#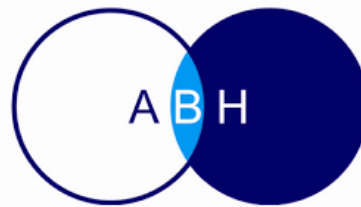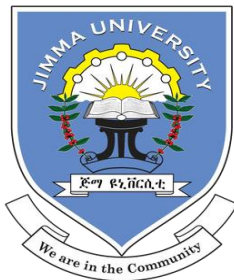 BRANDING MANAGEMENT PRICTICES AND ITS EFFECT ON CUSTOMER BASED BRAND EQUITY: *A case in bottled water industry in Ethiopia*

BY:
MOHAMMED YUSUF ALI

Under the Guidance of

Dr. Zerihun Ayenew (Associate Prof.)

A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Business Administration (MBA)

MBA Program, Department of Management, College of Business and Economics, Jimma University, ABH campus
Addis Ababa, Ethiopia

March, 2020

DECLARATION

I hereby declare the thesis is entitled by *"Brand Management practices and its effect on Customer Based Brand Equity: The Case of Bottled Water Industry in Ethiopia"* has been carried out by me under the guidance and supervision of Dr. Zerihun Ayenew.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Mohammed Yusuf   Date   Signature

_____   _____   _____

CERTIFICATE

This is to certify that the thesis entitles *"Brand Management practices and its effect on Customer Based Brand Equity: The Case of Bottled Water Industry in Ethiopia",* submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and is a record of bonafide research work carried out by Mr. *Mohammed Yusuf Ali*, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

    Dr. Zerihun Ayenew   *Date*   *Signature*

_____ _____   _____

ACKNOWLEDGEMENTS

Table of Contents

LIST OF TABLES

List of Figures

Abstract

The aims of this study is to determine which variables are common as brand management practices(BMP), how these variables affect a company's consumer's perception in terms of consumer-Based Brand Equity(CBBE) , and whether there are statistically significant differences between companies in the sample in terms of individual elements of the Brand Management Practice (BMP) model. The research took place in Addis Ababa and the surrounding, and comprised of 6 bottled water manufacturers selected using convenience sampling and 384 adult bottled water consumers in the city selected using probability sampling techniques. Both descriptive and analytical tools have been employed to analyze the data. After validating the proposed BMP model and the instruments used for consumer survey, it was found that there exists a link between certain variables of BMP and CBBE. The results of multiple regression analysis also revealed that the five dimensions (brand oriented approach, innovativeness, brand performance measurement, marketing channel relationship and unique marketing offers) have a positive influence on the overall CBBE however brand support activities negatively associated with CBBE. There are statistically significant differences between companies in terms of individual elements of brand management practice (BMP). Providing appropriate brand orientation, Strong focus on innovation and improving the innovation process and Effective planning and efficient implementation of the individual instruments of marketing programs; have been recommended.

KEY WORDS*: brand, brand management practice, consumer based brand equity, Ethiopia*

CHAPTER ONE

INTRODUCTION

This chapter set the stage for the paper. It covers subsections that deal with the background of the study, statement of the problem, objectives of the study significance of the study as well as limitation of the study.

1.1 Background of the study

In order to stay alive in today's highly competitive market, a firm has to build a *distinctive identity* that make its products, services, and employees unmistakably its own. This identity which is termed as A **corporate identity** or **corporate** image is the manner in which a **corporation**, firm or business presents themselves or their products to the public such as customers and investors as well as employees (Robinson, 2013).From the firm's point of view, this process of identity building in termed as ***branding.***

There is a lot of confusion around branding and exactly what it is. Decades ago branding was defined as a name, slogan, sign, symbol or design, or a combination of these elements that distinguish one product or service from another (Lake, 2017). The brand of a product or service differentiated it from the competition. Today brand is a bit more complex and even more important in the world of modern marketing. It's the perception that a consumer has when they hear or think of a company name, service, or product. The best example is Nike's swish which conveys a sense of speed and movement (Lake, 2017).

"A brand is a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (American Marketing Association, 2001).

One can consider a brand as the idea or image people have in mind when thinking about specific products, services and activities of a company, both in a practical (e.g. "the shoe is light-weight") and emotional way (e.g. "the shoe makes me feel powerful"). It is therefore not just the physical features that create a brand but also the feelings that consumers develop towards the company or its product. This combination of physical and emotional cues is triggered when exposed to the name, the logo, the visual identity, or even the message communicated (Aaker, 1991). Due to this fact all companies aspire to build brands that eventually get etched in the culture of the society and become cultural icons. But very few companies are able to achieve this iconic status.

Contrary to popular perception, iconicity does not happen by chance, but rather has to be carefully ***planned and executed***. To attain iconic status and create an ***identity*** myth, the message itself is the start (Cochran, 1963). But one cannot forget about the messengers. Dissemination and communication of ***the brand story*** is critical. You can have a great product or service, but without people to perpetuate the mythology through word-of-mouth, a loyal consumer base strong enough to sustain long-term competitiveness can never develop (FARRIS, 2006).

It was the recognition of the importance of branding that led many marketers and produces alike to believe and consider branding activity as strategic one- ***branding strategy.*** By definition, a **branding strategy** is a long-term plan for the development of a successful brand in order to achieve specific goals. A well-defined and executed brand strategy affects all aspects of a business and is directly connected to consumer needs, emotions, and competitive environments.

There are few product categories where branding strategies make such a dramatic impact on competitiveness and differentiation than in bottled water. As many in the bottled water category have commented, all water tastes the same and the physical attributes of the product cannot be differentiated. This homogeneity in the product requires firms to adopt a relatively strong branding strategy to help them differentiate their product from that of the competitors.

Bottled water business in Ethiopia is a child of necessity. Necessity stemming from the fact that there was lack of potable drinking water across the country at the time. It is a relatively new growing business (Million, 2013).

According to recent report, there are about 70 active water bottling companies in Ethiopia as of June, 2018 of which the majority are located in Oromia Region close to Addis Ababa where the biggest numbers of consumers for product of this industry are located. All together the water bottling factories produce close to 3.5 billion bottles of water per year serving only 5% of 105 Million Ethiopia's population (Endeshaw, 2018).

There is an increasing trend in the number of bottled water manufacturing companies in Ethiopia. Because of consumers' life style towards safe and quality potable water, there is increasing trend of preference of bottled water to the traditional (tap water) in the metropolitan cities like Addis Ababa. As the competition in this business increases, firms should follow a specific strategy to differentiate their products and stay competitive in the market.

1.2 Statement of the problem & Research Questions

Water is a free resource that every human being needs to live and survive. Yet it became a product the day humans and companies started to commercialize it. But water always looks the same, isn't it? It is liquid, transparent and is more or less the same in nature. So, how can different companies sell the same product but still convince people to purchase their bottled water instead of the one from the competitor (Henry, 2008).

Furthermore, product differentiation can usually arise from two sources; *price* and *quality*. From the price perspective, it seemed that the retail amount of bottled water in a given geographical region, is relatively the same. In most cases, if consumers are asked about the non-price reason behind the choice of a particular brand over another, their automatic reply is "Quality". However, one would accept this answer with a lot of ambivalence, given the fact that it is only on rare occasions that consumers would have what it takes to make an objective quality differentiation among alternative bottled water brands (Robinson, 2013).

More ever, if quality can be found as a reason for customer choice for a particular brand, first, it is expected that Consumers of this kind are usually highly informed and enlightened and their percentage to the total number of bottled water consumers is quite negligible in Ethiopia. Second, quality status ascribed by consumers to certain product brands is not real but perceived which mostly arise from a figment of their perception (The Chartered Institute of Marketing, 2003). Third, in Ethiopia water bottling license is given to manufacturers after ensuring that the bottlers obtain a quality performance certificate from the Food Medicine & Healthcare Administration & Control Authority (FMHACA). This fact ruled out the issue of ''quality'' as a criteria of choice since the purity and quality levels are equally guaranteed for all licensed companies (Keller & Lehmann, 2006). It therefore is expected that consumer's choice for a particular brand is driven by other factors which have not yet been explained.

Finally, it has been ascertained that branding has strong influence on consumer's choice (Henry, 2008) and can explain the difference in perception of consumers among various brands in the bottled water industry in Ethiopia. However, given the fact that many elements constitute branding (such as like brand name, mark, package, advertising etc.) the influence of the particular aspect of branding on consumer's image and thereby market positioning of firms is not yet established.

According to the literature review conducted, previous studies that are related to branding and brand management are few in the context of Ethiopia. Beidemariam were attempted to measure CBBE in the Ethiopian beer industry. By using Aaker's brand equity model (Aaker, 1991) and including brand preference variable as additional dimension of brand equity, the study concluded on CBBE of the beer industry (Beidemariam, 2014). Beside the methodological shortcoming of the paper related to the justification of the additional variable and sampling considered, the study did not attempt to measure the impact of Brand Management Practices (BMP) on CBBE. Similarly, (Million, 2013) and (Wassihun, 2014) conducted a study on CBBE of the beer industry like Beidemariam but employing a structural equation modeling. These studies also have not trying to measure the BMP of firms. A relatively different attempt on branding studies in Ethiopia was made by Bezawit. In this study she had attempted to measure the CBBE of Ethiopian airline employing covariance and multiple correlation analysis and one way ANOVA. Bezawit concluded that all brand equity dimensions has positively correlated with brand equity (Bezawit, 2014).

Besides the limitation in scope and acute shortcomings in methodology, the studies mentioned above, have never attempted to investigate the Brand Management Practices (BMP) in firms and its effect on CBBE. This research gap is in fact what this study attempted to address. Hence the central research problem addressed in this study is the assessment of BMP in the water industry and explains its effect on CBBE.

Specific research questions include:

- *How is consumer based brand equity (CBBE) described in the water industry?*
- *How is the relationship between CBBE and Brand oriented approach is?*
- *How the relationship between CBBE and Brand innovativeness is?*
- *How the relationship between CBBE and Brand performance measurement is?*
- *How is the relationship between CBBE and Brand marketing channel relation is?*
- *How is the relationship between CBBE and Brand support activities?*
- *How the relationship between CBBE and unique marketing offer is is?*

1.3 Objective of the study

The primary objective of this research is to explore the effect of brand management practice that are adopted by bottled water producers in Ethiopia and evaluate their effectiveness in achieving the desired outcome.

Specific objectives include:

- ❖ To describe Brand Management Practices(BMP) in the bottled water industry in Ethiopia
- ❖ To identify and evaluate the role of branding as a tool for product differentiation
- ❖ To describe Consumers Based Brand Equity(CBBE) of the bottled water industry
- ❖ To explain the relationship (if any) between BMP and CBBE
- ❖ To provide recommendations for improvement in branding strategies and activities for firms in this industry and other related sectors.

1.4 Research Hypotheses

The major hypotheses of these studies are

Ho1: Brand oriented approach is positively associated with CBBE

Ho2: Innovativeness is positively associated with CBBE

Ho3: Brand performance measurement positively associated with CBBE

Ho4: Marketing channel relationships positively associated with CBBE

Ho5: Brand support activities positively associated with CBBE

Ho6: Unique marketing offers positively associated with CBBE

1.5 Significance of the study

A well-defined and executed brand strategy and brand management affects all aspects of a business and is directly connected to consumer needs, emotions, and competitive environments. Brand Strategy Decisions to build strong brands consists of a set of complex branding decisions that involve brand positioning, brand name selection, brand sponsorship and brand development (CMG, 2011). The outcome of this study will have a number of significances in this area. First, the firms in the bottled water industry and other similar sectors will get information on what

strategies are important and on which branding efforts to direct valuable resources (time, manpower, money and equipment). Only branding efforts that offer a higher return on investment should be given priority in resources allocation.

Second, Understanding branding strategy landscape among the competing firms in the bottled water industry will help to identify significant competitive opportunities and threats (including positioning opportunities) that firms had not previously realized. Contribution in this area stem from the fact that the study has been designed to collect and analyze data from two perspective such as the company activities on one hand and consumers perception on the other.

Third understanding consumer perception, impression or awareness for a particular brand is an invaluable tool for marketing official in directing the marketing efforts. More ever the study will provide an insight in to the factors that determine consumer perception specifically for those in Ethiopia.

Finally, to the researchers and academicians, the study contributed to the body of knowledge on branding as a factor in marketing strategy, in influencing the consumer preference of brands. The study invaluable contribution in branding literature in Ethiopia.

1.6 limitation of the study

The research faced some limitations. First of all, the sample was not representative nationwide. Secondly, the researcher is aware that the respondents could be giving 'socially desirable' answers that do not reflect their real attitude or real conditions in their companies Additionally, the survey was conducted in a period of economic crisis, generally characterized by a decline in investments, when margins are at a low level, and when companies from different industries are not all affected to the same extent. However, despite these limitations, study provides evidence of the possibilities and effects of good brand management practice and recommendations for managers responsible for the further development of brands and companies.

CHAPTER TWO

LITERATURE REVIEW

The overall goals of this chapter were firstly to establish the concepts relating to branding and the significance of the general field of Strategic brand management, and then identify a place where a new contribution could be made. The bulk of the chapter was on critically evaluating the different articles which are mainly related to BMP and CBBE. A special section is also provided to evaluate Branding articles conducted in the case or Ethiopia.

2.1 Brands and the Role in an organization

Brands and their added value are among the most important sources of competitive advantage for business in a competitive marketplace (Djuričin, et al., 2013). According to Keller and Lehmann, brands manifest their impact at three primary levels: customer market, product market, and financial market. Hence, the importance of brands is multifaceted (Keller & Lehmann, 2006).

Brands are considered an asset that generates revenue and increased value for a company (Naravan, 2012). Srinivasan and Hanssens concluded that improvements in customer equity and brand equity are significantly related to firm value (Srinivasan & Hanssens, 2009). A number of authors have investigated the relationship between brand management and a company's financial performance. In most studies this connection is proven.

The financial contribution of brands stems from two major groups of factors: factors associated with growth (attracting new consumers, barriers to competition, extension in the same or in new product categories, easier access to new markets) and factors that are associated with profitability (brand loyalty, premium prices, lower price elasticity, promotional efficiency, better negotiating position in marketing channels) (Wallace, et al., 2013). Some author's measure brand value in the traditional way: based on the monitoring

of revenue premium, these authors conclude that the brand significantly contributes to firm performance (Ailawadi, et al., 2001). Yeung and Ramasamy established the nexus between brand value and multiple profitability ratios and stock market performance measures (Yeung & Ramasamy, 2008).

Conchar, Crask, & Zinkhan in their co-worked study found that there was a connection between spending on advertising and promotion and the market value of an enterprise. In this way they demonstrated a link between the brand-building activities and financial performance of a company (Conchar, et al., 2005). The same fact has been confirmed by a number of other studies,

Being brand-guided is very important for businesses across almost every industry sector. The empirical results obtained by surveying 1,000 Korean managers showed that, in Business-to-Consumer (B-to-C) and Business-to-Business (B-to-B) environments, the brand management system, influenced by market orientation, has a crucial impact on brand performance. Customer performance was a mediator between brand management system and financial performance (Lee et al., 2008).

Despite many confirmations of brand influence on financial performance, it should be emphasized that a brand's impact is not the same everywhere. For instance, Robinson discovered that brands played a more important role in the success of food and beverage companies than they did in B-to-B technology companies (Robinson, 2013). Mizik showed that the impact of brand asset on profitability differed in the restaurant sector, the high-tech sector, and the distribution/retail sector (Mizik, 2014). These evidences show that, generally speaking, there is a link between strong brands and brand management practice and a company's financial performance.

The next question is what makes good brand management practice. Which factors have a crucial impact on this process? What primarily affects the success of a brand? Some authors have emphasized the importance of consumer-based brand value as a mediator between brand management and financial performance, and this also needs to be investigated.

De Chernatony identifies five key forces that affect the success of a brand: corporation (culture, internal communication, staff commitment, etc.), distributors (alignment of goals, balance of power), customers (and their decision-making process), competitors (strategic analysis of competing brands), and macro-environment (future political, economic, social, and technological change) (Chernatony, 2001).

Velkovic and his associates used multi-item scales to measure brand strength, brand associations, and performance perceptions of the four marketing-mix instruments (price, product, distribution, and communication). The research concluded that the brand associations with two main factors: 1) sustainability corporate governance, and 2) innovation & expertise and the perceptions of product and distribution proved to be very relevant to the success of a B-to-B brand (Veljkovic, et al., 2014).

Sondah and his colleagues created a conceptual framework of antecedents and outcomes of brand management. They started from the following brand management dimensions: brand-related organization and culture, brand knowledge and education, marketing capabilities, and innovation and brand orientation. The independent variables in the conceptual model were: top management emphasis on brand, corporate supportive resources, and market orientation. Brand management, as a mediating factor, connected independent variables and brand performance (Sondoh, et al., 2010).

Wong and Merrilees confirmed that marketing strategy and innovation level influence brand performance significantly. Empirical evidence was collected in Australia from a sample of 403 firms. They also found that brand orientation moderates the path from marketing strategy to brand performance (Wong & Merrilees, 2007).

2.2 The perception of Brands and its value (CBBE)

The next section of this literature focuses on the perception of the brand and its value from the perspective of the consumer. In addition to highlighting firm-based brand equity (FBBE), several authors have emphasized customer-based brand equity (CBBE). The conceptualization of CBBE is mainly based in cognitive psychology and information economics. De Chernatony and associates measured only three CBBE dimensions: brand loyalty, satisfaction, and reputation (Chernatony, 2001). As a result of analyzed responses

received from practitioners and academics de Chernatony offered the following classification of measures of CBBE: consumers' understanding of brand characteristics, consumers' evaluation of the brand, consumers' affective response towards the brand, and consumers' behavior towards the brand (Chernatony, 2001).

Regardless of dimensions, the methods of measuring CBBE can be classified as follows: direct methods (methods that seek to quantify brand equity directly) and indirect methods (methods that measure brand equity either through its demonstrable dimension or through price premium) (Djuričin, et al., 2013).

2.3 Sources of Consumer Based Brand Equity

Brand Awareness: Brand Awareness refers to the strength of presence in the minds of the consumers. It is defined as the consumer's ability to identify or recognize the brand (Rossiter and Percy, 1987). Keller conceptualized Brand Awareness as consisting of both brand recall and brand recognition (Keller & Lehmann, 2006). Aaker mentioned several levels of brand awareness, consisting of recognition, recall, top of the mind, brand knowledge, brand opinion and brand dominance (Aaker, 1991). In this spectrum, brand awareness ranges from mere recognition of the brand to dominance, which refers to the condition where the brand involved is the only brand recalled by a consumer.

Brand Associations: Brand Association is an important dimension of Consumer Based Brand Equity. Brand Associations are believed to contain the meaning of the brand for consumers (Keller, 1993). Aaker argued that Brand Association has a level of strength, and that the link to a brand from the association, will be stronger when it is based on many experiences or exposures to communications, and when a network of other links support it (Aaker, 1991). Furthermore Aaker hold the view that Brand Association could provide value to the consumer by providing a reason for consumers to buy the brand, and by creating a positive attitude/feeling among consumers. Keller on the other hand classified Brand Associations as attributes, benefits and attitudes. Attributes are product or non-product related while benefits are functional, experimental or symbolic. The non-product related attributes are price, packaging, user imagery and usage imagery (Keller & Lehmann, 2006).

Schindler empirically demonstrated that Brand Association characteristics such as number of associations, valence and uniqueness underlie Consumer Based Brand Equity. According to Krishnan, brands with high Brand Equity are characterized by having a greater number of associations, and more net positive and unique associations (Schindler, 2014).

Operationally, Brand Associations are the informational modes linked to the brand mode in the memory and contain the meaning of the brand for the consumer. The favorability, strength and uniqueness of Brand Associations are the dimensions of Brand Knowledge which are the core of Consumer Based Brand Equity.

Perceived Quality: Perceived Quality is another important dimension of Consumer Based Brand Equity. Aaker associated Perceived Quality with price-premium, price elasticity's, brand usage and stock return (Aaker, 1991). and Keller considered Perceived Quality as the 'core or primary' facts of Consumer Based Brand Equity as it has been associated with the willingness to pay a price premium, brand purchase intent, and brand choice (Keller & Lehmann, 2006). Perceived Quality provides a buyer with a realm to buy, differentiating the brand from competing brands.

Operationally, Perceived Quality can be defined as the consumer's judgment about a product's overall excellence, esteem or superiority of a brand relative to alternative brand (Zeithmal, 1988). Perceived Quality is solely based on consumers or user's evaluation of the product and not manager's or experts subjective evaluation of the product and need not be based on the actual quality of the product.

Brand Loyalty: Brand Loyalty is a major component of Consumer Based Brand Equity. Brand Loyalty has two dimensions, behavioral and attitudinal. The proponents of the behavioral school of thought are Aaker and Oliver. Aaker defined Brand Loyalty as the attachment that a customer has to a brand (Aaker, 1991). Oliver defined Brand Loyalty as a deeply held commitment to rebuy or repertories a preferred product or service consistently in the future, despite situational influences and marketing efforts having potential to cause switching behaviors. Rossiter and Percy argued that brand loyalty has to be conceptualized on attitudinal point of view as it is often characterized by a favorable attitude towards a brand and repeated purchases of the same brand over time (Rossiter & Percy, 1988).

2.4 Brand Management Practices

The first factor represents personal and organizational commitment and orientation towards brand and brand management. A latent variable containing the same or similar assertions has been named 'brand management commitment' (Burmann et al. 2009), 'brand orientation' (Wong and Merrilees 2007; Wong and Merrilees 2008; Tuominen et al. 2009), or 'brand approach' (Gromark and Melin 2011). In this paper we use the term 'brand-oriented approach'. Brand orientation is an approach in which the process of the organization revolve around the creation, development, and protection of brand identity in an ongoing interaction with target customers with the aim of achieving, lasting competitive advantages in the form of brands. (Urde, 1999,p. 119). This orientation is relevant for describing companies that strive not only to satisfy needs and wants, but also to lend a strategic significance to brands. Brand orientation represents an integrated view of the brand, bringing both the internal and external perspectives into the process (Hankinson,2001; Reid, Luxton, & Mavondo, 2006).

Continuous improvement of knowledge and processes and the search for new ideas are prerequisites for the success of the brand. The statements in the second factor describe the latent variable, Innovativeness (Wong and Merrilees 2007; Wong and Merrilees 2008).

The third factor represents the Brand performance measurement system. Business performance is the actual work or output produced by a specific unit or entity in an organisation. The term 'measurable performance' refers to the ability and processes used to quantify and control specific activities and events (Morgan 2004). Business performance measurement is one of the most important topics in the field of management because performance measurement systems are useful for assessing a firm's ability to exploit its resources and achieve the targets set for it by its owners, investors and customers. Performance measurement tools enable managers to set and monitor targets and achieve the desired performance levels (Simons 2000). As stated by De Chernatony et al.(2004, p. 28) 'business performance is strongly dependent on brand performance'. Brand performance is a relative measure of brand success (Ehrenberg et al.2004). Moreover, brand performance measures enable brand managers to understand brand value and compare brand success across different markets (Chapman 1993).As marketing practitioners are under pressure to demonstrate how marketing expenditure creates shareholder value, previous studies have used various financial and market-oriented brand performance metrics (e.g. sales

growth, market share, return on investment, price premiums) (Doyle 2000).There is therefore no single measure that captures the depth and breadth of brand performance (De Chernatony et al.2004). It consists of brand metrics and enables linking brand management and business performance (Keller 2012, Rajagopal 2008).

The fourth factor points to the need to build good relations in marketing channels, as an essential element of the implementation phase. Several authors indicate that cooperation in marketing channels is a precondition for the successful implementation of brand management (Webster 2000; Gisip and Harun 2013; Martens and Hilbert 2011). Based on the above, a latent variable is named Marketing channel relationships. One of the ways companies gain a competitive advantage in the market is through successful incorporation and management of marketing channels. A marketing channel is a set of practices or activities necessary to transfer the ownership of goods, and to move goods from production to consumption. This process typically consists of all the institutions and marketing activities involved in the promotion and distribution of goods. Management teams must evaluate competitive pressures to assess whether their marketing strategies are effective and profitable, or ineffective and costly to the organization. Sales remains the most popular way to measure performance.

Some authors emphasize the importance of the legal aspects of branding (Gromark and Mellin, 2011). The importance of monitoring the performance of the company has already been pointed out. The importance of innovation is also emphasized, especially technological innovation. It is necessary that an appropriate support system exists in the company in order to carry out all of these activities. The fifth latent variable of the diverse support activities is named Brand support activities.

The last factor contains statements concerning marketing offers as opposed to competitive offers. Attitudes regarding premium price, building brand image through promotions, and differentiation of products, services, technological development, and innovation, constitute Unique marketing offers.

2.5 Previous Consumer Based Branding Studies in the Ethiopian

A few previous studies that were conducted in Ethiopia regarding customer based brand equity measurement using Aaker four dimensional brand equity models are discussed here. The selected literatures constitute that of (Milion, 2013; Beidemariam, 2014; Bezawit, 2014; Shemila, 2014; Wasihun, 2014; Wengelawit, 2014).

Million; Beidemariam and Wasihun were attempting to measure CBBE in the Ethiopian beer industry using a sample size of 385 each. All use Aaker's brand equity model but, Beidemariam included brand preference as additional dimension of brand equity. However, fail to forward any argument as to how he came to a conclusion to include the dimension (Beidemariam, 2014). Million and Wasihun employed structural equation modeling while Beidemariam analyzed the data using Pearson correlation coefficient and regression analysis (Million, 2013). Bezawit had studied on the CBBE measurement of Ethiopian airline employing covariance and multiple correlation analysis and one way ANOVA, has come to a conclusion that all the brand equity dimensions has positively influence brand equity. However, strong support was found for brand loyalty (Bezawit, 2014). Although the author promised to investigate the correlation among the brand equity dimensions in the objective part, nothing has been said in the analysis and findings section of the final report.

Shemila had studied on factors that influence Brand Awareness in leather footwear industry in Ethiopia. Four determinants: brand perception, advertising, perceived quality and product innovation have been kept in mind while doing this research. The researcher used both qualitative and quantitative techniques in which 50 respondents from Addis Ababa were included. Structured questionnaire for customers identified through convenience sampling and an interview was made to marketing managers of sample five footwear producers engaged both in domestic and international markets. The researcher used person correlation and regression analysis to analyze the data. The reported shows that among the four variables brand perception, and perceived quality have a significant positive impact on Brand Awareness of local leather footwear while advertising and product innovation do not have (Shemila, 2015). Wongelawit had studied on the coca cola product in the Ethiopian context using a sample size of 470 respondents and employing a structural equation modeling has concluded that brand association and brand loyalty have positively influenced brand equity while perceived quality and Brand Awareness negatively influenced it (Mekruia, 2014).

All the reviewed studies of CBBE in the Ethiopian context did not validate as to how they came to a decision to employ the four dimensional brand equity model and focused only in Addis Ababa city as a study area. Hence, the past studies could not analyze regarding bottled water industries so that this study gives better an insight about the determinants of CBBE in Ethiopia.

2.6 Conceptual model and hypothesis development

Based on a synthesis of the converging literature related to the research constructs, a conceptual model is proposed to guide the empirical study as shown in figure 1. The conceptual model suggest that brand awareness, brand association, product quality are the predictor variables while brand loyalty is the mediator variable and repurchase intention is the outcome variable. The hypothesized relationships between the research constructs will be discussed hereafter.

Brand Management Practices (BMP)

```
┌──────────────────┐
│ Brand oriented   │
│ approach         │                    ┌──────┐
└──────────────────┘                    │ H01  │
                                        └──────┘
┌──────────────────┐                  ┌──────┐
│ Innovativeness   │                  │ H02  │
└──────────────────┘                  └──────┘
                                    ┌──────┐
┌──────────────────┐               │ H03  │         ┌────────────────────┐
│ Brand Performance│               └──────┘         │                    │
│ measurement      │            ┌──────┐             │ Customer based brand│
└──────────────────┘            │ H04  │             │ equity (CBBE)      │
                                └──────┘             │                    │
┌──────────────────┐                                 └────────────────────┘
│ Marketing channel│              ┌──────┐
│ relationships    │              │ H05  │
└──────────────────┘              └──────┘

┌──────────────────┐            ┌──────┐
│ Brand support    │            │ H06  │
│ activities       │            └──────┘
└──────────────────┘

┌──────────────────┐
│ Unique marketing │
│ offers           │
└──────────────────┘
```
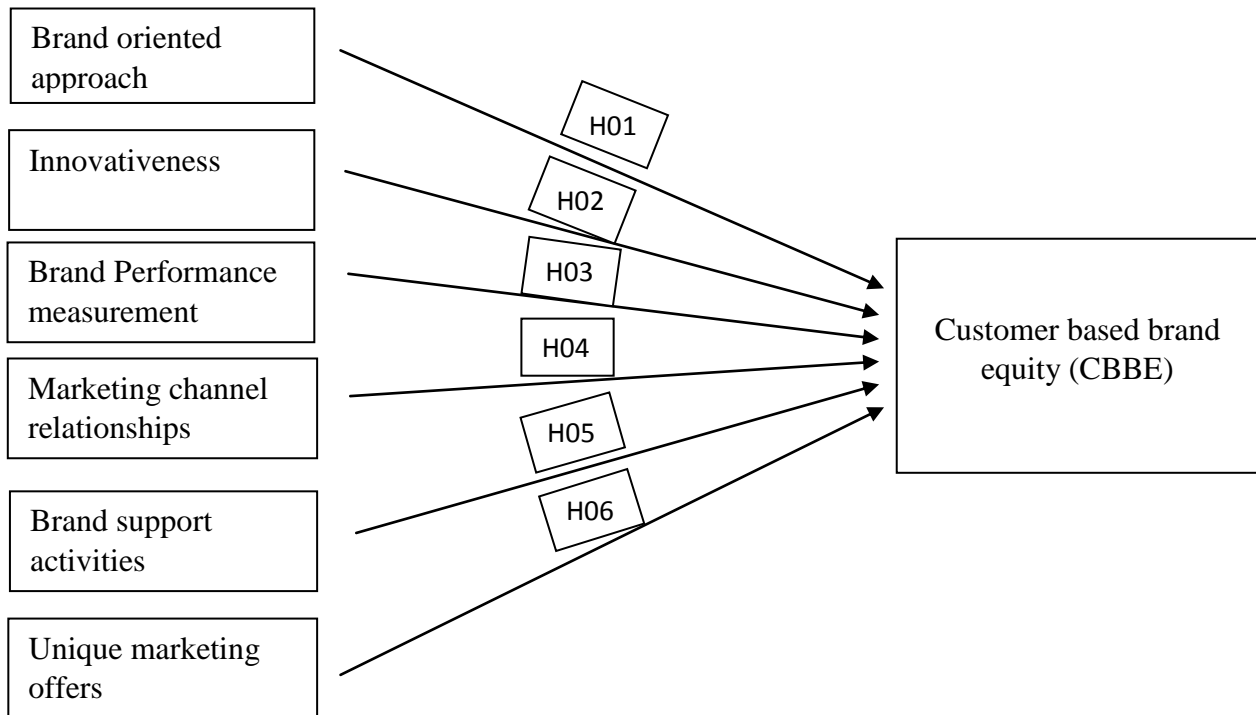
Figure 2.1: The BMP and CBBE relationship model

CHAPTER THREE

RESEARCH DESIGN & METHODOLOGY

This chapter gives an outline of research methods that were followed in the study. It provides information on the participants, that is, the criteria for inclusion in the study, who the participants were and how they were sampled. The researcher describes the research design that was chosen for the purpose of this study and the reasons for this choice. The instrument that was used for data collection is also described and the procedures that were followed to carry out this study are included. The researcher also discusses the methods used to analyze the data.

3.1 Research Design

Research design is a plan and structure of investigation so conceived to obtain answers to the research questions (Schindler, 2014). In this study, both a descriptive and inferential techniques are used. Hence the design employed is explanatory in nature.

Viewed from the manner of data collection, the design will embrace a survey. A survey is basically an attempt to collect data from an identified population with the aim of determining a current status of a given set of variables: in this case brand management practices of the Bottled water industry in Ethiopia on one hand and the consumer's perception of brands on the other. The choice of survey method was due to the fact that it would facilitate collection of original data needed for accomplishment of the research objectives.

The Survey involved the administration of questionnaires to the identified population and conducting semi-structured interviews to obtain required information. The appropriateness of this design is based on the fact that data collected can ultimately be quantified and reported as true representation of the real situation or characteristic of the population under study (Henry, 2008).

3.2 Population and Sampling Design

3.2.1 Study area and Population

A population is defined as the subjects with the characteristics that the researcher wants to research on and understand. It is a large collection of individual's objects or organizations that form the main focus of a scientific query (Sounders, 2007). This study had been conducted in Sebeta city administration of the Oromia region where the largest number of bottled water manufacturers are concentrated which compete for a common market of the nearby capital city of Addis Ababa. This choice has been made to eliminate extraneous factors on consumer's perception such as the source of the bottled water and distribution related problems for relatively distant manufacturers that might affect the consumer choice with regard to a specific brand.

Hence the populations in this study were categorized in to two groups. The first is bottled water manufacturers in the selected region; which were the sources of data relating to the brand management practices. The second constitutes the Adult consumers of bottled water in Addis Ababa and the nearby local markets.

3.3 Sampling Technique

From a manufactures in the selected area, 6 manufactures which are relatively popular and long years of operation in the business (more than 5 years) have been selected conveniently after consultation with industry experts and marketing professionals. The sampled firms include (Yes, One, Origin, Agmas and Sheger and Ambassador).

From the consumer's side, at the time of the study, there was no data base of adult bottled water consumers who made their own purchases of bottled water brands, and resided in Addis Ababa and its surrounding. In the situation where the population is unknown the sample size can be determined by using estimation method as suggested by (Cochran, 1963). .

The formula for determining a sample size when the population and standard deviation is unknown is

$$n=Z^2pq/e^2$$

Where, n=stands for the sample size which was drawn; e = level of precision or sometimes called sampling error (is ranges in which the true value of the population would be estimated; p= population proportion; q= 1-p; Z= level of confidence (1.96). The sample was drawn from maximum variability of the population (p=0.5) with 95% level of confidence with 5% precision level.

$$n= 1.96^2*0.5*0.5/0.05^2=384$$

By considering the non-respondent rate, 5% of the calculated sample size was included that is (5%*384) + 384= 403. Thus, the final calculated sample size to be **403.**

Furthermore, there was no sampling frame, i.e., a listing of all adult bottled water consumers. Consequently respondents were selected using the suggestion of Shcinder for non-probability sampling that exceeds 200 respondents for non-probability sampling methods (Schindler, 2014). Using this qualified respondents were conveniently and judgmentally contacted in "mall intercept" , in and around shops, markets, Ghat (chat) vendor's hotels and restaurants in neighborhoods, and university and college communities in the commercial city of Addis Ababa and its surrounding.

3.4 Instruments

The instrument used to collect the data from both the manufacturers and the consumers was questioner. This choice a direct consequence of the survey designee of the study mentioned above. As indicated in the literature review section, the indicators for the six independent variables relating to the brand **management practices** were adopted from a literature (Burmann & Zeplin, 2009). The indicators uses Likert type scale items measured from five points. The validity of each of the measurement scales have been approved before employed.

In a similar fashion the four variables Customer Based Brand Equity (CBBE) was measured using a standard scale items in the branding literature adopted and verified in a number of literatures relating to bottled water survey. The contents are then translated to Amharic (both the English and Amharic version are attached to the appendix.

3.5 Data Analysis Method

Model specification

The primary model used in this study is multiple linear regressions. This model is used to assess the association between two or more independent variables and a single continuous dependent variable. This method is also used to assess whether confounding exists. Since this method allows to estimate the association between a given independent variable and the outcome holding all other variables constant, it provides a way of adjusting for (or accounting for) potentially confounding variables that have been included in the model. (Farris, 2006).

The regression model used is as follows:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + b_6 X_6 + \varepsilon \text{ (Error Term)}$$

Where   Y= CBBE

b_0= the constant

b_1-b_6 = the coefficients of independent variables

X_1= Brand Oriented Approach

X_2= Marketing Channel Relationships

X_3= Innovativeness

X_4 = Unique Marketing Offers

X_5= Brand Support Activities

X_6 = Brand Performance Measurement

Data analysis tools

All questionnaires collected from the respondents were first checked for completeness, legibility and correctness. The credible questionnaire responses were then coded and then keyed into Statistical Package for Social Sciences (SPSS) analysis. Using this software package SPSS20, descriptive and inferential analysis relevant to the research objective has been conducted.

CHAPTER FIVE

RESULTS AND DISCUSSIONS

This part presents the results of the data analysis collected from two sources. As indicated earlier the data regarding brand management practices of firms were collected from manager/ marketing managers of a sample of 6 bottled water companies located in Sebeta Cities of the [1]Oromia special zone. On the other hand, data regarding Consumer Based Brand Equity were collected form 384 adult bottled water consumers who made their own purchases of bottled water brands, and resided in Addis Ababa and its surrounding. The results will be presented in three major subsections. The first section covers the reliability test results of the instrument. The second and the third sections cover the results of the descriptive and inferential statistics of the data.

4.1 Instrument reliability

With regard to the instrument used to collect data from managers the variable have pretested value The coefficient values for the respective variables were as follows: *Brand-oriented approach* (0.86); *Innovativeness* (0.74); *Brand performance measurement* (0.82); *Marketing channel relationships* (0.72); *Brand support activities* (0.58); *Unique marketing offers* (0.87); *Brand barriers* (0.77); *CBBE* (0.90); *Changes in business performance* (0.74).the items have been pretest in various literature with a Cronbach's alpha which is much greater than the required 0.7 average for reliability.

For the instrument used for consumer data collection, a sample of 25 bottled water consumers in Addis Ababa was used to pretest the questionnaire, and Cronbach's alpha was computed from the pretest data, using the SPSS computer software. The result shows that the coefficient values are in line with the recommendation in literature (Peterson, 1994).

---

[1] Cronbach's alpha coefficient method is the indicator most commonly used to measure internal consistency and therefore reliability of a questionnaire, and is a suitable method for Likert scale items.

Reliability test of Variables

Table 4.1: Reliability Test of Overall Variables

Variables	Cronbach's Alpha coefficient	No of Items
Brand Awareness	0.87	5
Brand Association	0.89	5
Brand Perceived Quality	0.86	5
Brand Loyalty	0.87	5
Overall Brand Equity	0.87	5
Total Variables	**0.89**	**25**

Source: (Own Survey Result, 2019)

4.2 Descriptive analysis

A. Data collected from Management of Bottled water

Data regarding the existing brand management practices in the bottled water industry were collected by a researcher administered structured interview from the management of the 6 bottled water manufacturers. As stated in the research objective the main focus here is the identification of the branding management activities in this industry. The results of the summation of the score for individual variables are provided below.

i. Brand management practices(BMP)

Table 4.2 Brand Management practices

NO	VARIABLE	MEAN	STD DEVIAION
1	Brand oriented approach	3.1	1.2
2	Innovativeness	3.0	1.1
3	Brand Performance measurement	2.3	1.3
4	Marketing channel relationships	3.2	0.8
5	Brand support activities	2.8	1.2
6	Unique marketing offers	2.8	1.6
TOTAL AVERAGE	BMP	2.9	1.1

As indicated in table 4.2 above, evaluated by the indicators of BMP in this model, the overall score of BMP in the water industry is very low with a mean of 2.9 and a standard deviation of 1.1. The absence of high competition in the bottled water industry in Ethiopia coupled with low product differentiation of the industry might contribute to this lower score for BMP which by intern indicates the rate of strategic brand management practices in the industry.

ii.   **Brand management practice by selected companies**

Table 4.3 Brand Management Practices by companies

NO	VARIABLE	ONE	YES	ORIGIN	SHEGER	AGMAS	AMBASSADOR
1	Brand oriented approach	3.6	2.9	3.0	2.8	2,6	3.0
2	Innovativeness	3.1	3.0	2.1	2.8	2.8	3.0
3	Brand Performance measurement	1.8	1.6	2.3	2.4	3.3	2.6
4	Marketing channel relationships	2.6	1.8	4.2	2.3	3.6	1.9
5	Brand support activities	3.9	2.2	4.2	1,6	3.1	2.1
6	Unique marketing offers	4.6	2.4	3.1	3.5	1.6	2.3
AVERAGE TOTAL	BMP	3.3	2.3	3.2	2.7	2.8	2.4

Source: (Own Survey Result, 2019)

The results from table 4.3 above shows that higher score for BMP indicators was observed in a 'ONE' company with a mean of 3.3 followed by 'ORIGIN with a score of 3.2. The lowest score in BMP practices was observed in 'AMBASSADOR' (2.2). The effect of this variation on the company's performance as measured in CBBE will be explained later in inferential analysis section of this chapter.

Consistent with the established research objectives, the next step was to determine whether brand-oriented companies and non-brand-oriented companies differed in their score on CBBE. As indicated in the branding literature, the sample was segmented in to three categories in order to verify the existence of a homogeneous group of respondents in terms of brand management practice. For this purpose, The BMP model variables were used to divide the sample into clusters. A division into three clusters was optimal, given the sample size (Fionn & Pierre, 2011).

Using terminology similar to that used in the Booz Allen Hamilton and Wolff Olins study (Harter et al. 2005), the clusters was defined as follows:

- *Brand-guided companies* (companies with brands that had the highest scores in the sample concerning all of the individual latent variable models);
- *Emerging brand companies* (companies with brands that had average scores in the sample concerning all of the individual latent variable models);
- *Brand-agnostic companies* (companies with brands that had the lowest scores in the sample concerning all of the individual latent variable models).

Accordingly the six companies in the sample were categorized based on the grand BMP score in table 4.4 below and the detail score for the categories are provided in fig 4.1

Table 4.4 categories of BMP for sampled companies

NO	CATEGORIES	NO	MEAN	STD. DEVIATION
1	Emerging brand companies	2	5.56	1.17
2	Brand guided companies	1	6.0	.8281
3	Brand agnostic companies	3	4.01	1.282

Source: (Own Survey Result, 2019)

The differences in the values of individual variables of the BMP models for each category can be seen in Figure 4.1 below.

Fig 4.1 the difference between the categories in BMP variables
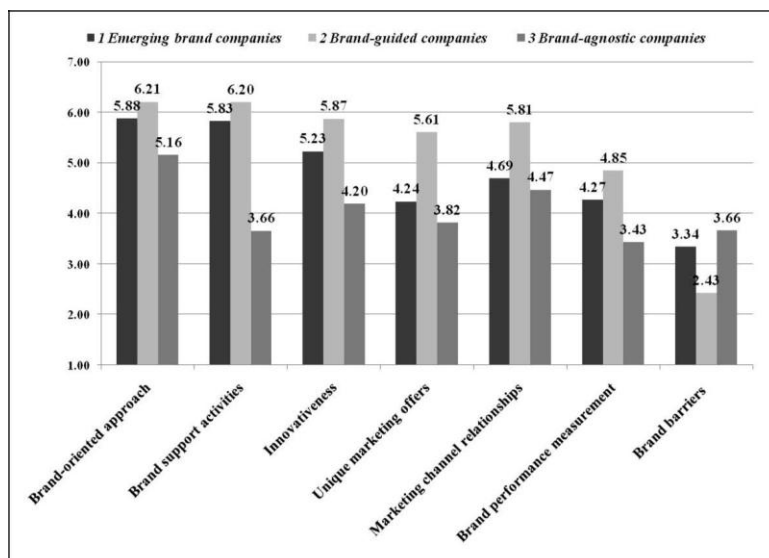
Source: (Own Survey Result, 2019)

Consumers Respondents Data Analysis

As indicated earlier in the literature part of this paper, the main objective of data collection from consumers is the determination of the Consumer Based Brand Equity (CBBE) among the bottled water consumers in Addis Ababa.

i. **Demographic characteristics of respondents**

Table 4.5 Demographic Profile of respondents

Variables (No=384)		Frequency	Percent (%)
Sex	Male	221	57.6
	Female	163	42.4
Age	18-25	41	10.7
	26-35	154	40.1
	36-50	156	40.6
	>50	33	8.6
Education background	11-12th Grade	68	17.7
	Certificate	71	18.5
	Diploma	78	20.3
	BA/BSc Degree	111	28.9
	MSc Degree and above	56	14.6
Occupation	Employee	199	51.8
	Merchant	149	38.8
	House Wife	17	4.4
	Farmer	2	0.5
	Student	17	4.4
Net income per month	<1000 ETB	31	8.1
	2000-3000 ETB	64	16.7
	3000-4000 ETB	83	21.6
	>4000 ETB	206	53.6

From table 4.3, out of 384 respondents, 57.6% and 42.4% were males and females, respectively. According to age group the highest was taken by 36-50 age group (40.6%) followed by 26-35 (40.1%) and 18-25 age group (10.7%) age groups whereas, > 50 (8.6%) age group study respondents were found the least consumer of bottled water. This reveals that the highest bottled water consumers are young aged people whose age falls between 36-50 years.

In case of educational background, BA/BSc degree holder respondents were the highest consumers with 28.9%, followed by diploma holders (20.3%), certificate (18.5%), 11-12th Grade (17.7%) and MSc degree and above (14.6%) who were the least consumers of bottled water. In the view of occupation, employees were found to be the highest consumers (51.8%) followed by merchant (38.8%), students and house wife consume the same (4.4%) and farmers found to be the least consumers (0.5%). Whereas, in view of net income per month those who gets >4000 ETB were the highest consumer (53.6%) followed by those who gets 3000-4000 ETB (21.6%) and 2000-3000ETB (16.7%) and lastly with least consumption level those who gets <1000 ETB (8.1%). This result showed that the respondents who got the highest income were the highest bottled water consumers.

iii. Consumer Based Brand Equity (CBBE)

The results of consumer based brand equity have been evaluated from four.

i. Brand awareness

Table 4.6 below summarizes the mean scores and the standard deviations of the variables under brand awareness

Table 4.6 Descriptive statistics for brand awareness n=384

NO	INDICATOR	MEAN	STD DEVIATION
1	Advertising Level	3.91	1.13
2	Information from relatives and friends	2.98	1.26
3	Extent of distribution	3.74	1.12
4	Clarity of what the brand stands for message	2.94	1.20
5	Conspicuousness of label	3.31	1.31
6	Uniqueness of packaging	3.55	1.16
7	Levels of store merchandising	2.85	1.15
8	Advertising media used	3.42	1.35
9	Influence from opinion leaders	2.59	1.41
10	How easy the brand name is to articulate	3.44	1.31
11	Types of outlets used	3.06	1.31

Source: (Own Survey Result, 2019)

The table shows that item 1 (Advertising Levels) was rated the highest, followed by item 3 (extent of distribution) and by item 6 (Uniqueness of packaging) respectively. The least rated variables were variable 9 (influence from opinion leaders), item 7 (Levels of Store Merchandising) and item 4 (Clarity of the positioning message). I inferred for the above result advertising level has the most impact toward brand awareness.

It is worth noting that no item scored less than 2, meaning that no variable fell on 'important' rating or below.

ii.   Brand Associations.

Table 4.7 below shows the descriptive data (mean and the standard deviations) of the variables under brand associations.

Table 4.7 Descriptive statistics of Brand Association

NO	ITEM	MEAN	S.D
1	the Value for Money the Brand Gives You	4.24	.93
2	Price	4.16	.88
3	Extent of distribution	3.67	.90
4	Organizations reputation	3.61	1.06
5	The outlet image	3.33	1.13
6	Distribution channel used	3.09	1.21
7	Endorsers used	3.62	1.40
8	What the brand stands for	3.28	1.34

Source: (Own Survey Result, 2019)

Item 1 (the value the brand gives you) and Item 2 (Price) were rated the highest, scoring more than 4. This means that they were tending towards very important. Item 3 (extent of distribution), item7 (Endorsers used), item 4 (organization's reputation), item 5 (the outlet image) and item 6 (distribution channels used) were rated next respectively, with all generally tending towards important rating. I inferred from the above result the impact on the value of money the brand gives for brand association is very important.

iii.   Brand Loyalty

Table 4.8 below shows the descriptive statistics for brand loyalty

Table 4.8 Descriptive statistics for brand loyalty

	INDICATOR	MEAN	STD. DEVIATION
1	Price	4.26	.94
2	Consistency in quality	4.58	.84
3	Availability of the brand	4.22	.90
4	Companies commitment to the brand	3.44	1.1
5	Associations that you have with the brand	3.07	1.30
6	Advertisement levels	3.28	1.19
7	Availability in different sizes	3.99	.95
8	The market share that the brand commands	3.88	1.26
9	How well the brand serves its function	3.25	1.31
10	Extent of information that you have about the brand	3.88	1.05
11	How long the brand has been in the market	3.12	1.37
12	Efficiency of service offered at the outlet	3.24	1.24
13	What other people think of the brand	2.84	1.37

Source: (Own Survey Result, 2019)

Of all the 13 items of consent, item 2 (consistency in quality), item 1 (price), and item 3 (availability of the Brand), ranked highly respective!)', with a score greater than 4 -lending to very important rating. Item7 (Availability in different sizes), 10 (extent of information that you have about the brand), 8(the market share that the brand commands), 4 (company's commitment to the brand), 6 (Advertisement levels). 12 (efficiency of the service offered at the outlet), 11 (how long the brand has been in the market) and 5(associations that you have with the brand) followed in that order with each of them scoring more than 3. Only item 13 (what other people think about the brand) scored less than 3.

iv.   Brand perceived quality

The table below 4.9 below gives the descriptive data for the variables under perceived quality.

Table 4.9 Descriptive statistics for brand perceived quality

	Indicator	Mean	Std. deviation
1	Price of the brand	4.45	.70
2	Image of outlet	3.85	.98
3	Advertising Levels	3.73	.99
4	Your past experience with the brand	4.16	.97
5	Advertising message	3.38	1.12
6	The brand name	3.18	1.28
7	The company reputation	4.04	1.03
8	Information level that you have about the brand	4.09	.87
9	Performance of the brand	4.00	1.00
10	Company commitment to the brand	3.88	1.05
11	Source of bottling	3.40	1.37
12	Courtesy of channel members handling the brand	3.38	1.24
13	Attainment of quality accretion	2.84	1.37
14	Kind of endorser used	3.31	1.33

Source: (Own Survey Result, 2019)

From table 4.9 above, it is seen that the indicator item l (Price of the brand) was highest rated having a mean score of 4.45 -tending to very important a variable in enhancing the brand equity of bottled water in Addis Ababa. Item 4 (Your experience with the brand), item 8 (information levels that you have about the brand), item 7(The company's reputation) and item 9 (Performance of the brand) were the next highly rated items respectively having mean scores of 4.16, 4.09, 4.04 and 4.00 respectively. All these items were tending be the higher side in terms of importance in enhancing brand equity of mineral water in Addis Ababa. .All the other items had a mean score of more than 3 except for item 13 (Attainment of quality accretion). This means that all these other variables were generally rated to be tending to be "important" as per the scale the researcher used.

4.3 Inferential data analysis

i.   *Correlation Between Variables*

This research was exploratory in nature. From the theoretical point of view, it aimed to elaborate the main factors influencing brand management practice and the correlation of BMP with Consumer Based Brand Equity (CBBE) of bottled water companies operating in Ethiopia. Table 4.10 below shows the correlation between CBBE and individual variables of the BMP model. The BMP model was based on the following variables: *Brand-oriented approach, Innovativeness;*

Brand performance measurement, Marketing channel relationships, Brand-support activities, and *Unique marketing offers.* Correlation is measured by Pearson's coefficient.

i.   Table 4.10 Correlation Between variables

Correlations		Brand-Oriented approach	Brand support activities	Innovativeness	Marketing channel relationships	Unique marketing offers	Brand performance
Customer Based Brand Equity (CBBE)	Pearson Correlation	.286 **	.540 **	.485 **	.537 **	.471 **	.276 **
	Sig.(two tailed)	.002	.000	.000	.000	.000	.000
	N	384	384	384	383	384	384

**. Correlation is significant at the 0.01 level (2-tailed).
Source: (Own Survey Result, 2019)

As shown in the table above, there is a statistically significant Correlation at 0.01 levels between all the variables in the BMP model and CBBE. In order to isolate the variables that have the greatest impact on CBBE, regression analysis was performed.

ii.   Regression analysis

A multiple regression analysis was performed to explore if the independent variables of the BMP model affected the dependent variable (CBBE). The objective was to determine whether *Brand-oriented approach, Brand support activities, Innovativeness, Unique marketing offers, Marketing channel relationships* and *Brand performance measurement* could explain a significant part of the variability of CBBE as a dependent variable.

In the structural element of the model the regression parameters explaining CBBE indicated that 4 out of 6 independent variables had a significant influence on the dependent variable ($p < 0.1$). Multiple regressions accounted for 32.8% of the variability as indexed by the R squared statistic and 32.2% indexed by the adjusted R squared statistic. The Model Summary is shown in Table 4.11 below.

Table 4.11 Model Summery

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate
1	0.573	0.328[a]	0.322	1.887

a. Predictors: (Constant), Brand Oriented Approach, Brand Support Activities, Brand Performance Measures, Innovativeness Marketing Channel Relationships, Unique Marketing Offers

Source: (Own Survey Result, 2019)

According to ANOVA table, the p-value for the Regression model F test is .000.The model is highly significant, and we can conclude that these four independent variables together predict CBBE.

Table 4.12: One Way ANOVA Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	660.761	4	165.190	46.356	.000
Residual	1350.573	379	3.564		
Total	2011.333	383			

Source: (Own Survey Result, 2019)

The above table shows the selected variables predict CBBE. But do they *all* uniquely predict? If not, which ones do? And are the unique relationships in the direction hypothesized? To answer these questions, we turn to the Coefficients table.

Table 4.13: Coefficients of variables Dependent Variable CBBE

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	.466	1.164		5.735	.000
	Brand Oriented Approach	.292	.041	.227	4.565	.000
	Brand Support Activities	.000	.017	.001	.008	.994
	Marketing Channel Relationships	.313	.055	.289	5.813	.000
	Innovativeness	.187	.048	.286	5.408	.000
	Brand Performance Measurement	.000	.016	.003	.009	.000
	Unique Marketing offers	.181	.055	.286	5.338	.000

Source: (Own Survey Result, 2019)

The hypotheses are

Ho1: Brand oriented approach is positively associated with CBBE

Ho2: Marketing channel relationships positively associated with CBBE

Ho3: Brand performance measurement positively associated with CBBE

Ho4: Innovativeness is positively associated with CBBE

Ho5: Brand support activities negatively related with CBBE

Ho6: Unique marketing offers positively associated with CBBE

Hypothesis 1 is supported, re-establishing the relationship it states that higher value for brand oriented approach, tend to have higher value of CBBE. The regression coefficient is positive, (.292) indicating that the more the firm adopted brand oriented approach, the higher the value of CBBE, and the relationship is statistically significant (Sig.=.000). The value of the coefficient is smaller due to the fact that the model is documenting the unique effect of Brand oriented approach after accounting for all other variables in the model.

Hypothesis 2 predicted that the more companies score on Marketing Channel Relationships the more their value of CBBE. The regression coefficient is positive, (.313) indicating that strong marketing channel relationship activities (mainly concerned with information flow in the value chain), resulted in the corresponding higher value of CBBE, and the relationship is statistically significant (Sig. =.000). Furthermore, the finding indicated that the highest positive association is observed between Marketing Channel Relationships' and CBBE than other variables in the model.

Hypothesis 3 predicted that the higher brand performance measurement activity of the firm the higher value of CBBE. As shown in tables above the Pearson Correlation coefficient indicated a statically significant (.000) positive relationship (Pearson correlation.273) between these two variables. However, when we enter the other variables in a multiple variable model, the regression coefficient is 0 (.000), and it is not significant!

Hypothesis 4 predicted that innovativeness is positively associated with CBBE. This hypothesis is also supported with a positive regression coefficient of (.187). The relationship is also statistically significant (.000). This indicated that firm's commitment to the development of new ideas; investment in training and education as well as in information technology has a positive impact on CBBE.

Hypothesis 5 predicted that Brand Support Activities negatively associated with CBBE. This variable has a statistically insignificant (.994) negative relationship (Pearson correlation .540) with CBBE. However once the effects of other variables such as Brand Oriented Approach, Innovativeness, Marketing Channel Relationships and Unique Marketing Offers have taken in to account, Brand Support Activity has no significant influence on CBBE. The regression coefficient is 0. (.000).

Hypothesis 6 Predicted that Unique Marketing Offers positively associated with CBBE. This variable mainly measures firm's rate of product innovation, promotion strategies, product differentiation etc. The result indicated that a statistically significant (.000) relationship (.181) is observed between Unique Marketing Offers and CBBE.

The regression equation for predicting the Customer-based brand equity is:

$$Y \text{ (CBBE)} = (0.466) \text{ constant} + (0.292) X_1 + (0.313) X_2 + (0.187) X_3 + (0.181) X_4 + \varepsilon \text{ (Error Term)}$$

Where X_1= Brand Oriented Approach

X_2= Marketing Channel Relationships

X_3= Innovativeness

X_4 = Unique Marketing Offers

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusions

The conclusions are derived from the results obtained by primary research conducted in bottled water manufactures in Ethiopia. The results presented in this study are relevant to a wide group of companies and stakeholders in Ethiopia: producers, distributors, retailers, and policymakers. Despite some limitations, the methodology adopted allows the researcher to make recommendations based on the managers' answers concerning brand management practice.

Measured in terms of six dimensions of brand management practice, the organizations in the water industry in Ethiopia scores a low average indicating that the concept of (BMP) is not relatively well embraced and practiced by the companies.

There was a clear nexus between brand management practice (BMP), consumer-based brand equity (CBBE), of the surveyed brands and companies. All the variables in the presented BMP model were positively correlated except for hypothesis 5 (brand support activities) with the entire analyzed Consumer-based Brand equity variables. In analyzing the impact on CBBE, regression analysis singled out four factors (variables): *brand oriented approach, innovativeness, unique marketing offers,* and *marketing channel relationships*. The findings are logical, because all four variables belong to the implementation phase of the brand management process, which has the greatest impact on business results and in particular on customer-based brand equity.

There were statistically significant differences between the brand-driven companies and other companies in terms of individual elements of brand management practice, and it identified three clusters: *brand-guided companies, emerging brand companies,* and *brand-agnostic companies*.

5.2 Recommendations

These conclusions enable the researcher to make some recommendations to managers of domestic companies, primarily related to the particular improvement of each individual variable of good brand management practice.

The pillars of excellent brand management practice leading to performance improvement are:

> ➢ *Organizational and personal commitment and orientation to the brand and brand management*

Brand orientation emphasizes the significance of the brand identity (mission, vision, and values) as a guiding light and hub for organizational culture, behavior, and strategy. The internal aspect of the brand —the organization —is seen as vital in the brand-building process. The perspective is from the inside out, while the needs and wants of consumers are recognized, the integrity of the brand is paramount.

> ➢ *Strong focus on innovation and improving the innovation process;*

Innovation refers to the introduction of a new good or a new quality of a good, method of production, market, source of supply, and/or organization in an industry. It also refers to improving on an existing concept or idea using a step-wise process to create a commercially viable product. In the context of branding innovation plays a key role as relevant to marketing.

> ➢ *When developing, implementing and measuring the effectiveness of marketing channels, businesses should consider:*

- The link from producers to buyers
- Sales, advertising and promotion performance
- The company's pricing strategy
- Product strategy through branding, policies, willingness to stock
- The Impact the attitudes of channel intermediaries have on the product
- Competition from other intermediaries and other product lines

> ➢ *Effective planning and efficient implementation of the individual instruments of marketing programs;*

Solid marketing strategy is the foundation of a well-written marketing plan. While a marketing plan contains a list of actions, a marketing plan without a sound strategic foundation is of little use. Other relevant recommendations in this aspect include

- Focusing on uniqueness of marketing offerings;
- building good relationships in marketing channels;

> ***Permanent control of all business processes, and creation of a comprehensive brand-performance measurement system;***

Brand metrics are considered to be effective tools for measuring the qualitative parameters of brand performance in a given market and time, allowing the firm to measure the effectiveness of brand-building activity in reference to brand investment (financial inputs) and brand impact (growth outputs) in the business.

To achieve this, it is necessary that the company has adequate financial, human, and material resources, and also the necessary expertise, commitment, and employee skills. Partnership in marketing channels and cooperation with all other stakeholders are also indispensable prerequisites for success.

References

Aaker, D. A., 1991. *Managing Brand Equity : Capitalizing on The Value of Brand Name.* 6th ed. New York: Free Press.

Ailawadi, K., Lehmann, D. & & Neslin, S. (., 2001. Revenue premium as an outcome measure of brand equity. *Journal of Marketing,* I(15), pp. 1-17.

American Marketing Association, 2001. Strategic Marketing. *Journal of Marketing,* pp. 50-62.

Beidemariam, A., 2014. Analyzing the determinants of Customer Based Brand Equity in the Ethiopian beer industry.. *Addis Ababa University, School of Commerce, Department of Marketing Management..*

Bezawit, M., 2014. Measuring Customer Based Brand Equity of Ethiopian airline.. *Addis Ababa University, School of Commerce, Department of Marketing Management..*

Burmann, C. & Zeplin, S. &. R. N., 2009. Key determinants of internal brand management success:An exploratory empirical analysis.. *Journal of Brand Management,,* 16(4), p. 264 – 284.

Chernatony, d., 2001. Corporate branding and corporate brand performance. *European Journal of Marketing,* 35(3-4), pp. 441-456.

CMG, 2011. *blog.* [Online]
Available at: http://cmgpartners.com

Cochran, W. ,., 1963. *Sampling Technique.* 2nd edi ed. New York: John wiley & sons inc.

Conchar, M., Crask, M. & Zinkhan, G., 2005. Market valuation models of the effect of advertising and promotional spending: a review and meta-analysis. *Journal of the Academy of Marketing Science ,* 33(4), pp. 445-460.

Djuričin, D., Janošević, S. & & Kaličanin, Đ., 2013. a model of strategically building brands. *Jounal of brand Management,* 5(12), p. 5062.

Endeshaw, D., 2018. Public Health Concerns in Booming Bottled Water Sector. *Fortune*, 17(844).

Farris, P., 2006. *Marketing metrics.* Upper Saddler River: Wharton School.

FARRIS, P., 2006. *Marketing metrics.* Upper Saddler River: Wharton School .

Fionn, M. & Pierre, L., 2011. Ward's Hierarchical Clustering Method:Clustering Criterion and AgglomerativeAlgorithm. *Science Foundation Ireland,* 2(12), p. 6072.

Henry, R., 2008. Measuring Business Exellence. *Emerald Group Publishing Limited,* pp. 29-38.

Keller, K. & Lehmann, D., 2006. Brands and Branding: Research Findings and Future Priorities.. *marketing sceinces,* 25(6), pp. 740-759.

Kothari, C., 2009. *Research Methodology: Methods & Techniques.* New Delhi: New Age International Publishers.

Lake, L., 2017. *Brand Marketing,* London: Marketing Institue.

Mekruia, W., 2014. Measuring Customer Based Brand Equity: in the Carbonated soft drink sector, the case of Coca Cola.. *Addis Ababa University, School of Commerce..*

Million, T., 2013. Determinants of Customer based brand equity in Ethiopian Beer industry. *,Addis Ababa University, School of Commerce..*

Mizik, N., 2014. Assessing the total financial performance impact of brand equity with limited time-series data. *Journal of Marketing Research,* 51(6), pp. 691-706.

Naravan, 2012. s.l.:s.n.

Peterson, R. A., 1994. A Meta-Analysis of Cronbach's Coefficient Alpha. *Journal of Consumer Research,* 21(2), p. 381–391.

Robinson, 2013. *MEASURING BRANDS ,* Newyork: chartered institute of marketing.

Rossiter, J. R. & Percy, L., 1988. *Advertising and promotion management.* 5th ed. New York: Mcgraw-Hill Book.

Schindler, D. C. a. P., 2014. *Business Research Methods.* New York: McGraw-Hill Education.

Shemila, J., 2015. Factors Affecting Brand Awareness in Ethiopian Leather Footwear Industry,. *Addis Ababa University, College of Business and Economics¸ Department of Management..*

Sondoh, L. et al., 2010. The effect of brand image on overall satisfaction and loyalty intention in the context of color cosmetic. *Asian Academy of Management Journal,* 12(1), pp. 83-107.

Sounders, S., 2007. *Research Methods for Business Students.* Chicago: Pearson Education Limited.

Srinivasan, S. & Hanssens, D., 2009. Marketing and firm value: Metrics, methods, findings, and future directions. *Journal of Marketing research,* 40(3), pp. 293-312.

The Chartered Institute of Marketing, 2003. Measuring Brands and Thier Performance. *Marketing Trends Journal,* pp. 7-22.

Veljkovic, S., Lenartz, V. & Slovodan, K., 2014. IMPROVING BUSINESS PERFORMANCE THROUGH BRAND MANAGEMENT PRACTICE. *European Journal of Marketing,* 34(7), pp. 301-335.

Wallace, E., Buil, I. & & de Chernatony, L., 2013. Brand orientation and brand values. *Journal of Marketing Management,* 29(9-10), pp. 1007-1029.

Wassihun, E., 2014. Measuring Customer based brand equity in the Ethiopian beer industry,. *Addis Ababa University, School of Commerce..*

Wong, H. Y. & Merrilees, B., 2007. Multiple Roles of Branding in International marketing. *International Marketing Review,* 24(4), pp. 384-408.

Yeung, M. & Ramasamy, B., 2008. Brand value and firm performance nexus: Further empirical evidence.. *Journal of Brand Management,,* 15(5), pp. 322-335.

Appendices

Appendix I brand practice average

Variable	indicators	Mean	Standard Deviation
Brand oriented approach	Branding is essential for our company growth and strategy	3.73	0.00
	Brand management is essential for improving competitive advantage in the market	2.80	1.27
	Valuation of merger should be a compulsory element in the process of enterprise evaluation in the process of merger acquisitions or divestment		
	Long term brand planning is critical to our future success	2.80	0.93
	Branding flows through all of our business activities		
	Branding flows through all our marketing activities	2.24	2.16
	We carefully look through how new ideas adapted to our business environment.	3.1	1.2
Innovativeness	Continuing employees' education in the field of brand management in our company is seen as an important factor of competitiveness.	3.73	0
	We are actively engaged in a wide search for new ideas		
	We are closely following and applying the developments in information technology	4.07	1.60
Brand performance measurement	In our company we clearly distinguish the cost of product branding from other marketing costs.		
	In our company we clearly record the cost of product branding in relation to other marketing costs.	3.73	0.87
	Monitoring the effectiveness of investing in the brand in our company is conducted through market performance measures (for example, market share, degree of customer satisfaction, retention rate).	3.2	
	Monitoring the effectiveness of investing in the brand in our company is conducted through brand perception criteria (for example, brand recognition, credibility, and perceived quality).	3.73	1.60
Marketing Channel relationship	There is a great flow of information from retailers/ distributors to our company about the brand and the category in which we operate.	2.7	3.1
	There is a great flow of information from our company to the retailers/distributors about the brand and the category in which we operate.	3.73	0.87
	The perceived quality (assigned to the brand) increases customer loyalty, which in turn increases sales revenue.	2.4	2.6
Brand support activities	Company performance is regularly monitored.	2.80	4.67
	We have a good system to identify, select, and implement technological innovations	3.8	3.00

	All key brands owned by the company have legal protection (they are registered with the Intellectual Property Office).	2.80	1.71
Unique marketing offers	Brand value depends on the premium price that a product under the said brand can provide	4.0	1.91
	Compared with competitors, we have a high rate of product/service innovation.	3.73	2.23
	Our advertising/promotions create the desired brand image in the market.	4.0	3.31
	Our products/services are different from those of competitors.	2.9	1.60
	In comparison to competitors, we are technologically advanced.	3.73	1.80

Appendix I: Questionnaire for Staffs

Serial No._____   **Name of Company**_____

THE QUESTIONNAIRE

Survey Questionnaire for CEO's, Marketing Managers, Operations Managers, Sales Managers, Senior Managers or Designate

Instructions: Please answer by ticking (√) each question to the best of your knowledge and ability. Remember all responses will be treated with utmost confidentiality and only group data will be reported

SECTION A1: PERSONAL DATA

Gender: 1. Male ( )   2. Female ( )

Your Highest Level of Education (Tick as appropriate):

1. Secondary Certificate ( )   2.   Diploma ( )   3.   Bachelor's Degree ( )

3. Master Degree ( )   4.   Doctoral ( )   6.   Other (specify)_____

What is your designation in the Firm?

1. CEO   ( )   2.   Marketing Manager ( )   3.   Sales Manager ( )

4. Brand Manager ( )   5.   Medical Rep   (   )   6.   Other (specify)____

How many years total of work experience do you have in pharmaceutical industry?

1. Less than 5yrs ( )   2.   6-10 yrs. ( )   3.   11-15 yrs. ( ).

4. 16- 20 years ( )   5.   21 – 30 yrs. ( ).   6.   Above 30 yrs. ( )

SECTION A2: ORGANIZATIONAL INFORMATION

Your company has been in existence for how many Years? _____

Number of permanent Employees

1	2	3	4	5
1 -20	21-40	41-70	71-150	Over 150

What is your Firm Ownership Type? (Tick in the appropriate boxes)

1	2	3	4	5	6
Public	Private	Part Public Part Private	Foreign Owned	Local Owned	Local & Foreign (Joint) Ownership

SECTION B: EXISTENCE OF A BRAND MARKETING STRATEGY IN THE FIRM

The statements below are meant to obtain your views on the existence of strategic brand marketing planning practice in your organization. Please indicate by ticking (√) the box that best represents your level of agreement with the responses.

Code	Brand Strategy Formulation	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
01	Our Organization has a Mission Vision Statement					
02	Our Company involves me in the Formulation of Mission Vision Statement					
03	Ha The company s document stating the strategic marketing plan					
04	Our company brands all the products					
05	Top Management is strongly involved in The Brand formulation planning process					
06	Departmental managers are fully involved In marketing strategic planning					
07	The management has a high level Expertise in brand planning					
08	There is regular communication between levels of management on marketing strategies					
09	Top Management allocates adequate funding for marketing strategy activities					

Code	Brand Strategy Implementation	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
10	Management ensures alternative contingency plans exist for possible situations					
11	The firm's marketing team is adequate in number to implement the marketing strategies					
12	The firm's marketing team is adequately trained for the tasks					
13	The firm uses technology to implement marketing strategy					
14	Marketing activities are pre-planned before implementation					
15	Our firm constantly looks for new markets					
16	Competitor analysis is conducted regularly					
17	Marketing department carries out market surveys regularly					
18	The firm regularly uses marketing employee performance measurement as a control mechanism					

Which Suggestions would you make to improve planning and execution of branding activities in your firm?

………
………
………
………
………………

PART C:

MARKET EFFECTIVENESS OF BRANDING

In the last 2 years please indicate your firm's growth by ticking (√);

1.　　　if there was **De**crease,
2.　　　if there was **No**-Change and
3.　　　if there was **In**crease

	Financial Aspect	**1** **Decrease**	**2** **No Change**	**3** **Increase**
19	Sales Growth			
20	Profit Growth			
21	No. of employees			
22	Network of branches			
23	Assets Value			
24	No. of New Products			

Please indicate your level of agreement with the following aspect by ticking as appropriate

Code	**Customer Perspective**	**1** **Strongly** **Disagree**	**2** **Disagree**	**3** **Neutral**	**4** **Agree**	**5** **Strongly** **Agree**
25	Firm Market share is growing					
26	Firm customers are satisfied with our products					
27	The firm delivers most sales orders on schedule					
28	Number of Repeat customers are increasing					
29	Firm gets many customer positive compliments					
30	Firm receives few customer Complaints					
31	Product innovation in the firm is satisfactory					

In your opinion do you think that strategic planning practices have influenced the performanc
……………………………………………………………………………
………………………………………………………………………………………………
…
…

Appendices II: Questionnaire for Customers

"A STUDY ON CONSUMERS' ATTITUDE TOWARDS PACKAGED DRINKING WATER IN ETHIOPIA

Part – A

Socio – Economic Status of the Respondents (Please √ your option)

    1.1 Gender   :   Male / Female

    1.2 Age   : 25 and Below / 26 – 35 / 36 – 45 / 46 – 55 / above 55

    1.3 Marital Status   :   Unmarried / Married

    1.4 Family System   :   Nuclear family / Joint family

    1.5 Family Size   :   Small (Below 3) / Medium (3 –5) / Large (Above 5)

    1.6 Status in the Family :   Head / Dependent

    1.7 Level of Education : Illiterate/ Elementary (Up to V) / High School (Up to X) /Higher Secondary (Up to +2)/ Undergraduate / Post Graduate / Professional Degree / Others

    1.8 Occupation   : Government employee / Entrepreneur / Agriculture / Professional / Self-employed / Private employee

    1.9 Mode of Income   : Daily / Weekly / Monthly / Uncertainty

    1.10 Monthly Income   :   `10000 and Below / `10001 – `15000 / 15001 – `20000 / Above `20000

Part – B

Package drinking water usage profile of Respondents (Please √ your option)

2.1 : When will you use packaged drinking water?

a) Always   b)   Frequently

c) Occasionally   d)   Uncertainly

2.2 : How did you come to know about the packaged drinking water?

a) Advertisement   b)   Shopkeeper

c) Neighbors   d)   Doctors

e) Friends and relatives   f)   Salesman

2.3 : Indicate the time of buying packaged drinking water

a) During shortage of drinking water   b)   During travel

c) During the visit of guests   d)   During the sickness of family members

e) During stay in outside   f)   During summer season

g) During functions

2.4 : Specify the brands of packaged drinking water which you prefer to use?

a) Aqua Addis   b)   Fikir

c) Yes   d)   Abyssinia

e) One   f)   Boqoji

g) Sheger   h)   Sululta

i) Wow   j)   Other brands

2.5 : Reason for using the specific brand

a) Taste   b) Easy availability

c) Reasonable price   d) Convenient package

e) Brand loyalty   f) Safe for health

g) Better quality

2.6 : How long are you purchasing the packaged drinking water?

a) Less than 1 year   b) 1 to 3 years

c) More than 3 years

2.7 : Quantum of purchase of packaged drinking water at a time

a) 200 ml sachets   b) 500 ml pet bottles

c) 1 liter pet bottles   d) 2 liter pet bottles

e) 5 liter cans   f) 20 liter cans

2.8 : Frequency of purchase (per month)

a) Below 10 times   b) 10 to 15 times

c) 16 to 20 times   d) More than 20 times

2.9 : Amount spent for purchase of packaged drinking water in a month

a) Less than `300                 b)  `300 to `500

c) `500 to `700   d) Above `700

2.10 : Indicate the reasons for preferring the source of purchase

a) Reputation of the seller   b) Availability of original quality

c) Nearness to residence   d) Availability of credit

e) Better service   f) Forced by the salesman

g) Recommended by others   h) Margin free

Part – C

Satisfaction of Consumers towards Packaged Drinking Water

1	2	3	4	5
High Dissatisfaction	Dissatisfaction	Moderate	Satisfaction	High Satisfaction

Q.No	Statements	Tick the boxes where appropriate				
3.1	Availability of various quantities	1	2	3	4	5
3.2	Relatively cheap	1	2	3	4	5
3.3	Novelty	1	2	3	4	5
3.4	Attractiveness	1	2	3	4	5
3.5	Margin based Pricing	1	2	3	4	5
3.6	Quality of product	1	2	3	4	5
3.7	Availability places for purchasing	1	2	3	4	5
3.8	Trustworthy source	1	2	3	4	5
3.9	Product design	1	2	3	4	5
3.10	Quality of Packing	1	2	3	4	5
3.11	Familiar brand	1	2	3	4	5
3.12	Taste of water	1	2	3	4	5
3.13	Discount on bulk purchase	1	2	3	4	5
3.14	Hygienic	1	2	3	4	5
3.15	Aesthetics	1	2	3	4	5

Part – D

Consumers Attitude of Buying towards Packaged Drinking Water

1	2	3	4	5			
Strongly Disagree	Disagree	No	Agree	Strongly Agree			
Q.No	Statements		Tick the boxes where appropriate				
4.1	Packaged drinking water is pure than other drinking water	1	2	3	4	5	
4.2	Quality of water sold is good	1	2	3	4	5	
4.3	Packaged drinking water is safe because it contains less toxic chemicals	1	2	3	4	5	
4.4	Post sales problem are solved immediately	1	2	3	4	5	
4.5	Taste of packaged drinking water is better than other water	1	2	3	4	5	
4.6	The quality of packaged drinking water is better than that of other water	1	2	3	4	5	
4.7	It is safer to drink packaged drinking water because the water is sterilized thoroughly	1	2	3	4	5	
4.8	Packaged drinking water is not too expensive	1	2	3	4	5	
4.9	The brand of packaged drinking water I drink is the only one I consider to be safe to drink	1	2	3	4	5	
4.10	The brand of packaged drinking water I drink tastes better than other brands	1	2	3	4	5	
4.11	I don't believe that drinking packaged drinking water is important for health	1	2	3	4	5	
4.12	Only children and elders need to drink packaged drinking water	1	2	3	4	5	
4.13	I don't get sick as often when I only drink packaged drinking water	1	2	3	4	5	

4.14	Drinking packaged drinking water every once in a while is ok	1	2	3	4	5
4.15	The type of packaged drinking water I consume has no impact on my overall health	1	2	3	4	5
4.16	Most of my friends and neighbors take some action at home to treat their packaged drinking water to make it safer to drink	1	2	3	4	5
4.17	I feel confident that I can correctly treat packaged Drinking water to make it safer for drinking.	1	2	3	4	5
4.18	Where I live, there are shops that sell packaged drinking water	1	2	3	4	5
4.19	Shops nearby my house always carry packaged drinking water that I may need	1	2	3	4	5
4.20	Packaged drinking water container is convenient for handling	1	2	3	4	5
4.21	Sales of packaged drinking water after the expiry period is common	1	2	3	4	5
4.22	Consuming packaged drinking water affects Health	1	2	3	4	5
4.23	The disposal of the container of packaged drinking water after usage is easy	1	2	3	4	5
4.24	Packaged drinking water is available in convenient quantity	1	2	3	4	5
4.25	Packaged drinking water is expensive	1	2	3	4	5
4.26	Regular purchase of packaged drinking water affects the family budget	1	2	3	4	5
4.27	Packaged drinking water is convenient for usage	1	2	3	4	5
4.28	It is very easy and safe to use packaged drinking water in working place	1	2	3	4	5