumer goods have two attributes in common: a purchase is the usual outcome of the process and the result derives from some decision-making activities.

In spite of these superficial similarities, business or industrial marketing problems must be handled differently from consumer marketing for several important reasons outlined below. The market for goods and services bought and sold between businesses is huge. Far larger than the consumer market, the business market comprises many types and sizes of organisations that interact selectively and form relationships of varying significance and duration with one another. Although these organisations are often structurally and legally independent entities, a key characteristic is that they are also interdependent. That is, they have to work with other organisations to varying degrees in order to achieve their goals.

2.1.2. Business Marketing Offer -IMP Model

An offer in marketing is the total value offer to the customers. An offering is more than the product itself but includes elements that represent additional value to the customers, such as availability, convenient delivery, technical support or quality of service. A strong offering differentiates a firm's products from competitors and creates value by meeting customers' wider needs better than other options (Ford, 2012).

Few authors have considered what attributes business marketers can utilize to build a strong brand identity. This study addresses the issue, with reference to the business-marketing offer developed by the IMP Group (Ford, 2012). Research conducted by the IMP Group has identified five components to the business-marketing offer namely product, service, logistic, advice and adaptation. The business-market offer consists of three core components that are often imitable by competitors (products, services, and logistics), and two less tangible components that are difficult to imitate, and reflect the intangible capabilities of the firm (adaptation and advice). Each of these components of the offer can form the basis of a business-to-business brand's identity (as can a combination of the various elements of the offer).

2.1.2.1. Product Offer

The first aspect of the business marketing offers and one that is considered by some as the least important (Ford, 2012) is the product. There are three ways to conceptualize the product. First, the product can be thought of in terms of a tangible “thing”. Few would recommend that marketers simply brand the product at this level, given that the brand will inextricably become associated with one narrow product range, and suffer decline as obsolescence sets in. Also, in business marketing, products hold no value in and of themselves; rather they represent solutions or services for customers (Vargo & Lusch, 2004). This gives rise to the second way of thinking about the product – the benefits the product delivers to buyers. This form of product does offer limited potential for brand identity because it is tied directly to a consumer need. It is believed that two types of brands may benefit from this brand identity: firms that sell high performance products but offer little in the way of extra services and adaptation, and ingredient brands.

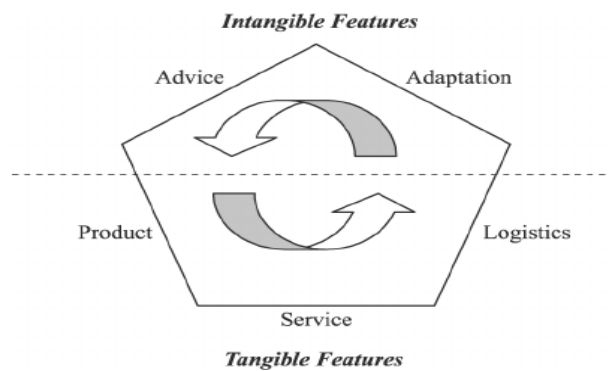
The first type of brand consists of products that exhibit demonstrable performance leadership over competitors, but beyond this attribute, have little basis for meaningful differentiation. These may be products whose buyers have a high degree of knowledge of their needs, and the basis for comparing one offer to another is known, and is quantifiable (i.e., the points of parity and difference that matter to buyers can be quantifiably demonstrated; Anderson & Narus, 2004). Also, these buyers may be classified as “intrinsic buyers” who are motivated by the intrinsic performance benefits of the product per se (Rackham & DeVincentis, 1998). Thus, the purchase decision is relatively simple, and is likely to consist of a straight re-buy or a modified re-buy. One likely product category for this form of branding is agricultural commodities such as raw wool, milk, leather, and input goods such as wine grapes. Another category would be minerals such as iron ore, gold, diamonds, and uranium.

In both cases, absolute product quality matters (for example mineral purity or quality, raw wool tensile strength or fineness, leather quality, milk fat content, and grape sugar content), but no other form of meaningful differentiation is available to these sellers. Several instances exist here. For example, The New Zealand Game Industry Board provides a corporate brand to its leather hides. These hides are graded on accepted criteria – softness and damage – and are then purchased by tanners for further processing into material for fashion, furniture, or automotive buyers. As such, their brand identity is related primarily to product quality advantages. The International Wool Secretariat’s Wool Mark brand is another example of this approach, and in a sense attempts to build a

leadership position around product quality and assure quality-sensitive buyers the product has met rigorous standards (Rackham & DeVincentis, 1998).

Ingredient brands use a similar strategy. Consider Intel’s “Intel Inside” campaign. Intel has built up a strong leadership position in chips, and has a high level of brand awareness among end-consumers as being the standard ingredient for high quality PCs. Thus, the brand identity is relatively simple – the brand simply reassures buyers that the established market leader’s key ingredient is included within the final product. Again, the points of parity and difference that are relevant to buyers are quantifiable and known. Although Intel is moving beyond this single association between computer chips and their brand, the brand in its current state has product benefits at its core.

The third way to conceptualize the product is in terms of product innovation or leadership. In this case, firms build a brand identity around a reputation for innovation/ creativity. That is, rather than link the brand tightly to product benefits, they link the brand’s identity to a firm level capability (IMP, 2016).



(Source: Ford, 2012)

Figure 1: IMP Model of Marketing Offers

2.1.2.2. Services Offer

Services can take many forms. First, services can augment the product. Second, suppliers may sell services rather than products. Third, subcontractors may provide service capabilities to customers. Services are often valued by extrinsically oriented business customers – customers that derive value from things that surround the product, such as support services (Rackham & DeVincentis, 1998). Thus, although these customers may buy a product, they choose a brand on the basis of the quality of support services provided by the firm. In some cases, competing service offers may be easily comparable in terms of meaningful points of parity and difference.

In these cases, firms are likely to build their brand identity on the basis of service quality leadership, firm reputation, staff skills, and the friendliness and professionalism of their staff. To reinforce this brand, these firms may use external accreditation authorities such as ISO standards, industry feedback in terms of service leadership (i.e., benchmarking), and testimonials from satisfied customers (particularly high-profile customers). In these cases, services are relatively standardized and in many cases are proxies for products (Anderson & Narus, 2004). Because such services can be standardized, little customization is often necessary (such as compliance services), or services can be customized at a segment level (such as university travel provision), or involve building to set customer specifications. Thus, this form of branding is more performance oriented and simpler than for brands that build their identity around aspects of advice or adaptation.

2.1.2.3. Logistics Offer

Logistics refers to more than just the delivery of the product to the customer (this would be a service; see above). Logistics refers to the ability of suppliers to manage their supply chain, meet the demands of just-in-time production schedules, minimize customer production disruptions, provide order and material traceability, and the ability to cooperate with other network partners in order to deliver offers to customers (Ford, 2002). Logistics thus consists primarily of capabilities rather than tangible things, and involves standardized and customized components. Thus, logistics is a more abstract basis on which to build a B2B brand.

Firms that value this form of logistics are likely to be customers that treat purchasing in a strategic way. For example, they are likely to operate either a procurement orientation (whereby customers focus on ways to minimize the total cost of purchasing through relationships and strategic management of suppliers) or a supply chain orientation (where customers seek to leverage suppliers for strategic benefits) (Anderson & Narus, 2004). These customers may value the extrinsic elements of an offer, or be strategic value partners – customers who seek to leverage supplier capabilities for competitive advantage, and thus value longer-term relationships (Rackham & DeVincentis, 1998). Retailers seeking to outsource category management to category captains would be one customer responsive to this form of branding.

Merino NZ solved these problems in multiple ways. First, they insisted that all fleeces be bagged separately on farms, tagged, and tested for tensile strength scientifically. Thus, customers could accurately judge quality, and order to exact specifications. Also, there was greater traceability in the

system because customers could request fleeces from one particular supplier, or even individual paddocks on farms, while farmers could make informed on-farm improvements to increase product quality. They also insisted all wool was bound with twine, which can take dye. This ultimately set the standard for the industry. A similar program formed the basis of brand identity for the New Zealand Game Industry Board's Cervena program (Beverland, 2005).

2.1.2.4. Adaptation Offer

Adaptation concerns the firm's need to maintain the relationship in order to achieve its desired goals (Canon & Homburg, 2011; Ganesan, 2014). The definition proposed by Ganesan (2014) is appropriate in this research because it fits its context: "the degree to which a firm needs to maintain its relationship with an exchange partner in order to achieve desired goals". The level of adaptation of one partner to another is considered to be an important feature of the relationship because, in a business relationship, exchange partners often adapt to each other for limited resources, specialized knowledge, information and marketing assistance (Anderson, 2010; Gundlach, 2014)

These adaptations can occur during the process of a single, major transaction or over the time of a relationship involving many individual transactions. The benefits of these adaptations can be in cost reduction, increased revenue, or differential control over the exchange (Ford, 2012). Adaptations in specific episodes may also be made in order to modify the overall relationship. Thus, one party may make a decision not to offer special products to a customer out of a wish to be more distantly involved with that customer, rather than being closely involved and/or heavily dependent on it.

The manipulation of different aspects of adaptation is of course a critical marketing and purchasing issue. Although adaptations by either party can occur in an unconscious manner as a relationship develops, it is important to emphasize the conscious strategy which is involved in many of these adaptations. Thus, modifications to product, delivery, pricing, information routines and even the organization itself are part of the seller's marketing strategy. Similarly, the buying organization will consider adaptations in its own product requirements, its production methods, the price it is prepared to accept, its information needs and the modification of its own delivery or stocking policies in order to accommodate the selling organization (Gundlach, 2014).

Adaptation involves making changes to any element of the offering following individual requests from customers (Ford, 2002). This is different to building customized designs; rather it involves adapting a standard product or service offer to meet individual buyer's needs. In contrast to the first

two aspects of the business-marketing offer, adaptation represents a firm level capability and is a much broader/ abstract attribute of brand identity.

2.1.2.5. Advice Offer

Advice aims to increase the customer's understanding (Ford, 2002). Advice helps decrease customer uncertainties, and may identify new opportunities, the real source of a customer's problem, or new ways of doing things. Advice involves adaptive selling and a two-way dialog between buyers and sellers. As such, listening, problem solving, and communication skills are paramount. It also involves a mix of reacting to buyer demands and expressed needs, and importantly, proactively offering new suggestions that will benefit the customer's competitive position or operation (Beverland, 2004).

Buyers that respond to advice-led brands are likely to prefer long-term relationships and seek partners to assist them in enhancing their competitive advantage. These buyers will be looking for suppliers that can offer advice on new opportunities, and on process improvements that may decrease the overall cost of purchasing (procurement-oriented buyers; Anderson & Narus, 2004). Advice is similar to adaptation in that it is a capability (and thus a broad abstract brand identity attribute), but differs in that it is primarily supplier driven. Buyers seeking advice are looking for suppliers that can offer credible solutions and suggestions that seek to change the customers' way of doing things.

Product suppliers can also adopt this form of brand position. For example, Tasmania's military ship builder In Cat manages its relationship with the US Navy in a proactive way and communicates this to current and potential customers. InCat's role on one major order was to build helicopter landing pads for the US Navy's fleet. They had established a product leadership position in this area, but also noted that the Navy had to regularly repaint the landing pads with rustproof paint because it was continually stripped off when helicopters landed or moved on the pad. This was costing the Navy millions of dollars per year (IMP, 2016). InCat tested a potential solution to this problem that involved a slightly ribbed surface on the top of the pad. Tests showed that the new surface did not need regular repainting because the paint could grip the grooves in the surface and was therefore more durable under extreme conditions. Despite receiving threats from paint contractors, InCat provided the solution to the Navy, who quickly adopted it. Such a solution has helped InCat continually win orders with military customers (IMP, 2016).

2.1.3. Brand and Brand Identity

The brand concept is not a recent one, of course; but only the term is somehow new. It has been used for identifying and differentiating products since very early times. The word brand came from the German language, meaning to burn. Its basic overall view is proclaiming ownership of property and even though this element has widely evolved and became more complex, the concept of ownership is still present but with a greater and greater importance with time passing by. Soon after the appearance of the ownership concept, the consumers started to have preferences of particular manufacturers or providers. It was always a strong association between the identity and the responsibility towards the customer resulting in the desire of the equity owners to differentiate and enhance identification and differentiation for their product or service (Kotler & Keller, 2006).

As pointed out in Keller (2014), branding has been around for centuries as a means to differentiate the goods of one producer from those of another. In fact, the word brand is derived from the Old Norse word brand, which means “to burn,” as brands were and still are the means by which owners of livestock mark their animals to identify them (Keller, 2014). On the other hand, in the contemporary world concept of branding has come to include much more than just creating a technique to identify a product or company. As DeChernatony & McDonald (2003) have explained brands have also been viewed to go ahead of the physical components of what they stand for to include additional attributes, which are important considerations for consumers’ buying decisions.

Brand definitions are many; different authors provide their own justification towards the meaning of a brand. The definitions are useful to understand a brand from different perspectives. A brand is a unique name or symbol such as logos, trademarks or package design proposed to identify the goods or services of either seller or group of sellers and distinguish those goods or services from those of competitors.

According to Kotler (2000), a brand is essentially a seller’s promise to deliver a specific set of features, benefits and services every time to the buyers. In the same way, Keller (2004) defines that a brand is an emotional and physiological association a firm has with a customer; strong brands acquire opinion, emotion and sometimes-physiological reaction from a customer. The brand is not just a name because the name created is to identify the product whereas the brand is created to add value to the product and offer it a personality and the excellent brands can suggest an assurance of quality (Keller, 2012).

In addition, a brand is something that exists in the minds of consumers. It is a continual, distinctive business identity intertwined with links of personality, quality, origin, liking and other. It is also a long-lasting entity, deep-rooted in reality, but also reflecting the perceptions and perhaps even the habit of consumers. According to Kotler & Keller (2006), to brand a product, it is important to educate consumers “who” the product is by giving it a name and using other brand elements to help to identify it as “what” the product achieves and “why” consumers should be worried about. Branding engages in creating mental arrangements and serving consumers to organize their awareness about products in a manner that makes clear their decision-making and, in the process, present value to the firm. The way to branding is that consumers recognize variations among brands in a product category (Kotler & Keller, 2006); branding is the practice by which companies creating unique and strong perceptions in the minds of consumers for their product offerings from competition.

In general, the process of branding originated as a means by which a firm could distinguish its goods or services from those of its competitors. In the beginning, branding acted as a guarantee of consistency and quality for consumers. Nowadays, however, brands are renowned for offering consumers a distinctive set of perceived benefits not found in other products. These perceived benefits potentially both simplify consumers’ purchase decision making and offer a starting point for customer loyalty. In line to this, Boyle (2007) argues that products that match their (consumers) want most intimately become brands. As he explains, it is the perceived unique benefits that brands offer consumers that give them their value adding potential and enable them to sustain a price premium over their commodity form.

In order for a brand to differentiate itself, it must follow a complex process considering the components of a specific importance. Every component that will be encountered by the public is relevant for forming brand identity and thus creating brand image. The entire overview upon the brand is developed during the meeting of the public with the brand identity. In this research, this process is considered as a complex marketing strategy which requires the implication of all the levels that have an interest in the success of a particular product.

2.1.4. Approaches to Branding

According to Tilde (2009), five brand identity valuation approaches are devised by different scholars. These approaches are the Identity, Personality, Economic and Relational approaches. These have got

a wider place in the B2B market rather than consumer market in regards to building strong and unique brand identity which results in brand valuation in the long run.

2.1.4.1. 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 (Tilde, 2009). 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 can't be communicated linearly but is the result of negotiation between internal and external shareholders (Chris, 2014).

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 behavioural 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 (Ford, 2002). 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.

2.1.4.2. 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, 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 (Hague & Jackson, 2010). 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 resolved (Keller, 2004). 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 to make consumers aware of and interested in purchasing the product.

According to 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 (2013) 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.

2.1.4.3. The Personality Approach

The personality approach states that human personality and consumers' identity construction as well as expression are the pivotal point of brand identity 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 (Erdogan, 2011).

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 (Carroll, 2010). 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 (sophistication, ruggedness, excitement, competence and sincerity) 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.

2.1.4.4. 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 behaviour (Fournier, 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, 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.

2.1.5. The Resource Based View (RBV) of the Firm and Brand Identity

The resource-based view (RBV) asserts that organizational and human resources such as financial, technical or physical resources have the ability of providing the firm with a sustained competitive advantage due to their emulation difficulties. The system within a firm amongst other characteristics that enables the firm in achieving better performance forms the central idea of RBV. The view argues resources possessed by firms enables it to achieve competitive advantage while other opportunities enable the firm to achieve superior performance. In order for resources to generate competitive advantage, they must be inimitable, rare and valuable (Choi, 2015). The RBV points that competitive advantage on firms can be sustained by creating value through a means that is difficult and rare for imitation by competitors.

Financial, non-financial, physical and systems, resources within the firm can contribute to build strong and unique brand by promoting the brand promise and exerting efforts in coordinating the existing resources for proofing itself for the delivery or fulfillment of the brand promise (Aron, 2017). Joo & McLean (2006) argued that high caliber employees are strong assets in regards to understanding customers' demand, solving their problems and identifying new opportunities.

The predominant theory currently used by researchers studying brand identity is the RBV (Wright, 2014; Delery, 1998). The RBV proposes that competitive advantage comes from the internal resources that it possessed by an organization (Wernerfelt, 1984; Barney, 1991). The idea that internal resources of a firm can lead to competitive advantage was a significant departure from

previous views of strategy which focused on the external environment and such factors as industry, customers, and competitors (Miles & Snow 1984; Porter 2005). The RBV provided a theoretical explanation of how the resources of a firm could in fact contribute to competitive advantage.

Though others had addressed the concept of the RBV previously, Barney (1991) solidified its application to marketing researches by outlining how firm's marketing resources contribute to the sustained competitive advantage of the firm for the fact that resources that are valuable, rare, inimitable and non-substitutable will lead to competitive advantage. To the extent that the marketing resources within a firm meet these criteria, they will contribute to the competitive advantage of the firm by providing the firm with a valuable resource not easily replicated by competitors. Researchers using RBV typically recognize the role of marketing resources such as brands and relationships (customer and distributional) in obtaining competitive advantage (e.g., Barney, 1991, 2014; Combs & Ketchen, 1999; Day, 2014).

RBV is a perspective that sees the resources as the base to the firm's strategy. This approach considers competences, capabilities and skills as being the base of the productive and organizational knowledge, making them the most important source of competitive advantage, heterogeneity and profitability of the firms in the long-term (Barney, 1991). How to create maintain and renew the competitive advantage of the firm considering its resources. Its basic contribution is a thorough analysis of the conditions under which the resources create value, meaning heterogeneity, immobility and limitability. Generally, such foundations indicate that the performance depends on the allocation of resources built through internal accumulation or, if not, acquired in specific market factors.

Moreover, it shows that the establishment, maintenance and renewal of the competitive advantage of firms are largely associated with the internal features (attributes like brand identity or corporate image) - the sources of profitability are more specific to the firm than to industry (Foss, 2013). Furthermore, to justify the differences in the performances, the resources must be capable of generating marketable products or services (Collins, 2016). It's not enough that firms possess distinct resources. In fact, what differentiates the resources it's their capability to create value for customers so as to build strong and unique brand identity (Hamel, 2014), or its capacity to enable the implementation of different strategies (Barney, 1997). This rationality leads to a fundamental change on the vision about the origin of the competition, which, instead of a competition between products, it

becomes a competition between brands build on unique resources and competences (Sanchez & Heene, 2016; Hamel, 2014).

The competitive advantage assumes that the resource allocation of the firms is heterogenic. Because of that resource heterogeneity, firms present different economic performances through building unique company brand identity. Hence, the control of resources by some firms capable to generate a superior performance assumes that the supply of those resources is limited. The rarity of the resources comes from structural reasons, like physical, natural, legal or temporal limits, or from firms' behavior, as for example their capacity to develop unique resources, hard to imitate, from undifferentiated inputs available in the market (Vasconcelos, 2017).

2.1.6. Branding in Business-To-Business Context

Before delving in to the study of branding in the business-to-business (B2B) market, it is important to underscore the fact that a B2B market or company needs a strong brand as do the business to consumer (B2C) market. B2B 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 & Pfoertsch (2007) 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. One, 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 B2B 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). Two, 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). Three, 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, 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 (2007) are proliferation of products, globalization, increasing complexity, hyper competition, and price pressure are some of the reasons.

2.2. Empirical Reviews and Research Hypotheses

Taking into account previous studies on B2B branding, brand building has not been addressed explicitly by the researchers in this context. So far, a strong focus in prior research was on examining the nature and relevance of branding in the B2B setting (Lindgreen, Beverland, & Farrelly 2010). Although some conclusions can be made about B2B brand building based on marketing offers, research needs to provide more clear evidence related to these issues. However, some models proposed in previous research indicate possible approaches which can be applied for examining B2B brand building via different marketing offers which refer to external brand building.

Aron (2011) concludes in his study that Caterpillar (or CAT), the heavy earthmoving equipment manufacturer, has developed a strong brand identity, and reinforced this with a firm-wide corporate branding program. Although its brand is associated with absolute performance standards and “hard wearing” (durability), the firm has also built its reputation around its ability to constantly update this technology through carefully crafted new products and upgrades.

Likewise, other studies by Sanjarra (2014) indicated that software manufacturers typically brand around their innovative capability given that gaining customers require high-quality performance and a pipeline of upgrades and new product launches. In contrast to customers for commodities or ingredient brands, these customers are likely to face a more complex buying decision, look for

longer-term relationships with key suppliers, focus more on the ongoing benefits from product adoption, and have some meaningful points of difference that are not quantifiable. Also, such brands consist of products that are capital equipment or services (software) rather than ingredient products or raw material inputs (Bernet, 2015). Based on these findings, the following hypothesis is proposed:

H1 – Product offer has significant positive effect on brand identity

Quality uncertainty plagued any industry. A study conducted by Mudanbi (2002) on wool quality aka fleece quality – a critical factor for buyers (luxury cloth suppliers required the finest quality fleece) – was historically measured by “feel”, and therefore customers did not have an accurate way of measuring product quality. He also found that, as well, separate fleeces were blended into a bale, resulting in widespread quality variation within a bale, which meant customers often had to buy more bales than they needed, seek out the finest fibers, and on-sell the rest. Finally, wool was often bagged in polyurethane bags. His finding revealed that when polyurethane fibers inevitably got intertwined with wool, the resulting cloth had white streaks in it because polyurethane cannot take dye. Again, customers had to over order to make up for this problem.

Previous research by Beverland (2004) indicates that advertising agencies can increase their chance of renewal if they go beyond adaptation and constantly offer well thought out and researched suggestions for new campaigns and ideas. Similar opportunities exist for market research agencies (several of whom have repositioned themselves as consultants) and business consultants (where adaptation of standard report templates has long been considered a problem by buyers). Based on this explanation, the following hypothesis is proposed as:

H2 – Advice offer has positive significant effect on brand identity

Scholars in logistic and supply industry suggest that delivery reliability must be of at least acceptable standards and affordable (Hague & Jackson, 2014). In their studies found that Zodish, a chemical supplier company in French has twice lost the business when its prices became much higher than competitors. Besides, its delivery is thought to be worse than the competition in lead time, but it is the reliability of promised delivery, rather than actual lead time, that is perceived as most important. Thus, the company has established special transportation arrangements using chartered ships, to ensure delivery to schedule.

Other study by Kapferer (2004) found that a B2B brand that builds its identity around logistics is Merino NZ, a cooperative responsible for marketing New Zealand's Merino wool overseas. Responding to complaints from up-market fashion buyers that pricing, supply, and quality were barriers to buying this fiber, Merino NZ built their brand identity around their ability to manage these buyers' concerns. This provided a form of differentiation that enabled them to break out of the commodity price cycle and establish themselves as a supplier of first choice. Breaking with past traditions, Merino NZ acted as a facilitator between farmers and their downstream customers (a vertical channel consisting of 11 different levels). This was often the first-time different network members had met one another, and by communicating were able to understand how commodity prices and supply uncertainty placed the entire network in jeopardy. Therefore, Merino NZ (in an industry first) encourages farmers to sign five-year supply and price contracts.

Logistics, according to studies in manufacturing industry by Anderson, Bukasa & Abratt (2004), the buying firm has great demands for precision, promptness, technical assistance in deliveries. Lamons (2005) also conducted a survey on investigating logistics service quality on brand identity. He suggested that the selling firm has to have a large capacity and precision in its production and in its deliveries. The planning system should be well developed and reliable.

Flint (2012) conducted a study on the relationship between logistic handling challenges and their influences on brand loyalty of industrial customers. He explained that problems of the selling firm were mostly concerned with the logistics, stocks, transport, and so on, but they might also involve the organization for after-sales repair and service. This strategy means that the seller tries to develop very close links with customers with regard to the transfer of his products. The planning systems of the two firms are co-ordinated, as are their stocks and transport facilities. This strategy requires that the selling firm has both a high general ability in transfer and considerable ability to adapt and integrate in his relationship with the customer. The seller's marketing organization is very important in this strategy as it must initiate and develop this integration. Based on this explanation, the following hypothesis is proposed as:

H3 – Logistics offer has significant positive effect on brand identity

Adaptation is critical for buyers with complex needs, and for large powerful buyers as research has identified the importance to ongoing relationship satisfaction of managing changes in customer desired value change (Beverland & Lockshin, 2003; Flint, 2002).

According to a survey on the quality of adaptation practices and their impacts on business customers brand loyalty by Cretu & Brodie (2007). The study revealed that, as with buyers for logistics, customers seeking adaptation were likely to be strategic customers that value long-term relationships. As well, these buyers are likely to purchase modified re-buys or new purchases. Such purchases are likely to involve significant risk and importance, and be central to the customer's ongoing performance (Porter, 2005).

Beverland (2007) conducted a research on adaptation practices on sales performance in the case of Qantas airways, he found out that suppliers of complex services such as consulting, information technology, and training, as well as product suppliers of heavy capital items such as shipping, aircraft, and defence technology are likely to benefit from brand identity built through adaptation.

For example, many service providers of complex services stress their ability to adapt a standardized offer to key clients. International Business Machines - IBM's 2005-2006 Australian advertising campaign emphasized its preparedness to listen and adapt its solutions to the individual needs of business clients (Beverland & Lockshin, 2003). Likewise, Microsoft invested heavily in service support to provide adaptive services to key customer groups such as developers. Infosys recently repositioned itself along similar lines in order to capture greater value (Seshadri, 2004). As well, aircraft manufacturers such as Airbus and Boeing regularly adapt their aircraft to take into account different cabin design demands and load specifications of major airlines.

Anderson (2010) showed, in his study, that a chemical supplier company had made a number of adaptations in order to maintain business with bottled water manufacturers. The major adaptation has been in supplier's stockholding policy whereby bottled water manufacturers has established a higher stock level than usual because of suppliers' longer delivery lead time. For the same reason Bottled water manufacturers had adapted their production schedules. At the same time, they have established very close relationships with supplier and supplies extensive commercial and technical information to them which the company does not normally obtain from bottled water customers.

Extant studies revealed that chemical suppliers have also had to adapt in a number of ways; the primary requirement of bottled water manufacturers have been for special product adaptation and development (Kapferer, 2004; Beverland, 2004; Narus & Anderson, 2001) as a competitive advantage. Chemical suppliers now supply a product of a specification not supplied to any other customer. they have also had to introduce special quality control procedures and a higher level of

technical advisory services. On the other hand, manufacturers also demanded that chemical suppliers give them early warnings of change in product range, prices, and industrial relations problems. Narus & Anderson (2001) advised or suggested that chemical suppliers should organize regular policy meetings with manufacturers or industrial buyers at which these topics are discussed. It is interesting to note that, in contrast with the suppliers in Western countries, Chinese' customers have made major adaptations in terms of stockholding policy, production, and information provision (Andrew, 2016). Based on this explanation, the following hypothesis is proposed as:

H4 – Adaptation offer has significant positive effect on brand identity

Regarding service offer, studies showed that auditing services are now considered by many accounting firms to be somewhat of a commodity (Bendixen & Narus, 2004; Cretu & Brodie, 2007; Beverland, 2007). According to these surveys, the service provided should be standardized, and many of the largest suppliers of such services had similar reputations (levels of trust and standing with stakeholders), pricing structures, and service standards. Within market research, brand tracking services have the same commodity like status (Park, Jaworski & MacInnis 2006).

Another study by Agata (2009), a comparison study of American and Germany companies, revealed that American firm posed strong competition in Germany was thought to be better than the competitors' as regards to service and customer advice, especially in Germany. The product is also thought to be of better quality, and the technical know-how is rated higher due to its service excellence. Sultan (2016) also showed in his study that additional services are not only advantageous for the customer, but perform the function of a marketing instrument for the supplier. Moreover, an intensive after-sales service, for example, permits excellent customer care and is a constant proof of the performance ability of the supplier. These reasons, which are positive for the supplier, do explain the increase in the offers of additional services, which are already a component of the business philosophy of not a few firms in Germany.

Considerable supplier credibility is important to ensure that the raw materials like chemicals for water treatment or relevant equipment itself will not fail, but also that the supplier will be able to solve any problems which arise. Long-term technical problem-solving and after-sales service facilities are important features of supplier credibility as perceived by industrial customers (Kristian, 2008). As also applied to manufacturers of raw materials and components it can be concluded that the need for credibility makes it time consuming and costly for equipment suppliers to become

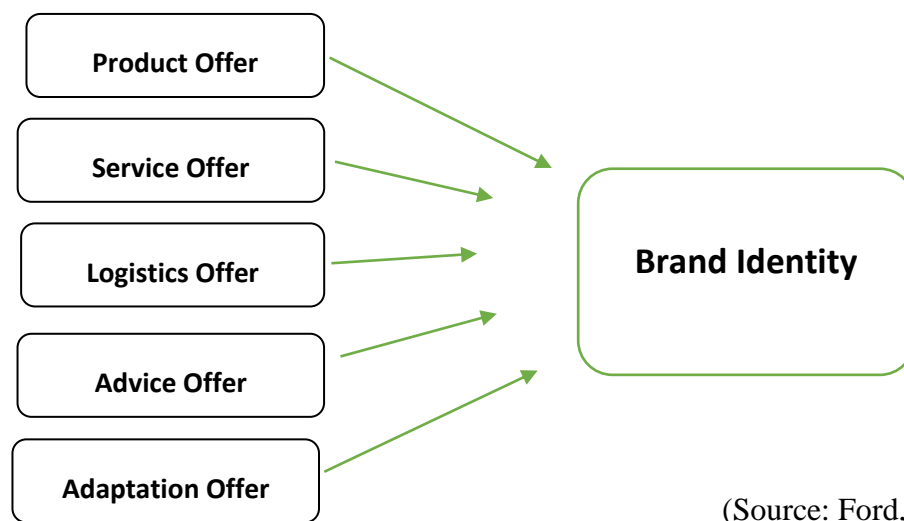
established and thereafter maintain a stable position in a market. In this regard, the following hypothesis is proposed:

H5 – Service offer has significant positive effect on brand identity

2.3. Conceptual Framework of the Study

Conceptual framework means that concepts that relate to one another were used to explain the research problem since brand identity is affected by business marketing offers. For industrial brands, a strong identity can be established based around an individual element of the business market offer or alternatively, built using any combination of the five components. The latter situation may provide a brand with a more flexible and adaptable positioning, which can readily be modified to meet the needs of different buyer segments. As such, this framework provides industrial marketers with a way to conceptualize and construct a unique brand identity that is difficult for competitors to imitate, meaningful and relevant to business buyers.

In this study, Figure 2. the business marketing offers that influence the brand identity can be classified as product, service, logistics, advice and adaptation offers. To align the conceptual framework with the research objectives, brand identity is the dependent variable whereas product, service, logistics, advice and adaptation offers are all independent variables. In so doing, this study adapts a framework developed by IMP Groups (Ford, 2002) brand identity prism, one that is structured around the needs of industrial firms and their buyers. Based on literature review the conceptual framework of this research is designed as follows.



(Source: Ford, 2012)

Figure 2: Conceptual framework of the Study

CHAPTER THREE

3. RESEARCH METHODOLOGY

The overall objective of the study was primarily to measure dimensions of marketing offers and brand identity of industrial chemical manufactures in Addis Ababa. To this end, this chapter consists of research approach, research design, population, data sources and type, sampling technique and sample size, data collection instrument and method, and data analysis as presented below.

3.1. Research Approach

Quantitative research approach was applied in this study to get insight to the nuances of the process for best selection of methodology tools that fitted best. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of an attribute. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena (Abbey, 2009). Thus, adoption of quantitative research approach is appropriate to investigate the relationship between marketing offers and brand identity attributes.

3.2. Research Design

In order to address the research gap identified and to meet the specific objectives, explanatory research designs was employed. According to Riaz (2011) explanatory research is conducted in order to identify the extent and nature of cause-and-effect relationships. Explanatory research can be conducted in order to assess impacts of specific changes on independent variables that changes the dependent variable. It focuses on analysis of a situation or a specific problem to explain the patterns of relationships between variables. Therefore, the study adopted explanatory research design to investigate the effect of marketing offers (independent variables) namely product offer, service offer, logistic offer, advice offer and adaptation on the overall business brand identity taking a B2B (chemical suppliers Vs. bottled water manufacturers) as a case study.

A research design is a plan or framework that provides the basic direction for carrying out the research. In business research, based on the research purpose, research designs are categorised into three namely exploratory, description, and explanatory. The explanatory category is also known as causal research (Zikmund, 2000). Since this study is sought to investigate the effect of marketing

offers on brand identity, the research design applied for this study was an explanatory research design.

3.3. Population, Sample Size and Sampling Technique

3.3.1. Target Population

This study is sought to investigate the effect of industrial chemical manufacture's business marketing offers on building brand identity. According to Ethiopian Central Statistical Agency (CSA) data collected until May 2020, there are a total of 154 basic, intermediary and specialty chemical manufacturing enterprises of which manufacturers of basic chemicals except fertilizers and nitrogen compounds are 5 in number. These five basic chemical manufacturers are namely Awash Melkasa Aluminum Sulphate & Sulphuric acid S.C., Allied Chemicals Plc, Abjiatta-Shalla Soda Ash S.C, Zeway Caustic Soda and Batu Caustic Soda Factory. Despite these companies have a number of other business customers, bottled water manufacturing companies are known for their frequent purchase of their products (Chlorine, Alkali, Soda, etc.) for water treatment process.

A target population is the entire group of people or entities that the researcher is interested to draw conclusions (Kothari, 2003). According to Ethiopian Revenue and Custom Authority - ERCA (2020), there are a total of 70 registered and active bottled water manufacturers in Ethiopia, out of which 47 companies have head-office and distribution centers in Addis Ababa. Thus, bottled water manufacturers in Addis Ababa were considered as a study population. This is for the reason that they are the main customers or frequent buyers of the aforementioned industrial chemical manufacturers for water treatment process (Ethiopian Chemical Industry Corporation, 2020).

Since purchasing process of industrial customers are bureaucratic and more procedural, managements and other subordinate staffs namely quality controls, chemists, marketing & sales, purchasing and production managers are involved in decision making. These staffs of 47 bottled water manufacturers in the city are counted for 238 in number and were taken as a sampling frame as they were believed to have detail information.

3.3.2. Sample Size

It is economical to take representative sample for the intended investigation when conducting census is unrealistic. Determining sample size is very important issue because samples that are too large may waste time and financial resources. While samples that are too small may lead to inaccurate results.

According to Saunders (2007), researchers normally work to a 95% level of certainty. Since the number of the population is known, simplified proportionate formula for known proportion sample size is determined by Yemane (1967). Therefore, the formula to determine the sample size proportion for known population is:

$$n = \frac{N}{1+Ne^2} = \frac{238}{1+(238*.05^2)} = 149.2 \cong 150$$

Where: n -designates total number of permanent employees; e - designates maximum variability or margin of error 5% (0.05); and n- designates computed sample size. Thus, a total of 150 sample respondents would be taken from the 47 bottled water factories in Addis Ababa.

Table 1: Sample Proportion per Stratum

Company	Stratum	Total number	Proportion (%)	Sample Proportion
Bottled Water Factories (47)	Quality Controller	107	0.379 (150)	57
	Marketing & Sales Manager	81	0.287 (150)	43
	Purchasing Manager	47	0.167 (150)	25
	Production Manager	47	0.167 (150)	25
Total		238	1.00	150

(Source: Ethio Telecom Database, 2021)

3.3.3. Sample Technique

There are two sampling techniques to select the targeted respondents from the sapling frame. These are probability or non-probability sampling methods (Creswell, 2009) but a mixture of the two approaches can also be applied. The former refers random (equal chance) selection whereas the latter is subjective and depends on the judgment or the justification of the researcher. Probability sampling method, specifically stratified random sampling technique, which is believed to be appropriate for this study, was applied.

3.4. Data Source and Data Collection Method

There are two types of data sources when collecting data; primary and secondary (Arbnor, 1994). Primary data consists of all the data collected throughout the study that can be directly related to the study purpose, both personally gathered as well as data from a third party that has been gathered with equivalent purpose. Secondary data on the other hand, contains relevant data that has been collected

for a different purpose, but from which the conclusion is valuable for the purpose. This study was mainly conducted based on primary data for analysis. Besides, primary sources, directly or indirectly related to the purpose, were also used for enriching the related literature review from articles, research theses, articles and internet sources.

The primary data were collected through self-administered questionnaires. To have the necessary tools for reaching the established objective, a self-administered questionnaire was developed which made references to the business marketing offers and brand identity. Questionnaire is applied usually for descriptive, which identify and describe the variability in different phenomena or explanatory research, which examine and explain relationships between variables (Saunders, 2009). A self-administered questionnaire design was utilized to obtain the data for this research. For the purpose of this research, a structured questionnaire that follows the quantitative paradigm consisting demographics and item constructs (28 questions) were used to collect the required data.

3.5. Data Analysis and Presentation

The study uses linear multi-regression analysis models for testing the hypotheses drawn from the conceptual framework. Regression analysis is a statistical method to deal with the formulation of mathematical model representing relationship amongst variables which can be used for the purpose of prediction of the value of dependent variable, given the value of the independent (Kothari, 2004). Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best forecast the value of the dependent variable.

Model Specification - Empirical model of this study is, thus, formulated as a multiple linear regression analysis model for investigating individual effect of each independent variable on the outcome variable. In this study, variables are assigned as:

X - Marketing Offers (Independent Variable), manifested by five dimensions namely product (5), service (5), logistics (5), adaptation (4) and advice offer (4). (Adapted from Ford, 2012)

Y - Brand Identity (5 attributes) as Dependent Variable. (Adapted from Ford, 2012)

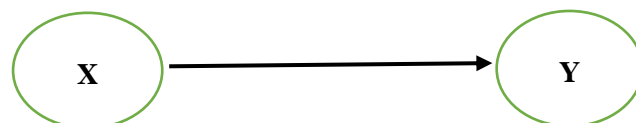


Figure 3: Structure of the Regression Model

To do so, the relationship between the variables is formulated mathematically as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$$

Where: Y = Overall Brand Identity; X₁ = Product; X₂ = Service; X₃ = Logistics; X₄ = Advice; X₅= Adaptation; e = error term; β₀ = constant, term; β_{1, 2, 3, 4, 5}= coefficient terms

Multiple linear regression was conducted to identify the relationship and to determine the most dominant variables of business marketing offer that influence the overall brand identity in the context of B2B relationship between bottled water manufacturers and industrial chemical suppliers in Addis Ababa, Ethiopia.

3.6. Scale Validity and Reliability Test

The extent to which a data collection method accurately measures what it is intended to quantify is referred to as validity (Saunders, 2009). All variables were adopted from previous research works of Ford (2012) to ensure the validity of the research instrument. To assess the overall content validity of the instrument, experts in the field examined the clarity, length, and wording of all variables (items). The English version of the questionnaire has been translated into Amharic to improve clarity for the respondents. Additionally, a pilot test of the questionnaire was conducted among the staffs of the bottled water manufacturers (but excluded them from the main survey in the end) and distributed 30 questionnaires to gather feedback on improving the instruments' content validity. On top of the advisor's comments further incorporated the opinions of the pilot test participants so as to improve the scale validity.

The student researcher adopted measurement scale developed by Ford (2012) to measure business marketing offers. Business marketing offer has five dimensions (namely product offer (5- statements), service offer (5- statements); logistics offer (5- statements), advice offer (4- statements) and adaptation offer (4- statements); and brand identity (5- statements). The reliability test of the adapted questionnaire was found to be Cronbach's alpha of .811, .904, .780, .805, and .733 respectively. Items were measured using a 5-point Likert scale (1 is strongly disagree and 5 is strongly agree). The questions enable the participants (staffs of bottled water manufacturers, particularly quality controller, production manager, purchaser and marketing & sales manager) to express their level of agreement with the five-point Likert's scale format.

Using the pilot test data, the reliability test also conducted to evaluate the internal consistency of the scale. According to Fink (2015), it is important to conduct a pilot test the questionnaire in making sure reliability of the scale. The results revealed that Cronbach's alpha values of each attributes were found to be in the range of acceptance - alpha above 0.7 at $p < .5\%$.

In this study, the business marketing offers that affect brand identity was measured separately and the Cronbach's alpha value was determined. Regarding to business marketing offers, product (provision of standard product, improved quality, quality as promised, better quality than competitors, and being on quality ladder) was measured by five questions (Cronbach's alpha = 0.703); Service (staff courteousness, giving individual attention, responsiveness, providing reliable information, and using modern equipment) with five items: (Cronbach's alpha = 0.944); Logistics (in-time delivery, concern for customer's operation, monitoring customer's stock out status, minimizing production interruption and cooperation with other suppliers) by five items: (Cronbach's alpha = 0.810); Adaptation (supply standard product based on individual customer's specification, adjusting production system based on customer's requirement, and working towards long-term relationship) with four items: (Cronbach's alpha = 0.748); and Advice (listening customer's issues, solving current issues, suggesting new opportunity, and having good communication skill) with four items: (Cronbach's alpha = 0.748). It should be mentioned that brand identity (easy to pronounce the logo, having consistent brand, high reputation, appealing product package, and using different media for promotion) was assessed by five questions: (Cronbach's alpha = 0.716).

Table 2: Reliability Test

	N	Cronbach's Alpha
Product Offer	5	.703
Service Offer	5	.944
Logistics Offer	5	.810
Adaptation Offer	4	.748
Advice Offer	5	.703
Brand Identity	5	.716
Total	28	.895

(Source: Own Survey, 2020)

Thus, as an indicator of acceptability of the scale for further study, all the five marketing offers dimensions (product, service, logistics, adaptation and advice offers) and the overall brand identity attributes were above 0.7 (Table 3.2.). The alpha score of all the constructs yielded the Cronbach alpha of $r = 0.895$ on average. On the basis of the Alpha scores within the range, the scale was considered as a reliable tool for performing data analysis due to its ability to yield stable and consistent results.

3.7. Ethical Consideration

Informed consent was sought from the management of the selected organizations before the commencement of this research initiative. Approval for this study was obtained from St. Mary's University, School of Graduate Studies student support office. And formal consents had also been obtained from each participant/sampling unit before data collection was commenced. The researcher tried to protect the rights of the respondents by ensuring that none of the respondents would be named during the survey or subsequent thesis and respondents were selected to participate without compulsion.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter comprises presentation, analysis and interpretations of the data collected through self-administered questionnaire in reference to marketing offers and brand identity in the case of industrial chemical manufacturers in Addis Ababa. Both results and discussion part are intensively discussed based on the analysis output and literatures reviewed. Descriptive along with inferential statistics were applied in order to come up with overall better results of the research studied. The general information and study variable questions' results were plainly analyzed using frequency, percentage, mean, standard deviation, correlation and multiple regression outputs.

Before proceeding with further analysis, it is also critical to check for any errors induced during data collection and data entry. Thus, data screening is necessary to ensure the validity of research findings. Hence, after collecting the primary data, prior to analyzing it, the questionnaire was reviewed to ensure that the questionnaires were filled correctly. Any incomplete or missing response were excluded from the subsequent analysis. In the course of clearing the data, data encoding and avoiding of coding and data entry error steps were carried out accordingly.

Regarding the questionnaire response rate, all questionnaires were screened for completeness in order to make the collected data suitable for the intended analysis. All unreturned and incomplete questionnaires were considered errors and were discarded from the survey data. Out of 150 distributed questionnaires, a total of 141 were returned. Further, the returned questionnaires were reviewed for errors, and found 5 incomplete questionnaires were identified and discarded. That means, 136 of the 150 collected questionnaires was found to be usable and used for final analysis. As a result, a 94 percent response rate was obtained.

4.2. General Information of Survey Respondents

The first part of the questionnaire consists of the general profile of respondents. It requested a limited amount of information related to general information about the respondents. Accordingly, the following variables about the respondents were summarized and described in the Table-2 below. These variables include sex, age, education, position and service year of survey respondents.

Table 3: Summary of Demographic Profile

Category	Freq.	Percent (%)
Sex		
Male	59	43.4%
Female	77	56.6%
Total	136	100.0%
Age		
<30	27	19.9%
30 – 45	61	44.9%
46 – 60	38	27.9%
>60	10	7.4%
Total	136	100.0%
Education		
Degree	80	58.8%
Masters	33	24.3%
Ph.D.	0	0.0%
Others	23	16.9%
Total	136	100.0%
Position		
Quality Controller	53	39.0%
Production Manager	23	16.9%
Sales & Marketing Manager	39	28.7%
Purchasing Manager	21	15.4%
Total	136	100.0%
Experience		
1 - 5 Years	42	30.9%
6 - 10 Years	69	50.7%
> 10 Years	25	18.4%
Total	136	100.0%

[Source: Own Survey, 2021]

As shown on Table-3, male respondents accounted for 59(43.4%) and the remaining 77(56.6%) were female counterparts. This implies that the number of male and female staffs were nearly similar.

Regarding age category, the age distribution showed that 44.9% of the respondents were 30-45 years old followed by 27.9% and 19.9% who were within 30-60 and below 30 years old, respectively. The rest 7.4% were above 60 years old. This shows that majority of the respondents involved in the study were from 30-60 years old. This showed the participants are more of adults.

As far as the education status of the respondents concerned, the majority 80(58.8%) had bachelor degree followed by 24.3% Masters' Degree holders. No PhD degree holder participated in this survey but was 16.9% from other educational background (high-schoolers and technical/ vocational certificate). Thus, the result implies that the majority of the respondents have possessed a high level of education and they have knowledge to evaluate the marketing offers and brand identity dimensions as well as to fill the questionnaire in a well manner.

Furthermore, with regards to their current position in the company, 53(39.0%) respondents were quality controllers, 39(28.7%) sales & marketing managers, 23(16.9%) production managers and 21(15.4%) purchasing managers. This implies that the participants were from each major purchase decision-making units or departments and this could make the results of the findings more trustworthy.

Referring their service years in the current companies, half (50.7%) of the respondents served the company from 6-10 years while the rest 42(30.9%) and 25(18.4%) had 1-5 and above 10 years of service. This indicates that majority of the participants had relatively lower service years.

Finally, as far as the purchase of chemical products concerned, 43(31.6%) of bottled water manufacturers purchased chemicals from Awash Melkasa Aluminium Sulphate & Sulphuric Acid S.C., 37(27.2%) from Allied Chemicals Plc, 23(16.9%) from Abijiatta-Shalla Soda Ash S.C., 21(15.4%) from Zeway Caustic Soda and the rest 12(8.8%) from Batu Caustic Soda Factory in descending order. The results show that the bottled water factories bought input chemical from their water treatment process from local chemical suppliers.

Overall, the demographic characteristics of the respondents shows dominancy of male participants, well-educated adults with relatively lower (6 - 10) service years within the current company. These demographic profiles of the respondents have an implication that they would have better understanding of the survey results in increasing the credibility of the study to some extent.

4.2.1. Descriptive Analysis

Descriptive statistics were used to describe the basic features of the data in a study. It provides simple summaries about the sample and the measures. Here, descriptive statistics is used to present quantitative descriptions in a manageable form for the fact that each descriptive statistic reduces lots of data into a simpler summary (Gelman, 2007). The mean scores have been computed for all the five

marketing offers and brand identity variables by equally weighting the mean scores of all the items under each dimension. Respondents were asked to rate their perception on a five-point Likert type scale ranging from 1- being strongly disagree to 5- strongly agree for both marketing and brand identity dimensions. To compare the respondents’ perception towards the variables, the scale is set in such a way that respondents strongly disagreed if the mean scored value is in the range of 1.00 – 1.80; disagreed within 1.81 – 2.60; neither agreed nor disagreed within 2.81 - 3.40; agreed if it is in the range of 3.41 – 4.20; while strongly agreed when it falls within 4.21 – 5.00. In addition, standard deviation shows the variability of an observed response. The result is presented below.

4.2.1.1. Product Offer

With the objective of evaluating product offer, the supplier’s strategy to build its brand identity as a quality leader in the market through offering standard chemical products with better quality than competitors, and its delivery as a promised was assessed. Under product offers, five specific statements were asked in the form of Likert scale. Each statement focused on the theoretical background and how much it influences the brand identity of the industrial chemical manufacturers.

Table 4: Descriptive Statistics of Product Offer

Descriptive Statistics			
	N	Mean	Std. Deviation
Chemical manufacturers supply standard products	136	4.07	1.482
Chemical manufacturers supply quality products than competitors	136	3.70	1.731
Chemical manufacturers often supply improved quality products	136	3.60	1.714
Chemical manufacturers supply the quality of a product as promised	136	3.48	1.858
Chemical manufacturers can be considered as “quality-leaders”	136	4.22	1.454
Average mean	136	3.81	1.120

Source: SPSS output, 2021

The results on Table-4 shows that majority of the respondents strongly agreed that the chemical manufactures are considered as a “Quality-Leaders” in the market (mean 4.22). Similarly, they also believed that the suppliers offered standard products (mean 4.07), with better quality than competitors (mean 3.70), and often offers improved quality products (mean 3.60). But they slightly agreed on the factories supplied/ manufactured specific orders in time as promised (3.48). The

aggregate mean (3.99) implies that the majority of the respondents inclined to agree on the importance of standard/ quality products and their delivery in time on their purchase decision.

4.2.1.2. Service Offers

Firms are likely to build their brand identity on the basis of service quality leadership, firm reputation, staff skills, and the friendliness and professionalism of their staff (Rackham, 2018). Under service offers dimension, there are five statements which were used to test the effect of service marketing offer on bottled water factories’ purchase decision. Based on the underneath statistics results, the respondents agreed that staffs at chemical manufacturers are responsive for individual request (mean 4.01) but slightly agreed that the staffs are competent than other competitors (mean 3.57), and delivered standardized services (mean 3.65). Besides, they neither agreed nor disagreed on the idea that states “Chemical suppliers rendered customized services” (mean 3.29). The grand mean scored value of 3.63 indicates that the responses of the respondents apt to agreed up on service offer’s statement questions that have an implication that, in this case, services are relatively standardized (as a proxy for products) and little customization might be expected.

Table 5: Descriptive Statistics of Service Offer

Descriptive Statistics			
	N	Mean	Std. Dev.
Staffs of chemical manufacturers are responsive to individual request	136	4.01	1.649
Staffs of chemical manufacturers are competent than competitors	136	3.57	1.829
Service rendered by chemical manufacturer is standardized	136	3.65	1.774
Service rendered by chemical manufacturer is customized	136	3.29	1.785
Average mean	136	3.63	1.284

Source: SPSS output, 2021

4.2.1.3. Logistics Offers

Logistics is more than just the delivery of the product to the customer. It refers to the ability of suppliers to manage their supply chain, meet the demands of just-in-time production schedules, minimize customer production disruptions, provide order and material traceability, and the ability to cooperate with other network partners in order to deliver offers to customers (Ford, 2002).

Based on this definition, five attributes related to logistics offer were put to the respondents and their reaction/ the result (Table-6) revealed that the respondents believed that chemical suppliers are aware of bottled water factories' production schedules (mean 3.60), tried to deliver in time (mean 3.72) and minimize interruption of their production (mean 3.62) through dealing with other chemical suppliers (mean, 3.51) to meet their demands. They admitted that the suppliers helped them not to run out of stock (mean 3.51) regarding raw materials. This indicates that respondents' perception towards the logistics offers of the industrial chemical suppliers inclined to positive as the grand mean value was found to be 3.62. This implies that the logistics offer of the chemical suppliers is positively perceived by their customers which could results in building good brand identity.

Table 6: Descriptive Statistics of Logistics Offer

Descriptive Statistics			
	N	Mean	Std. Dev.
Chemical manufacturers supply the ordered quantity in time	136	3.72	1.800
Chemical manufacturers are aware of our production schedule	136	3.60	1.802
Chemical manufacturers help us not to run out of stock	136	3.64	1.824
Chemical manufacturers try to minimize production disruption	136	3.62	1.610
Chemical manufacturers cooperate with other suppliers to meet our demand	136	3.51	1.486
Average mean	136	3.62	1.207

Source: SPSS output, 2021

4.2.1.4. Adaptation Offers

The level of adaptation in B2B is considered to be an important feature of the relationship because exchange partners often adapt to each other for limited resources, specialized knowledge, information and marketing assistance (Gundlach, 2014). In this regard, the results on Table-7 revealed that the respondents disagreed against chemical suppliers' staffs were courteous to solve individual problems (mean 2.71), make significant investment on modern equipment linked to their requirements (2.83), and tried to work to build long-term relationship (mean 2.77). On the other hand, they showed their indifference regarding the adaption of their production process to meet customer's demand/ requirements (mean 3.07). The overall perception of the respondents towards adaptation offer of industrial chemical manufacturers was found to be negative (grand mean, 2.85). This has an

implication that the respondents had doubts on chemical suppliers' ability or willingness to adapt their business activities in accordance or in line with their strategic customers.

Table 7: Descriptive Statistics of Adaptive Offer

Descriptive Statistics			
	N	Mean	Std. Dev.
Chemical suppliers adapt standard product as per individual customer's demand	136	2.71	1.747
Chemical suppliers adapt their production process to meet customer demand	136	3.07	1.942
Chemical manufacturers make significant investments on equipment to satisfy customer's individual requirement	136	2.83	1.640
Chemical suppliers work towards building customer's long-term relationship	136	2.77	1.596
Average mean	136	2.85	1.387

Source: SPSS output, 2021

4.1.2.5. Advice Offers

Advice aims to increase the customer's understanding that helps decrease customer uncertainties, may identify the real source of a customer's problem, new ways of doing things or new opportunities (Ford, 2002).

Table 8: Descriptive Statistics of Advice Offer

Descriptive Statistics			
	N	Mean	Std. Dev.
Staffs of chemical suppliers understand our issues properly	136	3.11	1.988
Chemical suppliers advise us in identifying new business opportunity	136	2.59	1.953
Chemical suppliers often come up with new ideas of customer service	136	2.97	1.947
Chemical suppliers take proactive measures to solve our current issues	136	2.93	1.963
Chemical suppliers' staffs have a good skill in lessening uncertainty	136	3.02	1.953
Average mean	136	2.93	1.771

Source: SPSS output, 2021

Based on the results on Table-8, the respondents had doubts on the overall the perception towards advice offers of chemical suppliers as the grand mean scored value was found to be 2.93. This is for the fact that the respondents were indifferent whether staffs of chemical suppliers understand their issues properly (mean 3.11), often came up with new ideas of customer service (mean 2.97), took

proactive measures to solve their problem (mean 2.93) and staffs had a good skill in lessening uncertainty (mean 3.02). However, they disagreed on forwarding their advice regarding identification of new business opportunity (mean 2.59). This implies that chemical manufacturers had less ambition towards offering advices or consultancy services to their customers. This may have its own influence on the reputation of the companies in this regard.

4.1.2.6. Brand Identity

Brand identity is the practice by which companies creating unique and strong perceptions in the minds of consumers for their product offerings from competition (Boyle, 2007). Brands are renowned for offering consumers a distinctive set of perceived benefits not found in other products. These perceived benefits potentially both simplify consumers' purchase decision making and offer a starting point for customer loyalty.

Table 9: Descriptive Statistics of Brand Identity

Descriptive Statistics			
	N	Mean	Std. Dev.
The brand/ logo the chemical manufacturer is easy to pronounce	136	3.36	1.407
The brand of chemical manufacturer is consistent	136	4.10	1.387
The brand the chemical manufacturer has high reputation	136	3.51	.869
Our chemical suppliers use alluring product package to promote their brands	136	3.54	1.360
Chemical suppliers adopt different media to promote their brands	136	3.46	.877
Average mean	136	3.57	.855

Source: SPSS output, 2021

In this regard, the result on Table-9 revealed that the respondents agreed that brands of the respective chemical suppliers are consistent (mean 4.10), implemented appealing product package to promote their products (mean 3.54), and the suppliers had high reputation (mean 3.51). Whereas, they showed their indifferences (neither agreed nor disagreed) on the logo/ brand name of the suppliers are easy to pronounce (mean 3.36) and the companies adopted different promotional media to promote their tangible products or services. The overall brand identity dimension of the industrial chemical suppliers was perceived slightly positive (grand mean 3.57) which implies that company's reputation, brand consistency, its promotion through appropriate media and ease of brand name to catch, have their own influence the building process of unique brand identity.

4.3. Inferential statistics

4.3.1. Correlation Analysis

To determine the relationship between marketing offers dimensions and brand identity, Pearson Correlation was first investigated. A correlation refers to a quantifiable relationship between two variables, and the statistic that provides an index of that relationship is called a correlation coefficient (r), which is a measure of the relationship between two interval or ratio variables. As per the guideline suggested by Field (2005), the strength of relationship ranging from 0.1 to 0.29 shows weak relationship; from 0.3 to 0.49 is moderate; and value > 0.5 shows strong relationship between two variables. Hence, in this study correlation analysis was used to examine the relation between dependent (brand identity) and independent (marketing offer – product, service, logistics, adaptation and advice offers) variables.

Table 10: Pearson Correlation Matrix

	Correlations					
	PRO	ADV	LOG	ADP	SRV	BRI
Product Offer	1					
Advice Offer	.488**	1				
Logistic Offer	.321**	.223**	1			
Adaptation Offer	.312**	.315**	.381**	1		
Service Offer	.210*	.191*	.208*	.239**	1	
Brand Identity	.607**	.594**	.452**	.513**	.377**	1

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS output, 2021

The results on Table-10 shows that brand identity had a positive and significant relationship with all marketing offers dimensions. Amongst them, the association between product offer and brand identity had relatively the most strong and positive relation (r - coefficient of 0.607 and significant at 0.01). This indicates product offer dimension had relatively strong positive brand identity among other independent variables. The remaining business marketing offers namely advice offer (r = 0.594), logistic offer (r = 0.452) and service offer (r = 0.377) have positive and significant relationship with brand identity.

4.3.2. Assumptions for Multiple Linear Regression Model Test

Meeting the regression analysis assumptions is required to confirm that the obtained data accurately represented the sample and that the researcher obtained the best results (Hair, 1998). There are numerous assumptions to consider, but the student researcher concentrated on the major ones that can be easily tested with SPSS. These assumption tests are multicollinearity, linearity, normality and autocorrelation tests.

I. Multicollinearity

The multicollinearity of the variables was measured to see if there was any high correlation between the independent variables. If the independent variables are correlated, the regression equation most likely contains a redundant measure. Correlations were investigated using SPSS's bivariate correlation measure. None of the independent variables had correlations of 0.70 or higher, implying collinearity (Tabachnick & Fidell, 1996).

Table 11: Collinearity Diagnosis

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Product Offer	.700	1.428
	Service Offer	.729	1.372
	Logistic Offer	.802	1.247
	Adaptation Offer	.774	1.292
	Advice Offer	.909	1.100

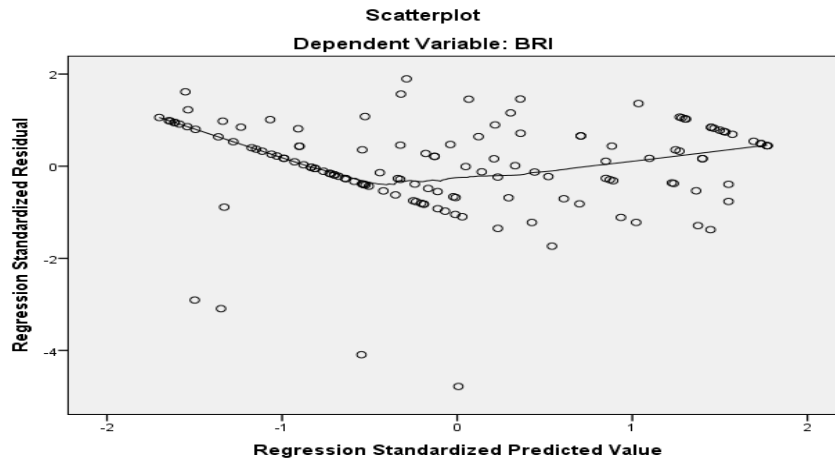
^a. Dependent Variable: Brand Identity

Source: SPSS output, 2021

In addition, the Tolerance and VIF values were used to test for multicollinearity in this study. If the tolerance value is close to one and the VIF value is between one and ten, it can be concluded that there is no multicollinearity problem between independent variables in the regression model (Pallant, 2011). All independent variables, as shown in Table-11, have a Tolerance value greater than 0.01 and a VIF value less than 10. As a result, it can be concluded that there was no multicollinearity issue in this case.

II. Linearity

The degree to which a change in the dependent variable is associated with a change in the independent variable is represented by the linearity of the relationship between the dependent and independent variables (Hair, 1998). In a nutshell, linear models predict values that fall in a straight line by utilizing a constant unit change (slope) of the dependent variable in exchange for a constant unit change of the independent variable (Hair, 1998).



Source: SPSS output, 2021

Figure 4: Frequency Distribution of Standardized Residuals

Scatter plots or residual plots can be used to easily test the linearity assumption: plots of residuals vs. either the predicted values of the dependent variable or against (one of) the independent variable(s) (Hoekstra, 2014). Figure-2 depicts the scatter plots of standardized residuals versus fitted values for the regression models. From the Loess curve, it appears that the relationship of standardized predicted to residuals is roughly linear around zero. Thus, it can be concluded that the relation b/n the response variable and predictors is zero since the residuals seem to be randomly scattered around zero.

III. Test of Normality

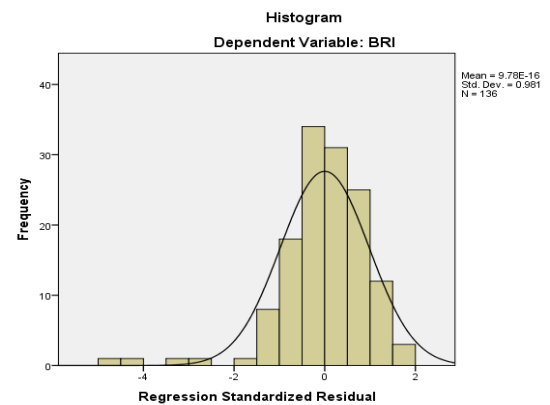
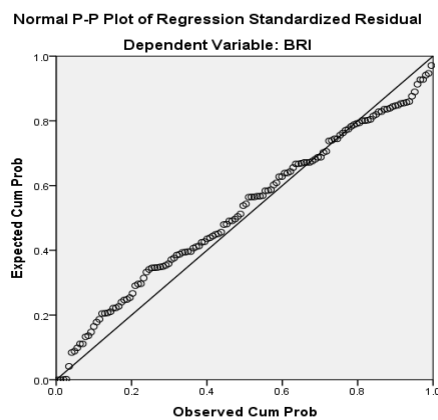
Screening data for assessing the normalization of variables is a critical step in multivariate analysis (Hair, 2010). Normality refers to the shape of a normal distribution of the matrix variable (Robert, 2006). For variables with normal distribution, the values of skewness and kurtosis are zero, and any value other than zero indicated deviation from normality (Hair, 2010). In addition, a check for normality of the error term is conducted by a visual examination of the normal probability plots of

the residuals. To evaluate normality, the P-P plots is used as showed in Figure-3. The plot shows approximately a straight line instead of a curve. The skewness value provides an indication of the symmetry of the distribution. The index of skewness takes the value zero for a symmetrical distribution. A positive skewness value indicates right skew while a negative value indicates left skew (Fidell, 2001). In this case, the data skewed to the right (Advice Offer) side as the statistics values were found to be negative but within the range (-2 to + 2). Furthermore, the result of histogram in Figure-3 showed a little left skew as well.

Table 12: Normality of Distribution Using Descriptive Statistics (Skewness and Kurtosis)

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Product Offer	136	-.372	.208	-1.109	.413
Advice Offer	136	.115	.208	-1.782	.413
Logistic Offer	136	-.575	.208	-.936	.413
Adaptation Offer	136	-.007	.208	-1.305	.413
Service Offer	136	-.610	.208	-.854	.413
Brand Identity	136	-.193	.208	.851	.413
Valid N (listwise)	136				

Source: SPSS output, 2021



Source: SPSS output, 2021

Figure 5: Normal Point Plot and Frequency Distribution of Standardized Residuals

IV. No Auto-correlation/Independent of Errors

To determine the autocorrelation between observations, Durbin-Watson test was used. The Durbin-Watson statistic ranges in value from 0 to 4. A value near 2 indicates non-autocorrelation; a value toward 0 indicates positive autocorrelation; a value toward 4 indicates negative autocorrelation (Field, 2005). With Durbin Watson value of 1.784, which is closer to 2, it can be confirmed that the assumption of independent error has almost certainly been met (*Ref. Table 13 – Model Summary*).

4.4. Regression Results

Multiple linear regression is a statistical method for determining the strength of the relationship between a set of explanatory variables (Landau & Brian, 2004). The explanatory power of the independent variables (Product offer, Service offer, Logistics offer, Advise offer and Adaptation offer) in the variance of the dependent variable (brand identity) was determined in this study. The percentage of variance in the dependent variable explained by the independent variables was calculated using adjusted R square. The standard regression coefficient (beta weight) was calculated from the multiple linear regression analysis to compare the relative effect.

Overall brand identity was regressed against the five independent variables, the independent variables contributed to a statistically significant level p-value 0.001. The multiple correlation coefficient $R = 0.785$ indicates that the observed brand identity has a strong correlation with those predicted by the model for regression. Moreover, as shown in Table-13, the R-square value or coefficient of determination ($R^2 = 0.617$) indicates that 61.7% of the variance in the dependent variable (brand identity) was explained by the independent variables (product offer, advice offer, logistic offer, adaptation offer and service offer) included in the regression model.

Table 13: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 ^a	.617	.602	.53891	1.784

^a. Predictors: (Constant), ADV, SRV, LOG, ADP, PRO

^b. Dependent Variable: BRI

Source: SPSS output, 2021

By definition, R^2 will increase as more independent variables are added to the model. Even if these do not explain variability in the population, adjusted R^2 is an attempt to improve estimation of R^2 in the population (Landau and Brian, 2004). The use of this adjusted measure results in a revised estimate that the five explanatory variables can explain 61.7% of the variability in brand identity in the population. Other variables not considered in this study account for approximately 38.3% of the variability in brand identity in the population.

The ANOVA Test, Table-14, shows the overall significance/acceptability of the model from a statistical perspective (Pedhazur, 1982). It shows the acceptability of the model. The p-value is less < 0.05 i.e., 0.001 indicates that the variation is explained by the model is not due to chance. As result revealed, it can be connoted that R , R^2 , and Adjusted R^2 conducted for the multiple regression predict the brand identity based on the linear combination of marketing offers (independent variables) is found to be statistically significant.

Table 14: ANOVA Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.819	5	12.164	41.883	.000 ^b
	Residual	37.755	130	.290		
	Total	98.574	135			
a. Dependent Variable: BRI						
b. Predictors: (Constant), ADV, SRV, LOG, ADP, PRO						

Source: SPSS output, 2021

The F-ratio is calculated by dividing the average improvement in prediction by the model (MSM) by the average difference between the model and the observed data (MSR). F-ratio determines whether the model is a good fit for the data. If the improvement due to fitting the regression model is much greater than the inaccuracy within the model then the value of F will be greater than 1 and SPSS calculates the exact probability of obtaining the value of F by chance (Pedhazur, 1982). The F-ratio for the above model is 41.883, which is very unlikely to have happened by chance.

Regarding the regression coefficient, this study intends to identify the most contributing independent variable in the prediction of the dependent variable. Thus, the strength of each predictor (independent variable) influencing the criterion (dependent variable) can be investigated via standardized Beta coefficient. The regression coefficient explains the average amount of change in the dependent

variable that is caused by a unit change in the independent variable. The larger value of Beta coefficient an independent variable has, the larger effect on the dependent variable.

The last output in the analysis of the multiple regression models represents the output for the beta coefficients of each marketing offer dimensions. The equation for this research is presented below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$$

Where: Y = Overall Brand Identity; X₁ = Product; X₂ = Service; X₃ = Logistics; X₄ = Advice; X₅= Adaptation; e = error term; β₀ = constant, term; β_{1, 2, 3, 4, 5}= coefficient or slope of the independent variables.

Based on multiple regression analysis on Table 4.14, substituting the results in the model yields:

$$OBI = \beta_0 + \beta_1PRO + \beta_2SRV + \beta_3LOG + \beta_4ADP + \beta_5ADV + e$$

$$OBI = 1.044 + .298 PRO + .311 SRV + .170 LOG + .217 ADP + .168 ADV$$

The regression analysis revealed that each marketing offers have positive and significant effect on overall brand identity. Service offer (β = .311) has the highest positive effect on brand identity and followed by product offer (β = .298) and adaptation offer (β = .217). However, logistics (β = .170) and advice (β = .168) offers have relatively lower contribution to the prediction model. In this case, all of the predictors had positive beta coefficient values, which indicates positive effects.

Table 15: Estimated Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.044	.209		4.990	.000
	Product Offer	.227	.050	.298	4.587	.000
	Advice Offer	.150	.031	.311	4.890	.000
	Logistic Offer	.120	.043	.170	2.807	.006
	Adaptation Offer	.134	.038	.217	3.515	.001
	Service Offer	.112	.038	.168	2.952	.004

^a. Dependent Variable: Brand Identity

Source: SPSS output, 2021

Therefore, the hypotheses for these five variables were supported as they showed a positive and significant effects on brand identity. It can be concluded that the five dimensions of marketing offers by industrial chemical manufactures can be taken as a good predictors of brand identity.

4.4. Discussion of the Results

The discussion part focuses on the major findings of the analyses for further elaboration. It encompasses addressing the research objectives which aims to test the effect of business marketing offers on brand identity of industrial chemical manufacturers in Addis Ababa. As indicated in the related literature review chapter, marketing offers variable is manifested through product, service, logistics, adaptation and advice offers. Referring to Table 4.14, all the beta coefficients of the regression model between the marketing offers and brand identity have positive values. Hence, there were no inverse relationships between the dependent and independent variables. The brief discussion on each objective (hypothesis) is presented below.

H1: Product offer has positive and significant effect on brand identity

Regarding the first proposed hypothesis (H1), it posits a significant and positive influence on brand identity of industrial chemical manufactures. This hypothesis is supported at $\beta = 0.298$ at $p < 0.01$. It indicates that product offer dimension certainly has a significant and positive effect on brand identity. A unit change in product offer will bring a 0.298-unit variation in brand identity. This can be taken as evidence to prove the proposed hypothesis (H1) is supported.

The implication of product offer variable has a positive and significant relationship with in the process of building unique and strong brand identity is that industrial chemical manufacturers offer their products to the market or specifically to their strategic customers to survive and then sustain in the market. Such product offers with specified standard or improved quality in a promised time frame has a significant influence on building the brand identity of the companies. This finding is supported by Rackham & DeVincentis (2016), whose study was conducted on The International Wool Secretariat's Wool Mark brand, found out that building a leadership position around product quality and assure quality-sensitive buyers that the products have met rigorous standards made Wool Mark brand prominent in the European market. Thus, one can conclude that product offer has a potential prediction probability (capability) on brand identity of a given company if its benefit or features are differentiated from strategic competitors.

H2: Service offer has positive and significant effect on brand identity

The second proposed hypothesis (H2) states that service offer has a positive and significant effect on brand identity of water treatment chemical manufacturers. This is supported at $\beta = .168(p < .001)$ which indicates that a unit variation in service offer may bring .168 points variation in brand identity. However, it was found to be relatively the least determinant amongst other marketing offers in Ethiopian industrial chemical manufacturer's context. However, the finding is not in line with Flint (2012) as his study found out that firms are likely to build their brand identity on the basis of service quality leadership, firm reputation, staff skills, and the friendliness and professionalism of their staff. But it's supported by the finding of Narus (2014). According to his study, lower effect of service offer on brand identity could happen when the service is augmented or proxy of a product (in the case of manufacturers or product suppliers).

H3: Logistics offer has positive and significant effect on brand identity

The third proposed hypothesis (H3) posits that logistic offer has a positive and significant effect on brand identity of chemical manufacturers in Addis Ababa. This is supported at $\beta = 0.170$ at $p < .001$, which implies that logistics offer significantly affects the brand identity. Preceding service offer, logistics offers has also relatively lower effect on brand identity due to suppliers' ability to manage their supply chain, meet the demands of just-in-time production schedules, minimize customer production disruptions, etc. Based on the result of beta coefficient, a unit increase in logistics offer will produce a 0.170 unit increase in brand identity. So, the hypothesis is supported. In support of this finding, Ford (2012) explains that logistics consists primarily of capabilities rather than tangible things, and involves standardized and customized components. If not standardized, logistics would have less impact to build a B2B brand as it has a more abstract basis than product offers.

H14: Adaptation offer has positive and significant effect on brand identity

The fourth hypothesis (H4) states that adaptation has a positive and significant effect on brand identity. The beta coefficient of adaptation offer was found to be $\beta = 0.217$, which is statistically significant at the $p < 0.01$ sig. level. Hence, the findings showed that the hypothesis (H4) is supported. Additionally, next to product and service offers, it also considered as the strongest determinant of brand identity in chemical manufacturers. The result was in congruent with prior researches conducted within the context of marketing offers effect on brand identity (Ganesan, 2014). In his study, Ganesan (2014) explains the level of adaptation of one partner to another was found out as one

of important features of the relationship because, in a business relationship, exchange partners often adapt to each other for limited resources, specialized knowledge, information and marketing assistance (Anderson, 2010; Gundlach, 2014).

H5: Advice offer has positive and significant effect on brand identity

The fifth proposed hypothesis (H5) posits that advice offer has a positive and significant effect on brand identity of industrial chemical manufacturers. This is supported at $\beta = 0.311$ at $p < .001$, which implies that advice offer significantly affects the brand identity. It has relatively the highest effect on brand identity. Beverland (2004), in his study on factors affecting brand identity, he concluded that advice (consultancy) service involves a mix of reacting to buyer’s demand and expressed needs, and importantly, proactively offering new suggestions that would benefit the customer’s competitive position or operation. It is also in line with Tasmania’s military ship builder (InCat) manages and their relationship with the US Navy in a proactive way. InCat helped the US Navy by solving the paint issue of helicopter pad which used to be easily. It provided the solution to the Navy who quickly adopted it. Such a solution has helped InCat continually win orders with military customers (IMP, 2016). There for, it is evident that suppliers’ advice offer to their customers has significant effect on building their companies’ reputation results in creating unique and strong brand identity.

It can, thus, be concluded that each of the marketing offers dimension are good predictors of brand identity, i.e., they significantly affected brand identity of water treatment chemical manufacturing companies in Addis Ababa. Since all of the independent variables were strongly related with brand identity of chemical manufacturers in Addis Ababa, all the five proposed hypotheses are supported by this regression model Table 4.15.

Table 16: Summary of the Research Hypothesis Test Result

Code	Proposed Hypothesis	Findings		Result
H ₁	Product offer on Brand Identity	$\beta = 0.298$; $p < .05$	Positive & Significant	<i>Supported</i>
H ₂	Service offer on Brand Identity	$\beta = 0.168$; $p < .05$	Positive & Significant	<i>Supported</i>
H ₃	Logistics offer on Brand Identity	$\beta = 0.170$; $p < .05$	Positive & Significant	<i>Supported</i>
H ₄	Adaptation offer on Brand Identity	$\beta = 0.217$; $p < .05$	Positive & Significant	<i>Supported</i>
H ₅	Advice offers on Brand Identity	$\beta = 0.311$; $p < .05$	Positive & Significant	<i>Supported</i>

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the major findings, conclusions and recommendations based on the findings of the study along with suggested areas for further research.

5.1. Summary of Major Findings

The primary objective of this study was to investigate the effect of business marketing offers on brand identity in the case of industrial chemical manufacturers in Addis Ababa. Nowadays, the bottled water industry has become more suffocated by new entrants and the local market has been tied up in stiff competition against each other to dominate the market share. Having different strategic competence in regards to maximizing their financial benefits is a common practice in most companies and striving for building brand identity through marketing offers is one of the effective business strategies to sustain. Hence the study tried to address the five specific objectives stated in the introduction part. The findings of this research have been summarized as follows:

- For evaluating the relationship between the marketing offers and brand identity variables, Pearson correlation coefficient was carried out. Results of the findings revealed that all marketing (product, service, logistics, adaptation and advice) offers as independent variables had positive and significant relationship with brand identity.
- The overall variation in brand identity is explained by 61.7% variation of marketing offer variables. The rest 38.3% variation accounted for other unknown variables not included in this study. Moreover, the $R^2 = 61.7\%$ variation in brand identity explained by marketing offer dimensions is not by chance. Rather the variation is significant at $p < .05$.

The results of the regression analysis revealed that each of the marketing offers have positive and significant effect on overall brand identity. (H1 – H5)

- Advice offer has the highest positive and significant effect on brand identity ($\beta = .311$) on brand identity at $p < .05$.
- Product offer dimension, next to advice offer, has the highest positive and significant effect ($\beta = .298$), on brand identity at $p < .05$.

- Service offer has the least positive and significant effect on brand identity ($\beta = .168$) on brand identity at $p < .05$.
- Preceding service offer, logistic offer has also the least positive and significant effect on brand identity ($\beta = .170$) on brand identity at $p < .05$.
- Adaptation offer has relatively higher positive and significant effect on brand identity ($\beta = .217$) on brand identity at $p < .05$.

In this case, all of the predictors had positive beta coefficient values, which indicates positive effects. Therefore, the hypotheses for these five variables were supported as they showed positive and significant effects on brand identity.

5.2. Conclusions

The main objective of this study was to investigate the effect of business marketing offers on brand identity in the case of industrial chemical manufacturers in Addis Ababa. Hence, the study sought to identify the most important attributes of marketing offer dimension to build unique and strong brand identity of the chemical suppliers. Due to lack of related empirical literature in Ethiopian context, it might be the first in its kind and might have limitation in explaining the results in conjunction with previous study.

In Ethiopian chemical manufacturing industry's context, the overall marketing offers in the course of brand identity, advice, product adaptation, logistics and service offers play positive and significant role on building unique and strong brand identity. Amongst them, advice and product offers have the highest effect on brand identity. These indicate that bottled water factories, the most frequent buyers of water treatment chemicals from the industrial chemical manufacturers in Addis Ababa, preferred to have good relationship with the suppliers in regards to having advices on mitigating their current issues, suggesting new opportunities and providing standard or improved quality products in time. Logistics, adaptation and service offers have significant effect on brand identity but they were considered or perceived as augmented or proxy of product offers for the fact that the chemical manufacturers mainly provide the market with tangible product (water treatment chemicals in this case). Thus, having less impact on brand identity is expected (Ford, 2012).

Based on the results of the major findings, it can be concluded that product and advice offers are the most dominant factors in building brand identity of the chemical suppliers. The bottled water

factories' managers who involved in purchasing decision believed that supply of standard/ improved qualities products within the promised time as well as having valuable advice regarding suggestion of new opportunities and their dedication in solving their current problems had been given more consideration. Thus, advice and marketing offers are good predictors in shaping the brand identity of the industrial chemical manufactures in Addis Ababa.

Moreover, logistics offer in terms of understanding the operation or production schedules of the bottled water factories and working towards fulfilling their demands to mitigate interruption of production due to raw materials (water treatment chemicals) shortage had significant effect on brand identity of the chemical suppliers. Therefore, it can be concluded that offering of logistics services to bottled water manufacturers helps in building the brand identity of the chemical manufacturers.

On the other hand, service and adaptation offers showed relatively lowest positive and significant effects on brand building. In this regard, customization of services per individual customers, investment on modern equipment to exceed their demands seems impractical in developing countries' context (Narus, 2014). Thus, it is expected relatively lesser impact of service and adaptation offers within low economic situations. Besides, manufacturing or tangible product suppliers tend to incorporate services and adaptation offers as additional burden rather than aggressively working on them to build their brand reputation. However, both offers (service and adaptation) has significant and positive effect on brand building as supported by the regression model results in this case.

In conclusion, marketing offers in terms of standard or quality product offers, customized and standardized services delivered by competent staffs, just-in-time logistics offers, helping buyers to adapt value adding systems or work process as well as offering advice on current issues or new opportunities had significant effect on building brand identity of chemical manufacturers in Addis Ababa, as justified and supported by the findings of this study.

5.3. Recommendations

In reference to the major findings and the conclusion made, the following possible recommendations have been forwarded:

- In this study, offering quality product was found to be one of the factors that affected the brand identity of industrial chemical manufacturers. Since product offers is one of the most determinants of brand identity, the industry should improve the purity of locally

manufactured water treatment chemicals to be competitive in the market. Chemical manufacturer should give more emphasis on the quality of their respective products. It would be more important to managers of industrial chemical manufacturers to produce the products based on the requirements of its industrial customers. Differentiating locally manufactured water treatment chemicals against competitors would be a basis for creating strong and unique brand identity as a competitive advantage.

- Offering advice is also an important factor to managers of industrial chemical manufacturers to build their brand identity. This can be achieved through working with the management staffs of their customers (bottled water factories) in regards to identifying new business opportunity (product differentiation/ cost leadership), and giving due consideration in solving their current problems. Thus, the managements should build their ability (advice offer) through commitment of understanding what their customers do really want to have.
- Logistics offer is also a strong determinant factor in building brand identity. It is also an important marketing strategy to address and help business customers (bottled water factories) not to have interrupted production or operation. This can be achieved by adjusting production of required chemicals in line with production schedules of the bottled water factories.
- Since, adaptation offer has also shown significant and positive effect on brand identity, industrial chemical manufactures shall develop their abilities in suggesting or adapting value added ideas to solve business customer's difficulties in the supply chain. This can be achieved through consulting bottled water manufacturers to adjust the TDS (total dissolved solids) to suit the taste of the consumers.
- Similarly, despite it had the least significant and positive effect on building brand identity, chemical suppliers need to work or exert efforts on improving their service quality by developing their staffs' knowledge, skill and attitude towards their business customer. This can be achieved through proper and relevant training as well as engaging employees in decision making so as to help them understand the mission and objectives of the company.
- This study has only sought to investigate how to build unique and strong brand identity through effective marketing offers namely product, service, logistics, adaptation and advice offers business customers in industrial chemical manufacturers' context. However, there are

a number of determinants like technology, price, promotion, etc. which could significantly affect brand identity of business customers. Thus, further research is required to evaluate the effect of marketing offers on brand identity incorporating the aforementioned factors.

- Besides, it also serves as a springboard to investigate marketing offers' effect on brand identity from other (service) industries' perspectives.

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Appendix - I



ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Survey Questionnaire

Questionnaire to Be Filled by Bottled Water Company Staff

Dear Respondent,

My name is Alemayehu Melau, a postgraduate student of St. Mary's University, School of Graduate Studies. Currently, I am conducting my thesis entitled "*The effects of business marketing offers on brand identity: The case of industrial chemical manufacturers in Addis Ababa.*" The purpose of this questionnaire is to gather data regarding how building brand identity is influenced by marketing offers in terms of product, service, logistics, adaptation and advice offers. Your honest and sincere responses for this questionnaire will play a great role in making the research successful. I assure you that all the responses will be treated confidentially and only be used for academic purpose. Participation is purely voluntary and no need to write your name.

I thank you in advance sparing 15 minutes from your precious time and if you have any question, please feel free to contact me by the below contact:

Alemayehu Melaku

Phone: +251 909 289490

Email: genalex2016@yahoo.com

I. General Information

Please mark [X] in the appropriate box to indicate your choice

- 1. Sex Male Female
- 2. Age (Years) 18 – 30 31 – 45 46 – 60 > 60
- 3. Education Diploma Bachelor or Degree Masters
 Others, please specify _____
- 4. Position Chemist Purchaser Operation Manager Quality Controller
 Marketing & Sales Manager
- 5. Experience 1 – 5 years 6 – 10 years > 10 years
- 6. Supplier Awash Melkasa Aluminium Sulphate & Sulphuric Acid S.C.,
 Allied Chemicals Plc,
 Abijiatta-Shalla Soda Ash S.C,
 Zeway Caustic Soda
 Batu Caustic Soda Factory.

II. Questions Regarding Study Variables

Here under the questions with regard to the marketing offers (product, service, logistics, adaptation and advice offers) by industrial chemical suppliers to build their brand identity. Therefore, you are kindly requested to put “X” mark on the box which represents your degree of agreement.

1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree.

Statements	Scale				
	1	2	3	4	5
Product Offer					
Chemical manufacturers supply standard products					
Chemical manufacturers supply quality products than competitors					
Chemical manufacturers often supply improved quality products					
Chemical manufacturers supply quality products as promised					

Chemical manufacturers can be considered as “quality-leaders”					
Service Offer	1	2	3	4	5
Staffs of chemical manufacturers are courteous					
Staffs of chemical manufacturers give individual attention					
Staffs of chemical manufacturers are responsive					
Staffs of chemical manufacturers provide reliable information					
Chemical manufacturers’ physical facilities are appealing					
Logistics Offer	1	2	3	4	5
Chemical manufacturers supply the ordered quantity in time					
Chemical manufacturers are aware of our production schedule					
Chemical manufacturers help us not to run out of stock					
Chemical manufacturers minimize production disruption					
Chemical manufacturers cooperate with other suppliers to meet our demand					
Adaptation Offer	1	2	3	4	5
Chemical manufacturers adapt standard product as per individual customer demand					
Chemical manufacturers’ production system is adapted to the requirements of our demand					
Chemical manufacturers make significant investments in equipment that is linked to our requirement					
Chemical manufacturers work towards our long-term relationship					
Advice Offer	1	2	3	4	5
Chemical manufacturers listen our issues					
Chemical manufacturers help us solving our current problems					
Chemical manufacturers identify new opportunity to advise us					
Chemical manufacturers’ staffs have good communication skill					
Brand Identity	1	2	3	4	5
The brand/ logo the chemical manufacturer is easy to pronounce					
The brand the chemical manufacturer is consistent					
The brand the chemical manufacturer has high reputation					
The chemical manufacturer uses appealing product package to promote its brand					

The chemical manufacturer uses different media to promote its brand					
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Many thanks!!!

Appendix II – Survey Questionnaire (Amharic Version)

ቅድስት ማርያም ዩኒቨርሲቲ፣ ስኩል ኦፍ ግራጁዌት ስተዲስ

የዳሰሳ ጥናት መጠይቅ

በታሸገ ውሃ አምራች ድርጅት ስራተኛ የሚሞላ መጠይቅ

ውድ መልስ ሰጪ፤

ስሜ አለማየሁ መላኩ ይባላል። የቅድስት ማርያም ዩኒቨርሲቲ፣ ስኩል ኦፍ ግራጁዌት ስተዲስ የድህረ ምረቃ ተማሪ ነኝ። “የስራ ማርኬቲንግ አቅርቦት በብራንድ ማንነት ላይ የሚፈጥራቸው ተፅዕኖዎች፣ አዲስ አበባ ውስጥ የሚገኙ ኬሚካል አምራቾች ላይ የተደረገ በተሞክሮ ላይ የተመሰረተ ጥናት” የሚል ርዕስ ያለው የመመረቂያ ፅሑፍን እየሰራሁ ነው። የዚህ መጠየቅ አላማ ምርትን፣ አገልግሎትን፣ ሎጅስቲክስን፣ ማለማመድን እና የምክር አቅርቦትን በሚመለከት የማርኬቲንግ አቅርቦት በብራንድ ማንነት ግንባታ ላይ ያለውን ተፅዕኖ በተመለከተ መረጃ መስጠት ነው። እርስዎ በታማኝነት እና በእውነተኛነት ለዚህ መጠይቅ የሚሰጧቸው ምላሾች ጥናቱ ስኬታማ እንዲሆን ትልቅ ሚና ይጫወታሉ። ሁሉም መልሶች በምስጢር የሚያዙ እና ለትምህርት ዓላማ ብቻ የሚውሉ መሆናቸውን አረጋግጥልዎታለሁ። መጠይቁ ላይ የሚደረግ ተሳትፎ ሙሉ በሙሉ በፈቃደኝነት ላይ የተመሰረተ ሲሆን፣ ስምን መጻፍ አያስፈልግዎትም።

ወርቃማ ዜዎን ስለሰጡኝ በቅድሚያ ምስጋናዬን እያቀረብኩ፣ ማንኛውም ጥያቄ ቢኖርዎ እባክዎን ከታች በሰፈረው ቁጥር ያግኙኝ።

አለማየሁ መላኩ

ስልክቁ.:- +251 909 289490

ኢሜይል:- genalex2016@yahoo.com

I: አጠቃላይ ይመረጃ

እባክዎን በትክክለኛው ሳጥንው ስጥዩ “X” ምልክት ያስፍሩ

1. ጾታ:- ወንድ ሴት
2. እድሜ (አመታት) ከ 18-30 በታች 31-45 46-60 ከ60 በላይ
3. የትምህርት ደረጃ ዲፕሎማ ዲግሪ ማስተርስ
 ሌላ ካለይጠቀስ _____
4. ገቢ ከብር 10,000 በታች ከብር 10,000 – 20,000 ከብር 20,000 በላይ
5. የስራ ኃላፊነት ኬሚስት ፐርቶኔር የአፕሬንቲስ አስኪያጅ
 የጥራት ቁጥጥር
 ሌላ ካለይጠቀስ _____
6. ልምድ 1-5 ዓመታት 6-10 ዓመታት >10 ዓመታት

II: የጥናቱ ግብ አቶችን:- የሚመለከቱ ጥያቄዎች

ከዚህ በታች የሰፈሩት ጥያቄዎች የኢንዱስትሪ ያዊ ኬሚስት ሚካል አቅራቢዎች የብራንድ ማንነታቸውን ለመገንባት የሚያደርጉትን የማርኬቲንግ አቅርቦቶች (ምርት፣ አገልግሎት፣ ሎጅስቲክስ፣ ማለማዎች እና የምክር አቅርቦት) የሚመለከትነው። በመሆኑም የስምምነት ዎንጠን ለማመልከት ሳጥኑ ስጥዩ “X” ምልክት ያስፍሩ።

1= በጣም እስማማለሁ፣ 2= እስማማለሁ፣ 3= ገለልተኛ፣ 4= አልስማማም፣ 5= በጣም አልስማማም

መግለጫ	መለኪያ				
	1	2	3	4	5
የምርት አቅርቦት					
የኬሚስት ሚካል አምራቶች ደረጃቸውን የጠበቁ ምርቶችን ያቀርባሉ።					
የኬሚስት ሚካል አምራቶች ከተጨማሪ ስራዎቻቸው ይልቅ የተሻለ የጥራት ደረጃ ያላቸው ምርቶችን ያቀርባሉ።					
የኬሚስት ሚካል አምራቶች አብዛኛውን ጊዜ የተሻሻለ የጥራት ደረጃ ያላቸው ምርቶችን ያቀርባሉ።					
የኬሚስት ሚካል አምራቶች ቃል በቃል መሠረት የጥራት ደረጃ ያላቸው ምርቶችን ያቀርባሉ					

የኬሚካልአምራቾች “የጥራትደረጃ-መሪዎች” ተደርገውሊወሰዱይችላሉ።					
የአገልግሎትአቅርቦት	1	2	3	4	5
የኬሚካልአምራቾችሰራተኞችትሁዎችናቸው።					
የኬሚካልአምራቾችሰራተኞችግላዊትኩረትይሰጣሉ።					
የኬሚካልአምራቾችሰራተኞችምላሽሰጪዎችናቸው።					
የኬሚካልአምራቾችሰራተኞችአስተማማኝመረጃይሰጣሉ።					
የኬሚካልአምራቾችአካላዊተቋማትመስህብያላቸውናቸው።					
የሎጅስቲክስአቅርቦት	1	2	3	4	5
የኬሚካልአምራቾችየታዘዘውንመጠንበወቅቱያቀርባሉ።					
የኬሚካልአምራቾችየእኛንምርትየጊዜሰሌዳያውቃሉ።					
የኬሚካልአምራቾችከምችታችንባዶእንዳይሆንያግዙናል።					
የኬሚካልአምራቾችየምርትመቆራረጥንይቀንሳሉ።					
የኬሚካልአምራቾችፍላጎታችንንለማሟላትከሌሎችአቅራቢዎችጋርበትብብርይሰራሉ።					
የማለማመጃአቅርቦት	1	2	3	4	5
የኬሚካልአምራቾችበግለሰብደንበኛፍላጎትመሠረትደረጃቸውንየጠበቁምርቶችንያለማምዳሉ፡					
:					
የኬሚካልአምራቾችየምርትሰርዓትከእኛፍላጎትመስፈርቶችጋርተጣጣሚናቸው።					
የኬሚካልአምራቾችከእኛመስፈርቶችጋርተያያዥነትያለውመሣሪያላይጉልህመዋለነዋይያፈሳሉ፡					
:					
የኬሚካልአምራቾችከእኛጋርለረጅምጊዜየሚቆይግንኙነትለመፍጠርይሰራሉ።					
የምክርአቅርቦት	1	2	3	4	5
የኬሚካልአምራቾችየእኛንጉዳዮችይሰማሉ።					
የኬሚካልአምራቾችወቅታዊችግርቻችንንእንደንፈታድጋፍያደርጉልናል።					
የኬሚካልአምራቾችለእኛምክርለመስጠትአዳዲስአጋጣሚዎችንይለያሉ።					

የኬሚካል አምራቾች ሰራተኞች ጥሩ የመግባባት ክህሎት አላቸው።					
የብራንድ ማንነት	1	2	3	4	5
የኬሚካል አምራቾች ብራንድ/አርማ ለአገላለፅ ቀላል ነው።					
የኬሚካል አምራቾች ብራንድ ወጥነት ያለው ነው።					
የኬሚካል አምራቾች ብራንድ ከፍተኛ ተሞክሮ ያለው ነው።					
ኬሚካል አምራቾች ብራንዳቸውን ለማስተዋወቅ መስህብ ያለው የምርት ማሸጊያ ይጠቀማሉ።					
ኬሚካል አምራቾች ብራንዳቸውን ለማስተዋወቅ የተለያዩ ሚዲያዎችን ይጠቀማሉ።					

በጣም አመሰግናለሁ።