The Impact of Brand Image On Achieving Business

Excellence *Case Study on Djezzy Communication Company*

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الملخص:

يركز هذاالبحث على أهم المسائل المتعلقة بالعلامة التجارية والتميز التنظيمي،ومن أجل تعظيم قيمةالبحث،أجريت دراسة الحالة على شركة جيزي للاتصالات، شملت عينة تتكون من 74 فرد قمنا بتقييم مستوى العلامة التجاريةوالتميز التنظيمي لدىالمتعامل جيزي من خلال الإجابة على الاستبيان المقترح.

أظهرت النتائج أن أبعاد العلامة التجارية المتكونة من (الوعي بالعلامة التجارية، الارتباط بالعلامة التجارية، الجودة المدركة، الولاء للماركة، الأنشطة الترويجية) لها أثر ايجابي على تحقيق التميز التنظيمي.

الكلمات المفتاحية:الوعي بالعلامة التجارية، الارتباط بالعلامة التجارية، الجودة المدركة، الولاء للماركة، الأنشطة الترويجية، التميز التنظيمي.

Abstract:

This research focuses on the most important issues related to brand imageand business excellence, and in order to maximize the research value, A case study of leading Communication Company Djezzy was conducted. A total of (74) respondents, we haveevaluated brand image and business excellenceof Djezzy. The results show that, the dimensions of brand image(brand awareness, brand association, perceived quality, brand loyalty, andpromotional activities) have significant effects on business excellence.

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Introduction

In a competitive environment in which organizations must be faster, leaner, provide better service quality, and it is all about the brand. Creating a memorable brand and keeping it in the customers' minds are the core elements of success in business and it requires a long time of commitment. A brand is not just a symbol, a logo, a slogan or a package design. It is neither just a promise that a company makes to customers. It is the image of the product in the market, and the whole perception of the customer's idea towards the company. A brand image is an invisible and valuable asset to the company and can make benefits for both customers and companies. It identified as potential sources of excellence.

1.1. Research purpose

The growth interests of consumer in service industry have a growing influence in the mobile operatormarket in Algeria. Competition is the most fundamental factor that directly affects the brand emergence and growth. Today, the competition is fiercely in market due to the threat of new entrances and rivals. The brand companies always try to outperform their competitors to grab a greater share of market, thus, an appropriate marketing strategy is necessary. Here, brand image is a concept in marketing field which plays an important role that affects developing business for a brand company. Hence, this paper seeks to examine the effects dimensions brand equity (brand awareness, brand association, perceived quality, promotional activities, and brand loyalty)on creating business excellence. The finding of this paper will help djezzy marketers to create positive brand image in order to increase develop their future's business growth and profit.

1.2. Research objective

The objective of this research is to explore and measure the effects

and of dimensions of brand image on achieving business excellence theoretically and empirically. Therefore, the objectives of this study are:

- Deeply understanding of the brand image concept employ in marketing.

- Measure and examine the effectiveness of brand equity dimensions (brand awareness, brand association, perceived quality ,brand loyalty and examine the effectiveness of fife selected promotional activities, advertising, word of mouth, sales promotion, celebrity endorsement, and event sponsorship effect on business excellencecreating.

1.3. **Research questions:**

What is the impact of djezzy brandon achieving business excellence?

Sub questions :

1) How is brand image advantageous for the companies as well as the customers?

2) What are the various factors that influencecustomers view regarding the   brand image?

3) What are the characteristics of the strong and powerful brand?

4) What does the role of djezzy brand image on achieving business excellence in Algerian market?

1.4. **Research Hypotheses:**

- Intangible resources such as brand image are considered to be have significant influences on resource advantages.

- Brand image play important roles in the process of value creation (brand equity) more likely to result in achieving business excellence

- djezzy have positive and well known brand image which is a key tool for creating   business excellence in Algerian market.

1.5.**Structure of the paper:**

This paper will start with a brief background. Moreover, the research problem, research purpose and the research objective, and research hypotheses are also presented in the introduction part. The theory discussion will be based on business excellencebackground, and we focus on general overview of brand image.finally we choose djezzyCommunication Company as case study.

Methodology part will discuss the chosen research approach and method in this study. By clarifying the assumption of this paper, the descriptive and analytical method will be applied. By using questionnaire survey, the collected data will be used in the empirical analysis and discussion subsequently, by using SPSS as statistical method, the collected data will be analyzed. Based on the data analysis, it will be clear discussed the relationship between business excellenceand brand image.

2.Theoretical framework

2.1. **Business Excellence**

today's world, Excellence business are agile, flexible and respon-sive as stakeholder needs and expectations change, often frequently and quickly. Excellence business measure and anticipate the needs and expectations of their stakeholders, monitor their experiences and perceptions, and monitor and review the performance of other businesses. Information is gathered from both current and future stakeholders. This information is used in order to set, implement and review.

Business excellence is a board and complex concept, because sentencing and assess the degree of achieving it issued from various parties each with its own concept of excellence, such as; managers, employees, suppliers, shareholders and society as a whole. And those may represent the stakeholders in the private sector's organizations. But in the public sector's organizations, the matter may differ slightly,

because the public sector's organizations provide and share services and information with any person or entity resides on the territory of the state or has a relationship with it.

Many authors and researchers defined business excellence from the stakeholder theory perspective, which defines organizations excellence; as those organizations which are achieving prosperity for all, or taking care of all stakeholders, namely: customer, employees, suppliers, shareholders, and society as a whole (Watson, 2004).

Even if we fail to highlight all facets of the complex concept of excellence, we propose to present some definitions, approaches and representations that have contributed to the "enrichment" of the concept of excellence and to the "shaping" of the concept of Business Excellence. The starting point in achieving excellence is to improve quality. Excellence is the state or quality of excelling. Particularly in the field of business and organizations, excellence is considered to be an important value, and a goal to be pursued. In Landier's opinion, excellence represents the essence of a great managerial thinking, the "absolute", a mythical ideal (Landier, 1991). Antonescu defines excellence in the following terms: "the ability of firms to make profits, while meeting the customers' requirements" (Antonescu& Constantinescu, 1993, p.21).

excellence means success in the competition by obtaining high quality products and services, offered to customers in shortest time, in terms of efficiency (Olaru, 1995).

2.1.1. Business Excellence Is TQM? An Overview on Business Excellence Models

Business Excellence is "excellence" in strategies, business practices, and stakeholder-related performance results that have been validated by assessments based on specific models proven to support the challenging journey towards excellence.

TQM models are often called Business Excellence Models. Also, TQM itself is now often called Business Excellence. This is to distinguish the "new" TQM from the past work on TQM. There was confusion as to what TQM was in the 80s and early 90s. In a great measure, this was because a tendency of naming any business improvement program as TQM. Therefore, the name TQM became tarnished. Business Excellence is really the same as TQM, but with a more clearly defined approach. In TQM and Business Excellence 129 this sense, an interesting point of view is emphasized by the authors of the paper "Quality is dead in Europe - long live excellence - true or false?" (Dale et al, 2000). It is a deliberately provocative paper that challenges the replacement of the terms quality and TQM with the term "excellence".

The first Business Excellence models were developed in the mid-1980s and came about as a result of the quality movement in the West, which in turn was a response to the advancements in quality and competitiveness in Japan. The models themselves began as quality awards or TQM models, as TQM had emerged in the mid-1980s as the new philosophy and panacea for businesses. Over time, the term "Business Excellence" started to replace the terms "Quality" and "TQM", partly as a result of the before mentioned considerable confusion as to the meaning of TQM (since all types of business improvement programs were being called TQM). Today, many countries view Business Excellence models as a key mechanism for improving the performance of organizations, as well as national competitiveness.

2.2. **Brand image:**

Brand image is composed of two terms, brand and image? Let us understand what it means:

brand is a "name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group

of sellers and to differentiate them from those of competition"[11], as has been cited by the American Marketing Association. However this definition of a brand is not totally approved of for its inadequacy of describing the other intangible components of brand, such as brand image, its ability to create certain amount of awareness, reputation, prominence, and so on in marketplace [12].

Thus, the function of the brand was twofold[13]:

1. to identify the goods and services ;

2. to differentiate from the competition

2.2.1. **The benefits of branding:** According to Kotler and Keller, the following benefits can be derived from branding[14]:

- improved perceptions of product performance;

- greaterloyalty;

- less vulnerability to competitive marketing actions;

- less vulnerability to marketing crises;

- largermargins;

- more inelastic consumer response to price decreases;

- more elastic consumer response to price decreases;

- greater trade co-operation and support;

- increased effectiveness of marketing communications;

- possible licensingopportunities.

brand image: When it comes to a highly competitive business environment, brands represent the primary capital of many companies[15]. Tere are a number of defnitions of brands that try to explain these invisible, intangible assets.

Table01: Brand image definitions

Academic	Definition
Keller (1993, p. 3)	A brand image consists of "the perceptions about a brand as reflected by the brand associations held in a consumer's memory".
Park, Jaworski&MacInnis (1986, p. 135)	Define brand image as "not simply a perceptual phenomenon affected by the firm's communication activities alone".
Roth (1992, p. 25)	States "a brand image can be defined as the meaning consumers associate with the product".
Dichter (1985, p. 75)	Explains that "an image is not anchored in just objective data and details. It is the configuration of the whole field of the object, the advertising, and most important, the consumer's disposition and attitudinal screen through which he observes".
Onkvisit& Shaw (1987, p. 15)	"An image is the total set of attitudes, the halo of psychological meanings, the associations of feeling, the indelibly written aesthetic messages over and above bare physical qualities".

Source: Prepared by researchers

3.research analytical framework

3.1.Research Model and Hypotheses:

Based on the main research questions and aims, in this section of the paper the research analytical framework is presented.

1. Brand image of company are encompasses the five main dimensions of brand equity as follow brand awareness, brand association, perceived quality, promotional activities, and brand loyalty.

2. Brand image and its relationship with sustainable competitive.

The research analytical model
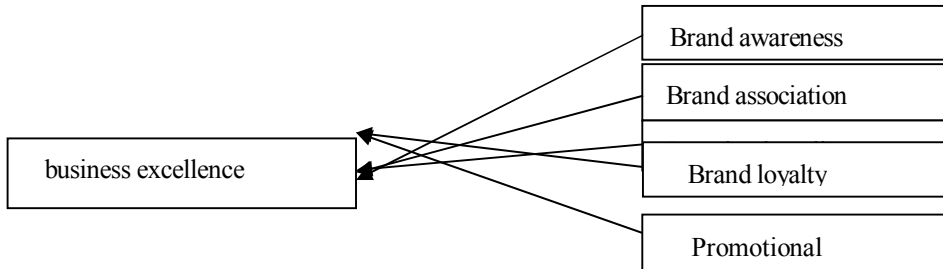
Dependent variable independent variable

Source: Aaker, D. A. (1991), and researchers

Table(02): The Research Hypotheses

Hypotheses	Description
H.1 H.2 H.3 H.4 H.5	Brand awareness has a significant positive effect on B.E. Brand association has a significant positive effect on B.E. Perceived quality has a significant positive effect on B.E. Brand loyalty has a significant positive effect on B.E. Promotional activity's has a significant positive effect on B.E.

source: Researchers own

3.2. Data collection:

Overall, the questionnaire was designed a survey including all constructs of the conceptual model to text or investigate the hypotheses; the questions are based on previous theoretical discussion.Generalspeaking, this survey questionnaire consists of 3sections. The first section is designed to acquire the respondents demographic information. The second section is using 5 point likert-type B.Ele to measure the five dimensions of brand equity effect on brand image with a 20 items. The dimensions brand equity was structured 5parts as: brand awareness, brand association, perceived quality ,brand loyalty, and promotional activities such as "Aware this brand",

"recognize this brand quickly", "familiar with this brand", and "this brand is well-known" are stand for a brand awareness. Consequently, "unique brand image", "I like this brand image" and "this brand makes me feel good" are reflecting the brand association. Moreover, "good quality", "good style", "I trust the quality of this brand" and "the manufacturer of this brand is famous for its quality control" are seeing as perceived quality. Lastly, "loyal to this brand", "best choice", "I will not buy other brand, if this and "I would not buy another brand, if this one is unavailable" are mainly denote the brand loyalty. The last section is to measure the sustainable competitive advantage effect on brand equity dimensions with 4 items. Again, this section used 5 likertB.Ele form "strongly agree" to "strongly disagree.

The questionnaire has been sent to total number of 100 and collection of data was conducted in one mouths. In order to make the data more representative and precisely, this survey was chosen a broad target population for investigation.

After sent total number of 100 questionnaires to the target group, 74 respondents of data have been returned 74% respondent rate).

3.3.Reliability of the Research:

Table (03) show the results for reliability test for each variable tests. As mentioned in the table (03), the questionnaire for each of the variable has been reliable. The Alpha Cronbach for these hypotheses is 0.82.

Table (03): Reliability test results:

Variables	Number of questions	Alpha cronbach
Brand awareness	4	0.73
Brand association	4	0.68
Perceived quality	4	0.81
Brand loyal	4	0.79

Promotional activities	5	0.68
B.E	4	0.85
	$\sum= 25$	**0.82**

Source: Researchers owen according to the output of SPSS.19

3.4. Analyze and discussion:

In this research, Statistical Package for Social Science programs (SPSS) 19.0 is used for the data analysis. The methods used in data analysis are including descriptive analysis, factor analysis, and multiple regression analysis. Descriptive analysis is used to summarize the characteristic of respondents. Factor analysis is conducted to determine the factor underling the 6 variables of brand equity dimensions and variable of sustainable competitive advantage that affect on overall brand equity and each dimensions of brand equity. Finally, multiple regression analysis is applied to determine whether brand equity dimensions affect on brand equity; and whether selected promotional activities have a significant positive effect on each dimensions.

3.4.1. Demographic characteristics:

.Gender: Table shows the information of 74 responders in this research by dividing from gender; there are79.72% male and the remaining20.28% are female.

Table 04: Demographiccharacteristics: gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	59	79.72	79.72	79.72
Female	15	20.28	20.28	100.0
Total	74	100.0	100.0	

Source: Researchers owen according to the output of SPSS.19

. Age: As it could be seen from following table, the range of ages is from under 21 to 36 years old. The most respondents' ages were between

21and 26 years old, which occupied 33.78%. The age between 26 and 31years old were ranking the second place which took 27.02%. The respondents who were under 21 years old and the age between 31 and 36 years old ,and more than36 were account for the smallest percentage (under 21 is 14.86%, 31 to 36 is13.51%, more than 36 is10.81%).

Table 05: Demographiccharacteristics: age

	Frequency	Percent	Valid Percent	Cumulative Percent
Validunder 21	11	14.86	14.86	14.86
21-26	25	33.78	33.78	48.64
26-31	20	27.02	27.02	75.66
31-36	10	13.51	7.4	89.17
MORE36	08	10.81	10.81	100
total	74	100.0	100.00	

Source: Researchers owen' according to the output of SPSS.19

.Education: From 74 respondents, a total of 37.83% respondents had a bachelor degree, and only 26.21% respondents had a middle school degree and 18.91% respondents are graduated from high school, and 27.02% respondents had a master degree.

Table06: Demographic character is : education

	Frequen-	Percent	Valid Percent	CumulativePercent
Valid middle school	12	16.21	26.21	26.21
high school	14	18.91	18.91	45.12
bachelordegree	28	37.83	37.83	82.95
master degree	20	27.02	27.02	100.0
Total	74	100.0	100.0	

Source: Researchers owen' according to the output of SPSS.19

.Function level: From 74 respondents, a total of 33.78%

respondents was employee, and 27.02 % respondents was jobless and 16.21% respondents had free job , l,and only 9.45% respondents was hihgt employee, and 13.5%retried.

Table07 : Demographic character is :function level

	Frequen-	Percent	Valid Percent	CumulativePercent
Validemployee	25	33.78	33.78	33.78
Hight l employee	07	9.45	9.45	43.23
Free employee	12	16.21	16.21	59.44
Retried	10	13.51	13.51	72.95
Jobless	20	27.02	27.02	100.0
Total	74	100.0	100.0	

Source: Researchers owen' according to the output of SPSS.19

. Income: As it could be seen from following table, The most respondents' incomes were less than 18000DA with 47.29%, The incomes more than 30000DA were ranking the second place which took 33.78%. The respondents who were between 18000-3000DA were account for the smallest percentage is 18.91%.

Table08: Demographic character is: Income

	Frequency	Percent	Valid Percent	CumulativePercent
Validless 18000	35	47.29	47.29	47.29
18000-3000DA	14	18.91	18.91	66.20
More than	25	33.78	33.78	100.0
Total	74	100.0	100.0	

Source: Researchers owen' according to the output of SPSS.19

.Subscription duration: As it could be seen from following table, the range ofSubscription duration is between one year and two years old which occupied 37.83%. The most respondents' Subscription duration were less than year old, which occupied 31.08%. The duration more than three years old were 18.91%The respondents who were between two

years and three years duration were account for the smallest percentag12.16%.

Table09 : Demographic character is: Subscription duration

	Frequency	Percent	Valid Percent	CumulativePercent
Validlessthanyear	28	37.83	37.83	37.83
1year- 2 years	23	31.08	31.08	86.91
2years-3 years	09	12.16	12.16	81.07
More than 3years	14	18.91	16.4	100.0
Total	74	100.	100.0	

Source: Researchers owen' according to the output of SPSS.19

.Subscription kind:

Table10: Demographic character is: Subscription kind

	Frequency	Percent	Valid Percent	Cumulative Percent
Card	52	70.27	70.27	79.3
Facture	22	29.73	20.7	100.0
Total	74	100.0	100.0	

Source: Researchers owen' according to the output of SPSS.19

From 74 respondents, a total of 70.27% respondents had a card, and only 29.73% respondents had a facture.

3.4.2.**Multiple regression analysis (structural model and hypothesis Testing):**

Regression analysis in this study is used to determine whether the independent variables explain a will be significant variations in the dependent variable and whether a relationship exists   If $p \leq 0.05$, that means the hypothesis is supported and can be used to make predictions, however, if $P > 0.05$, it means the hypothesis is rejected.

. Answer direction of the sample:

Table 11:Answer direction of first axe (brand awareness)

Item	MEAN	STD DEVIATION	Answer direction
N01	3.63	1.138	Agree
No02	3.72	0.94	Agree
N03	3.34	1.112	Neuter
N04	3.97	0.964	Agree
$\sum$	3.66	0.72	**Agree**

Source: Researchers owen' according to the output of SPSS.19

From the table (11) we note that the respondent agree, and   has brand awareness to their brand Djezzy where we see through their consent heavily on all expressions of this axe Despite their neutrality with respect to the item (No. 3).

Table12:Answer direction of second axe (brand association)

Item	mean	Std deviation	Answer direction
N05	3.71	0.960	Agree
N06	3.66	1.031	Agree
N07	3.66	1.056	Agree
N08	3.15	1.113	Neuter
$\sum$	3.54	0.75	**Agree**

Source: Researchers owen' according to the output of SPSS.19.

From the table (12) we note that the respondent agree, and has brand association with their brand Djezzy where we see through their consent heavily on all expressions of this axe Despite their neutrality with respect to the item (No.8).

Table 13: **Answer direction of third axe(Perceived quality)**

Item	mean	Std deviation	Answer direction
N09	3.63	1.059	Agree
N10	3.55	1.050	Agree
N11	3.37	1.108	Neuter
N12	3.76	0.910	Agree
∑	3.57	0.75	**Agree**

Source: Researchers owen' according to the output of SPSS.19

From the table (13) we note that the respondent agree, and   has a good perceive quality to their brand Djezzy where we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.11).

Table 14: Answer direction of fourth axe (brand loyalty)

Item	mean	Std deviation	Answer direction
N13	3.82	0.861	Agree
N14	3.64	0.908	Agree
N15	2.68	1.060	Neuter
N16	3.63	0.808	Agree
∑	3.44	0.66	**Agree**

Source: Researchers owen' according to the output of SPSS.19

From the table (14) the respondent agree, and   has loyalty to their brand Djezzy where we see through their consent heavily on all expressions of this axe despite their neutrality with respect item (No.15).

Table15: **Answer direction of fifth axe (promotional activities)**

Item	mean	Std deviation	Answer direction
N17	3.70	1.006	Agree
N18	3.25	1.029	Neuter

N19	3.47	1.008	Agree
N20	3.87	0.919	Agree
N21	3.39	1.170	Agree
$\sum$	3.53	0.67	**Agree**

Source: Researchers owen' according to the output of SPSS.19

From the table (15) we note that the respondent agree, and   has loyalty to their brand Djezzy where we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.18).

Table16: Answer direction of sixth axe (Business Excellence)

Item	mean	Std deviation	Answer direction
N22	3.60	0.941	Agree
N23	3.60	0.922	Agree
N24	3.39	0.851	Neuter
N025	3.61	1.093	Agree
$\sum$	3.51	0.75	**Agree**

Source: Researchers owen' according to the output of SPSS.19

From the table (16) we note that the respondents agree that their brand Djezzy has Business Excellencewhere we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.24).

3.4.3.**Hypothesis Testing:** Regression analysis in this study is used to determine whether the independent variables explain a will be significant variations in the dependent variable and whether a relationship exists   If sig≤0.05, that means the hypothesis is supported and can be used to make predictions, however, if sig>0.05, it means the hypothesis is rejected.

Table17: **Hypothesis Testing**

Independent v V1-v5	Dependent v	R square	Sig*	Correlation model	Confirm / Reject
Brand awareness	B.E	0.28	0.000	B.E=1.780+0.483v1	Confirm
Brand association	B.E	0.29	0.000	B.E=1.649+0.542v2	Confirm
Perceive quality	B.E	0.16	0.000	B.E=2.092+0.411v3	Confirm
Brand loyalty	B.E	0.32	0.000	B.E=1.311+0.571x4	Confirm
Promotional activities	B.E	0.27	0.000	B.E=1.474+0.527v5	Confirm

Source: Researchers owen' according to the output of SPSS.19

As clear in the table(17) the five dimensions brand equity including (Brand awareness, Brand association,Perceive quality, Brand loyalty,and Promotional activities), are positive relationships with Business Excellencein Djezzy Company.

4.Major Findings:

- Intangible resources are a better source of B.E than tangible resources because they are invisible and hence not easily duplicated.

- Brand image is a vital asset for the company and should build long-term equity. The brand will not automatically be perceived by the consumers as the brand managers set out, it requires a brand identity strategy with a focused plan of activities to impact or influence perceptions.

- Djezzy Company possess strong brands image in short time, it provides consumers with a positive or high perceived image of the brand.

This enables consumers to recognize the differentiation and superiority of a brand, as we as leading consumer to select the brand rather than other competing brands.

- In research analytical framework, we mainly analyzed the collected data and interpret the research finding. By using SPSS 19.0 software, descriptive analysis presents the demographic characteristics, there are total of 74 respondents have been participated this survey,79.72% male and 20.28% female. The range of age is from 21 to 36 years old, the most participants' ages were between 21 and 26 years old, which occupied 33.78%, 27.02% of respondents were age between 26 and 31. The age under 21 and age between 3 and 36 were account for smallest percentage. Moreover, total of 37.9.83% respondents had a Bachelor degree, 18.71% had a Height degree studies, 25.9% respondents were graduated from high school and 16.21% were from middle. The most respondents' incomes were less than 18000DA with 47.29% , The incomes more than 30000DA were ranking the second place which took 33.78%. The respondents who were between 18000-3000DA were account for the smallest percentage is 18.91%, the function level From 74 respondents, a total of 33.78% respondents was employee, and27.02 % respondents was jobless and 16.21% respondents had free job , and only 13.51% retried and 9.45% respondents was height employee, Then the range of Subscription duration is between one year and three years , one year and two years old which occupied 37.9%. and between two years and three years occupied 12.16%.   The most respondents' Subscription duration were less than year old, which occupied 37.83%. The duration more than three years old were 18.91% .

- In order to obtain the measurement of the relationship between brand image and suBusiness excellence by using the dimensions of brand equity, we factor analyzed the factors underlying 25 items. According to Cronbach's Alpha coefficients, ail the constructs have confirmed as reliable variables that can be take in the further analysis.

RECOMMENDATIONS:

- Marketers or brand managers of Djezzy company should put their efforts on perceived quality and brand loyalty since both dimensions have high and low significance in brand equity building.

- Marketers or brand managers of Djezzy company must take into consideration the customer experience as a whole and do not restrict their focus only to brand name Communication methods and key messages.

- Company's every member should work to connecting with a brandIdentity to receive a strong brand image in the customers mind.

- Be sensitive to the right activities, focus on activities and promotions that re- enforce and enhance the brand's image and equity.

- Make informed decisions by understanding the implications of the brand identity strategy on consumer perceptions.

- Be aware of drivers and challenges by understanding what will create increased equity for consumers to achieving business excellence.

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