



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

DEPARTMENT OF MARKETING MANAGEMENT

**THE EFFECT OF POSITIONING ON CUSTOMER LOYALTY: THE
CASE OF AMBASSADOR GARMENT AND TRADING PLC**

BY: MELAKU GETACHEW

May, 2019

ADDIS ABABA, Ethiopia

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SGS/0377/2010A

A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF ART IN
MARKETING MANAGEMENT

MAY, 2019

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**ST.MARY’S UNIVERSITY COLLEGE SCHOOL OF
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Yibeletal Nigussie (ASSISTANT PROFESSOR). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

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

Advisor

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St. Mary's University College, Addis Ababa May, 2019

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ACKNOWLEDGEMENT

I am most grateful to the Almighty God; through whose providence and faithful guidance I have been able to reach this level of my academic career to produce this work. My special thanks and profound gratitude go to my advisor YibeltalNigussie (Assistant Professor) for his invaluable comments and expert guidance.

Next my sincere gratitude goes to Ambassador Garment and Trading PLC. Marketing Manager Mr. Teshome for his frank response to the interview and also to Mr. messay marketing officer. To all Addis Ababa shops supervisors & staffs to their wonderful cooperation in distributing the questionnaires to the company customers without which this paper would not come to life.

Last but not least, I'm greatly indebted to my families & my friend Tesfahun Bazezew for their moral support and suggestion.

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ABSTRACT

Positioning has been an important part of marketing since companies began to recognize the relevance of having control over their image of the brand. It is a first element to address in strategic marketing, & everything else is aligned to it. The main objective of this research paper was to determine the effect of positioning on customer loyalty at Ambassador Garment and Trading PLC. Non probability sampling Method which is convenience sampling was used & the data collection methods were documents, questionnaire & interview. A total no of 384 questionnaires were distributed to all Addis Ababa retail shops individual customers, out of it 358 questionnaires returned & properly filled. The questionnaires were analyzed using descriptive statistics, ANOVA, correlation & regression. Positioning relevance, differentiation, delivery & communication have a significant relationship with customer loyalty & the variability of customers overall loyalty can be explained to the extent of 33.8% by Positioning Relevance, Differentiation & Communication. And there is a positive relationship between determinant of positioning (differentiation, delivery and communication) and customer loyalty and except relevance. It was recommended that, to keep the highest customer perceived positioning or image Ambassador Garment and Trading PLC should take into considerations the important determinants of positioning for their consumers is delivery, communication and relevance. As a result the company should have to at least keep it up.

Key words: - Positioning, Relevance, Differentiation, Delivery, Communication, Loyalty

ACRONYMS

COM: Communication

DEL: Delivery

DIF: Differentiation

PLC: Private Limited Company

REL: Relevance

SPSS: Statistical Software Package for Social Sci

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The power of globalization of markets and other forces such as information technology, deregulation, changes in legislative framework, increased advertising and stiff competition has made customers more educated, more inquisitive and demanding (Capron &Hulland, 1999). These are serious challenges to the survival and profitability of firms. The global economy is yet to fully recover from the severe financial downturn caused by massive financial and an actual loss of confidence. A wide range of critical business challenges characterize the changing environment in which organizations operate today (Higgins, 1991). The forces of globalization have yielded significant effects on the levels of competition, efficiency and productivity of many companies in the world (Lings, 2004). Successful organizations will be those that are able to quickly turn strategy into action, manage processes intelligently and efficiently, maximize employee contribution and commitment, listen to their customers intensely and with undivided attention and finally create conditions that are seamless for change (Ulrich, 1998). The marketing environment has therefore greatly changed, posing serious challenges to the survival and profitability of firms. It is for this reason that firms have embarked on serious marketing strategies to ensure their survival and competitive advantage.

As customers are bombarded with cheaper substitute products to choose from, they become more aware of their tastes and preferences (Kotler, 1995). To win the consumers, businesses have to ride on unique selling propositions to stay ahead of the competitors (Weihhrich, 2008). Any brand, which succeeds overtime, has something to show about it, which is better than its competitors (Kapferer, 2008). The advantage must be salient and unique to consumers, or to the trade, and can flow from the product itself or from other factors such as technology, production cost, consumer franchise and distribution among others. Companies are spending large sums of money in training and development programs meant to improve their competitiveness and ability to deliver high quality service through their staff (Lings, 2005). Many companies and organizations in East Africa's biggest economy have adopted various strategies in dealing with

the challenges brought about by globalization, liberalization as well as increased appetite for the frontier markets by investors from the developed nations (Kibera&Waruingi, 1998). Such strategies include exporting, joint ventures, franchise holding and foreign direct investment (Pearce & Robinson, 2003). Others include mergers & acquisitions, specialization, diversification, product development, transfer pricing policy and distribution for competitive advantage (Lings, 2005; Porter, 1985).

Marketers can rarely satisfy everyone in the market. This is mainly due to the wide ranging consumer's tastes and preferences and not everyone will like the same meal or the same restaurant (Kotler, 2006). Marketers start by dividing the market up into segments whereby they identify and profile distinct groups of buyer who might prefer or require varying products and services mixes by examining demographic, psychographic and behavioral differences amongst buyers. The marketer then decides which markets present the greatest opportunity, and these are the target markets. For each chosen target market, the firm develops a market offering. The offering is positioned in the minds of the buyers as delivering some central benefits. If a company does an excellent job of positioning, then it can work out the rest of its marketing planning and differentiation from its positioning strategy. One of the important aspects to ensure the attention of the customers is to provide the best and the most favorable products at this competing market. If a customer's satisfaction is earned, then it is sure that customer loyalty will also come along with it. Moreover, in the absence of the customer, a business organization would not exist.

An increase and retention of customer loyalty has become a key factor for long-term success of any organization, loyal customer will also help promote the organization. They will provide strong word-of-mouth, create business referrals, provide references, and serve on advisory boards. According to Raman (1999) loyal customers serve as a fantastic marketing force by providing recommendations and spreading positive word-of-mouth; those partnership like activities are the best advertising a company can get. Bowen and Shoemaker (1998) found loyal customers had higher purchases than non loyal customer.

As indicated by Hartmann, et. al., (2002), the results of their study emphasized on the importance of brand positioning in context of customer loyalty management. Sullival, (2011), also identified Brand Positioning role in customer loyalty in his loyalty industry news. The ability to

differentiate the brand name and brand positioning in markets and also the ability to use it effectively in creating brand image and brand loyalty is the critical in international and global marketing management (Denoue&Saykiewicz, 2009).

Therefore, this study tried to determine different variables of effective positioning and also will try to investigate the effect of positioning on customer loyalty at Ambassador Garment and trading PLC in Addis Ababa.

1.2. BACKGROUND OF THE COMPANY

Ambassador garment and trading PLC is one of the leading garment factories in Ethiopia among the consumer goods producer. Its readymade suits manufacturing company mainly engaged in producing quality suits, coats and trousers. The factory is within state of the art technology, skilled manpower and strong quality production management system. Its aim is to be premium regional-brand in Africa in the production of men's suit and to secure sound market share in the global market at large. The aim to produce quality suits in affordable price from technology driven fabrics and satisfy the needs of suits. This company, which interestingly has put in display the sewing machine, scissor and ironing machine used by its present owner Seid Mohammed Birehan when he started his business in the 1980s and has expanded gradually and furthermore, under the umbrella of Ambassador garment and trading PLC, the company now also ventured into real estate and hotel business.

The company distributes its product using 90 branch shops and owns shops in 28 regional towns in the country from these 15 of them are the company's own sales outlet and 75 of them deals through distribution channel selling its renowned suits as well as shirts and ties. Ambassador readymade men's suit has currently above 500-1000 employees and it produces complete suits, jackets trousers with different types of fabrics which some of them can be mentioned as all wool, wool mixed, polyester and the like. The company, supplying much of the Ethiopian market, is now looking into possible expansion to export market for its manufactured suits. In the internal market, the company also offers custom tailored suits.

As the technology of garment production is advancing, many small scale suits tailors are gradually developing their capacity to garment manufacturing level while others are still struggling to be considered in the industry. Among the suit makers are Ambassador Garment and

trading PLC, WOW fashion, Leykun and Nazrawi, Timonior, James bond tailor, Dalol, Shebelle and etc. The demand for locally made suits that are made at the big suit makers or small scale tailors always rise during graduations and wedding seasons (Ambassador Garment and trading PLC, 2017) .

Positioning Statement

Ambassador garment and trading PLC is well known with suits with features of fashionable, comfortable and supporting a variety of activities for locals and other customers. We have remained the leading figure in Ethiopian suit industry by offering proven quality & competitive price with consistence service.

1.3. STATEMENT OF THE PROBLEM

According to Sengeputa (2001) positioning is another name of unique selling proposition'. However, positioning is much broader and more versatile. It gives the brand manager, the advertising planner and the creative person a whole battery of strategies to choose from, to differentiate their brand in a manner that is both persuasive and sustainable, even when there is no unique selling proposition. It should be sustainable; it is the way you lock your brand inside a consumer's mind (Aaker, 1984). Positioning a brand means emphasizing the distinctive characteristics that make it different from its competitors and appealing to the public (Kotler, 2006).

It is obvious that, businesses are operating in a highly competitive market environment which demands marketers to be competitive enough in order to ensure their survival in the market. This stiff competition also changed the business principle into "the Survival of the fittest", i.e. fit or satisfy the customer's value first to exist in the market. According to Kotler, (1999), it is not just a matter of being different; success comes from being different in a way that customers want. On the other hand, business success depends on how the marketing activities are customer focused and fulfill the needs, wants & preferences of the customers' at large (Kotler et. al., 2010).

In order to cope up with such marketing problems & realities, positioning could be the best solution which help marketers, to understand & address customers' value in easiest way; to enhance companies capabilities of serving the market in a better way than rivals can do; and

search for market opportunities to obtain sustainable competitive advantage over competitors (Kotler, 1999).

As indicated by Kotler, et. al. (1999), the key to winning and keeping customers is to understand their needs and buying processes better than competitors do, and to deliver more value. Thus, it is possible to say customer loyalty could be achieved by effective positioning because the concept of positioning is emanated from the customer perspective through the help of tools called market research & perceptual map and also it is designed with comparison of competitors' offer. Different studies also mentioned how positioning is an important marketing decision that affects all marketing process; positioning is a powerful tool which allows the organization to create an image; how effective positioning has become critical in competitively packed market and how positioning have a role on customers loyalty (Sullivan, 2011; Janiszewska&Insch 2012; Hartmann, et. al 2002; Akpoyomare, et. al, 2013; and Samani, 2013).

Having positioning for your market or product or brand is not enough, the main question is whether your product is well positioned in effective & efficient way within the customer set value & perception, otherwise it will have negative consequence towards the company's goal achievement. The negative consequence started from attracting the wrong customer which might under positioning, confused positioning & so on (Kotler et. al, 1999). In addition to this, Sullivan, (2011) argue that that customer dissatisfaction or infidelity, not it is only due to deficiency of service you receive, but also to the fact attracting the wrong customers or bad policy to recover those who have suffered a bad buying experience with the company.

In our country there is no study conducted specifically on the effect of positioning towards customer loyalty in the garment industry, therefore this study emphasize to establish the effectiveness of the positioning strategies used by Ambassador Garment on customer loyalty and find out the extent to which the positioning strategies used contribute to competitive advantage in the industrial customers.

1.4. RESEARCH QUESTION

This study has tried to address the following research questions:

- What is the effect of desirability on customer loyalty?
- What is the effect of differentiation on customer loyalty?
- What is the effect of delivery on customer loyalty?
- What is the effect of communication on customer loyalty?

1.5. OBJECTIVES OF THE STUDY

1.5.1. GENERAL OBJECTIVE

The major purpose of this research is to analyze the effect of positioning on customer loyalty at Ambassador Garment and trading PLC.

1.5.2. SPECIFIC OBJECTIVE

- To analyze the effect of desirability on customer loyalty.
- To examine the effect of differentiation on customer loyalty
- To investigate effect of delivery on customer loyalty
- To determine the effect of communication on customer loyalty

1.6. RESEARCH HYPOTHESIS

The variables of the research hypothesis are derived from the different aspects of the positioning concept itself which can be mentioned as the core feature of effective positioning called Relevance, Differentiation, Delivery & Communication. Different authors have also mentioned that positioning should be significant to the audience (relevance), differentiating (unique) from the competitors; delivery (credible) actually deliver the promised differentiation, and allowing for the organization's growth in order to manage the marketing activity effectively & efficiently (Janiszewska, 2012; Christoph&Adamantios et. al., 2007; and Semans, 2010). Based on these concepts, it is possible to draw the following hypothesis.

H1: Relevance (desirability) has positive & significance effect on customer loyalty.

H2: Differentiation has a positive & significance effect on customer loyalty.

H3: Delivery (Credibility) has a positive & significance effect on customer loyalty.

H4: Communication has a positive & significance effect on customer loyalty.

1.7. SIGNIFICANT OF THE STUDY

The research will have the following contributions to different parties living inside and outside the organization.

- The finding of the study would help the company's managers to know and realize their customers' perception & demand about their product.
- Managers' and subordinates' would get some insight on how "well positioned" brand enhance their customers' loyalty as well as the companies' capabilities.
- Based on the paper findings, researchers might perform further study on the underlining concepts.

1.8. SCOPE OF THE STUDY

Primarily the study have concerned with the effect of positioning on customer loyalty, the case of Ambassador Garment because of popularity of the organization in producing ready-made men's suits in Ethiopia and the study have been conducted in Addis Ababa because difficulty of time and cost to study over all the country. Relevance or Favorability, Differentiation, Credibility or delivery & Communication is used as an independent variable and consumer loyalty is used as a dependent variable. Even though there are different factors that affect positioning and customer loyalty, in this research only four positioning dimensions have been used i.e. relevance, differentiation, delivery and communication.

The research paper had focused on the investigation of, "The Effect of Positioning on Customer Loyalty" of Ambassador Garment Factory individual customers for all retail shops located in Addis Ababa which is capital city of Ethiopia.

The researcher only focused on individual customers of Ambassador Garment since wholesalers are excluded from this research paper considering the time and cost limit.

1.9. LIMITATION OF THE STUDY

In conducting this study, certain limitations have arisen such as the sampling procedure and sampling size. The first limitation of the study relates to the sampling procedure i.e. convenience sampling, which limits the generalizability of the research findings. The second limitation relates to the sample size for primary data sources; the number of participants included in the sample may not be good representative of the population. In spite of these limitations, the student researcher has taken all possible measures to achieve the best possible result.

1.10. OPERATIONAL DEFINITION OF KEY TERMS

- Positioning: - is how marketers want a brand to be perceived by consumers (group of consumers) in comparison to a competing brand (Lhotáková&Klosová, 2009).
- Loyalty: is a commitment to continue to make business with a company, on the long term, is a state of mind, a set of attitudes, beliefs or desires or loyalty is a relationship between attitude and behavior, where attitudinal loyalty is generated by satisfaction, trust and involvement and behavioral loyalty is the act of purchase (BOBÁLCĚ, 2013).
- Relevance: - personally meaningful (Lombard, 2007) or relevance deal with does the target audience care about your differentiation and is it important in their purchase decision making? “(Semans, 2010).
- Differentiation: - what makes your brand different and unique to other brands in the frame of reference, and the reason why consumers choose to purchase your brand (Semans,2010).
- Delivery:- deals with to assure whether the company actually deliver on the differentiation or is it a promise you will be able to keep over time? (Semans, 2010).
- Credibility: - convincing and true to life (Lombard, 2007) or Brand credibility is the brand’s consistency in keeping the promises it makes (Janiszewska, 2012).
- Communication: - represent the voice of the brand and are a means by which the brand can establish a dialogue and build relationships with customers (Lombard, 2007).

1.11. ORGANIZATION OF THE STUDY

The arrangement of the research paper was organized into five chapters; the first chapter deal about background of the study, statement of the problem, research question, objectives of the study, significant of the study, scope of the study and organization of the study. The second

chapter of the paper was concerned on presenting the review of the related literature which described the detail theoretical aspects that support and clarify the practical aspects of the study. The third chapter focused on research design and methodology. The fourth chapter discusses about data presentation and analysis and other necessary information. The last final chapter leads the research paper to the end with summary, conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. INTRODUCTION

This chapter is concerned with presenting the review of related literature. Which is divide into three parts: the first part deals with the theoretical review, the second part deals with empirical review the third part deals with the conceptual frame work.

2.2 THEORETICAL LITERATURE

2.2.1. HISTORICAL BACKGROUND OF POSITIONING

At the very beginning according Chang (2013), as a marketing strategy, marketing position rose in importance in the middle of the 1950's. Although, other writers argue the concept of Positioning was first introduced by Jack Trout in the book named "Industrial Marketing" in 1969 as "positioning as a game people play in today's me-too market place" (Janiszewska&Insch, 2012; www.wikipedia.org/wiki/positioning). This is due to consumer is overwhelmed with unwanted advertising.

In the 1970s era marketers realized that to effectively generate demand, "customer" should replace "product" at the heart of all marketing activities. The customer management discipline, including strategies such as segmentation, targeting, and positioning (STP), was introduced. At this point, marketing was no longer only tactical. Since then, the development of the four Ps has always been preceded by the development of the STP (Kotler et. al. 2010).

In 1981 the concept was further popularized by Al Ries and Jack Trout in their best seller & ground-breaking book called "Positioning – The battle for your mind" in which they define Positioning as "an organized system for finding a window in the mind"(Semans, 2010). They argue that, Positioning starts with a product, but positioning is not what you do to a product rather it is you position the product in the mind of the prospect (Morrison & Anderson, 2002).

While in the concept of positioning a brand's communication activity is the major area of reference, it is now emphasized that positioning has a broader market impact and refers to a brand's broadly defined marketing activity. Therefore, brand positioning refers to all its external

activities and, at the same time, it determines behavior within an organization (Janiszewska&Insch, 2012).

2.2.2. WHAT IS POSITIONING?

Consumers are over loaded with information about products and services. They cannot reevaluate products every time they make a buying decision. In order to simplify their buying decision making, consumers organize products into categories that is, they 'position' products, services and companies in their minds. In other words, the general audiences receive numerous daily messages from different media, so the main consideration for any marketing position is identifying how to stand out from other competitors and impress the audience (Chang, 2013). A product's position is the way the product is defined by consumers on important attributes—the place the product occupies in consumers' minds relative to competing products (Kotler& Armstrong, 2011).. In the simple expression, Positioning is what comes to mind when your target market thinks about your product compared to your competitor's products. What do you think whenever you hear a given brand name? That is your perceived position to the product (Mark, 2005).

Positioning is a process of formulating a marketing mix that locates a product and/or service in the mind of the customer more favorably than in relation to alternative services offered by competitors with the aim of achieving competitive advantage (Pearce & Robinson, 2003).

The key factor in positioning is about defining how you will differentiate your offering and create value for your market at the highest level. There are three essential methods for delivering value: operational excellence/efficiency (the lowest price), product leadership (the best product) and customer intimacy (the best solution and service) (Dickens, 2013).

Another key factor in your positioning is your competition. Reviewing the features and benefits of your products or services against those of your competition helps you to see where you may or may not have a comparative advantage (Alter, 2000).

2.2.2.1. Concepts of Positioning

The positioning concept has been called by similar terms such as Position, Positioning, Market Positioning, Product Positioning, brand positioning so on and these terms have been defined by

different authors from different point of view which articulate the various the role, function, & importance of the concept. Blankson&Kalafatis, (1999), also share this reality by acknowledging “the various terminologies associated with the concept, i.e. positioning, position, product positioning, market positioning etc., are simply "several sides of the same coin" and complement each other”. From those points of views, positioning has been described as core marketing strategy & detail of marketing mix; as the customer perception; as value proposition or value creator; as build & improve customer relationship; as competitive advantage; as image inventor; as communication or promotional tool. The followings are some of the definitions:-

➤ **Positioning as Marketing Strategy & Marketing Mix**

Positioning is a fundamental element of marketing strategy in terms of conceptually, practically and strategically (Blankson&Kalafatis, 1999) and it involves developing a marketing strategy that aims to achieve a desired position in a prospective buyer’s mind (Kurtz, 2008). A positioning strategy comprises of several related decisions/activities and it is the key outcome of the strategy development phase in the strategic marketing planning process (Akpoymare, et. al, 2013).

As described by to Kotler& Armstrong (2011), Designing the marketing mix—product, price, place, and promotion—involves working out the tactical details of the positioning strategy &Allthe company’s marketing mix efforts must support the positioning strategy. In addition to this Morrison & Anderson, (2002) define Positioning as the development of a service and a marketing mix to occupy a specific place in the minds of customers within target markets.

At the product level, it is the desired positioning strategy for a target segment that provides the necessary inputs on product concept and design. At the marketing strategy level, positioning by segment is the pillar upon which the rest of the marketing mix program is built. Lastly, at the business unit level, the selected positioning strategy provides both the basis for the entire strategy and guidelines for the allocation of needed resources across the functional and strategic business units.

➤ **Positioning as Customer Perception**

Product positioning refers to consumers' perceptions of a product's attributes, uses, quality, and advantages and disadvantages relative to competing brands (Kurtz, 2008). According to Kotler et al., (1999), A product's position is the complex set of perceptions, impressions and feelings that consumers hold for the product compared with competing products. Hence, Perceptions is the process of meaning creation where the brain identifies input patterns and recognizes certain elements as being intertwined and it is the key elements when trying to understand the formation of an image (Heding, et. al., 2009).

➤ **Positioning as Value Proposition or Creator**

Positioning is part of the brand identity and value proposition that is to be actively communicated to the target audience (Semans, 2010). As indicated by Dickens, (2013), Competitive positioning is about defining how you will differentiate your offering and create value for your market. Generally, as Kotler & Armstrong (2011), The full positioning of a brand is called the brand's value proposition—the full mix of benefits on which a brand is differentiated and positioned.

➤ **Positioning as a builder of customer relationship**

Positioning is the basis for enterprises to build their brands and customer relationships (Rodrigues et. al., 2014). Semans, (2010) also advocate this role by saying, positioning is a firststep to driving clarity throughout the marketing function, and hence, improving the customer relationship.

➤ **Positioning as Competitive Advantage**

Brand positioning is the key to building a strong brand and gaining competitive advantage (Semans, 2010). In doing this, the organization is sending a message to consumers and trying to establish a competitive advantage that it hopes will appeal to customers in the target segment (Baker, 2003). Kotler & Armstrong, (2011), argues Positioning built on meaningful differentiation, supported by appropriate strategy and implementation, can help a company build competitive advantage.

➤ **Positioning as image inventor**

Positioning is the process of designing an image and value so that consumers within the target segment understand what the company or brand stands for in relation to its competitors (Baker, 2003). Janiszewska et. al. (2012), also argue that positioning is vital to brand management because it takes the basic tangible aspects of the product and actually builds the intangibles in the form of an image in people's minds. The brand image typically consists of multiple concepts: perception, because the brand is perceived; cognition, because that brand is cognitively evaluated; and finally attitude, because consumers continuously after perceiving and evaluating what they perceive form attitudes about the brand (Heding et. al., 2009).

➤ **Positioning as Communication or promotional tool**

The last aspect of positioning but not the least, Marketers use a positioning strategy to distinguish their firm's offerings from those of competitors and to create promotions that communicate the desired position (Kurtz, 2008).

According to Levi, (2011), The role of brand positioning falls into the domain of the marketing team or those in your organization tasked with driving marketing and/or promotional activities. As indicated by Merwin, (2005) definition, positioning is used as a communication tool to reach target customers in a crowded marketplace. So that, Positioning is about creating a distinct place for your brand in the mind of the consumer and that key messages are derived from that position (Semans, 2010).

Positioning also viewed from three major perspectives called "merit disciplines": product leadership, operational superiority and customer intimacy. Some customers' regards a company's offering as the best product of its class, others prefers the most productive company, and many others like the company which offers the best solutions for their needs

2.2.2.2. Positioning Map & Market Research

Positioning is facilitated by a graphical technique called perceptual mapping, various survey techniques, and statistical techniques like multi-dimensional scaling and correspondence analysis. These techniques position products that are perceived as similar close to one another and locate dissimilar products far apart; the position of each circle on the map indicates the

brand's perceived positioning and the size of each circle indicates the brand's relative market share (Kotler& Armstrong, 2011).

Marketers often conduct marketing research studies to analyze consumer preferences and to construct product positioning maps that plot their products' positions in relation to those of competitors' offerings. They can also create a competitive positioning map from information solicited from consumers or from their accumulated knowledge about a market. A positioning map provides a valuable tool in helping managers' position products by graphically illustrating consumers' perceptions of competing products within an industry (Kurtz, 2008).

Dimensions of perceptual maps are not named by the multidimensional scaling programmers. Researchers have to interpret the dimensions themselves based on the geometric representation. Additional information may be gathered from consumers to name the dimensions. The attributes that are the most important in consumers' perceptions of a product category can be determined from survey research (Baker, 2003). According to Alter, (2000), Price is always used as measure down one side of the matrix. On the other side, use product features that provide the most important benefits to your customers, such as quality, taste, packaging, etc. Positioning is therefore can be defined as a multidimensional exploration of mind space, to identify gaps in consumer preference maps. However, the identification of gaps does not alone ensure their attractiveness. A sophisticated blend of financial and psychological modeling is required to predict the viability of the new market position (Baker, 2003).

Marketing research can be helpful in developing improved brand positions in many ways. Having real information (as opposed to hunches or guesses) can assist the organization to come to the decisions needed to build the brand positioning statement, clearing the way to resolve internal political battles. According to Semans, (2010) some of the brand positioning elements where marketing research is helpful are the following:

- Defining the target market.
- Understanding the target market's current perceptions of your brand and competitive brands.
- Understanding the frame of reference — from the target market's perspective.
- Defining your brand's differentiation.

- Understand which proof points are most compelling for the target audience
- Testing position statements.
- Ensuring that positioning materials are communicating effectively.

Here, we see positioning make Customer, Competitive, and Market analysis in order to better understand the overall marketing environments by the help of the popular marketing tools called Market Research & Positioning Map.

2.2.2.3. Repositioning

Sometimes changes in the competitive environment force marketers to reposition a product. According to Kurtz, (2008) repositioning is changing the position of a product within the minds of prospective buyers relative to the positions of competing products.

As indicated by Akpoyomare, et. al, (2013), Product or market positioning is dependent on the attitudes of the target market, and the internal conventions of the organizations. Marketing management, either tries to change product specifications according to that attitude, or tries to change the attitudes of the market. However, changing goods is easier and cheaper than changing consumers. Therefore, when the attitude of the market is so negative the product may need to be re-position.

Most of the time repositioning is done in response to shifts in consumer preference and to created new marketing campaigns to appeal to different segments of the population. Although repositioning, may even be necessary for already successful products or firms in order to gain greater market share (Kurtz, 2008).

Hence, loyalty is a relationship between attitude and behavior there must be a strong attitudinal commitment for a brand for true loyalty to exist (BOBÂLCĂ, 2013). The general hypothesis of the study can be acknowledged by this theory due to the positioning concept is highly dependent on the attitude of the prospective customer

2.2.3. WHY POSITIONING IS IMPORTANT?

Product positioning is a crucial ingredient in the buying process and should never be left to chance. It's your opportunity to influence the market's perception of your products. Failure to proactively address product positioning is unlikely to end well. With or without your input,

customers will position your product—probably based on information from your competitors, which will not flatter you (Mark, 2005).

2.2.4. OBJECTIVE OF POSITIONING

The goal of product positioning is to keep your product on top of your customers' mind when they are considering a purchase. As indicated by Mark, (2005), to be successful, product positioning must achieve the following three objectives:

- Differentiate your product from the competitions
- Address important customer buying criteria
- Articulate key product (or company) characteristics

Successful product positioning strategies should differentiate your product, address important customer buying criteria, and articulate key product attributes. To achieve all three objectives, you must have an in-depth understanding of:

- How your target market makes purchasing decisions
- How your competition positions their products
- What your product has to offer

These three interrelated elements of the Positioning Triangle must be in balance for you to attain competitive advantage. If you only understand two of the three, you still don't know enough. Conducting the following Positioning Analysis will help you develop much more effective product positioning strategies.

Step 1: Understand your target market:- Use the Target Audience Profile (TAP) template to gather and interpret this information. Learn which buying criteria your target audience uses:

- Which product features (i.e. size, speed...), if any, do they emphasize?
- Which product benefits (i.e. safety, comfort...), if any, do they emphasize?

List their buying criteria, in order of priority; if you can assign a quantitative weight to each criterion, do so. Uncovering this information typically requires primary research. If gathering data directly from your target audience is not feasible, consult with your sales force and industry experts to generate best-guess assumptions.

Step 2: Understand your competition: - Conduct primary and secondary research to determine how your competitors are positioning themselves, the strategies they're using, and how successful they have been.

Step 3: Map buying criteria against competitive positioning: - Complement the list of buying criteria to note each competitor that positions its product against that criterion. Don't be surprised to discover that:-

- Two or more competitors are battling for the same position
- A competitor is trying to position itself on multiple buying criteria (thereby risking muddy product positioning)
- One or more buying criteria are not being addressed by any competitor
- The market share leader is strongly positioned within the top priority buying criteria

Step 4: Assess your product's strengths against the buying criteria: - Ask your customers how they rank your various strengths. Otherwise, just use your best judgment. Review the completed Positioning analysis to determine if there are any vacant positions in the market. Is there one your product satisfies effectively? Would successfully positioning yourself there yield the returns you seek? If there are no unfilled positions (or there are but you're not interested in any of them), then you will have to decide which competitor to battle and which position you can most effectively win. Mark (2005), also suggest two important points in order to achieve the objective of positioning effectively.

- The better you understand your market and competitors, the better you will be at positioning.
- Assess your products' positioning routinely to adapt to marketplace changes.

2.2.5. CHARACTERISTICS OF POSITIONING

Based on Mark, (2005) recommendation, during the process of generating product positioning strategies, each strategy should be periodically review against the following list of characteristics.

- Single-minded—does it convey one primary message at a time?
- Meaningful—will it connect with the target audience?

- Differentiating—does it contrast your strengths against the competition?
- Important—is it pertinent and significant to the target audience?
- Sustainable—will it resonate with the target audience well into the future?
- Believable—will it ring true with the target audience?
- Credible—can you clearly substantiate your claims?

According to Baker, (2003) there are several characteristics of a powerful brand positioning strategy. First, it should be centered ideally around on one functional attribute, or if necessary a couple, since the more attributes included the more difficult it is to get these registered in customers' minds. Second, it should be recognized, that positioning is not what is done to a brand, but rather what results in the customer's mind. In other words, it is myopic to just focus on brand development. Rather, there should be a balanced perspective, evaluating what the customer registers about the brand, and then fine-tuning the brand until there is better alignment between the intended positioning and the resultant positioning.

Third, the brand positioning should focus on functional benefits valued by customers, rather than those valued by managers. It is too easy to focus on features which have more to do with reflecting the organization's competencies, rather than taking time to involve the customer in the development process.

2.2.6. THE PROCESSES OF POSITIONING

As explained by Levi, (2011) the brand positioning process involves the following five steps:

- Identifying the business's direct competition (could include tertiary players that offer your product/service amongst a larger portfolio of solutions)
- Understanding how each competitor is positioning its business today (e.g., claiming to be the fastest, cheapest, largest, the #1 provider, etc.)
- Documenting the provider's own positioning as it exists today (may not exist if startup business)
- Comparing the company's positioning to its competitors' to identify viable areas for differentiation
- Developing a distinctive, differentiating and value based brand positioning statement, key messages and customer value propositions.

In broader context, Dickens, (2013) also identifies six sequential steps in positioning & the resulted one general steps:-

Step 1: Profile your market

- Document the size of your market
- Identify your major competitors and how they're positioned
- Determine whether your market is in the introductory, growth, mature, or declining stage of its life. This "lifecycle stage" affects your strategy.

Step 2: Segment your market

- Understand the problems that your market faces. Talk with prospects and customers, or conduct research if you have the time, budget and opportunity.
- Uncover their true wants and needs-you will learn a great deal about what you can deliver to solve their problems and beat your competitors.
- Group your prospects into "segments" or "personas" that have similar problems and can use your offering in similar ways. By grouping prospects into segments or personas, you can efficiently market to each group.

Step 3: Define how you deliver value

- At the highest level, there are three core types of value that a company can deliver; operational efficiency (the lowest price), product leadership (the best product), or customer intimacy (the best solution and service). Determine which one you are best equipped to deliver; your decision is your method for delivering value

Step 4: Evaluate your competition

- List your competitors. Include any that can solve your customers' problems, even if the competitors' solutions are much different from yours- they are still your competitions.
- Rate yourself and your direct competitors based on operational efficiency (price), product leadership and customer intimacy. It is easy to think you are the best, so be as impartial

Step 5: Stake a position

- Identify areas where your competition is vulnerable.
- Determine whether you can focus on those vulnerable areas-they are major opportunities.
- Make a decision on how to position your offering or company.

Step 6: Select the mindshare you want to won, and create your strategy to achieve it

- Review the components of your market and evaluate what you want to be known for in the future. Condense all your research and analysis into the “one thing” that you want to be known for, and design your long term strategy to achieve it.

Next steps develop a brand strategy to help you communicate your positioning and solidify your value every time you touch your market. Together, these two strategies are the essential building blocks for your business.

2.2.7. TYPES OF POSITIONING STRATEGIES

According to Mark, (2005), there are seven established product positioning strategies.

- **Against a Competitor:** Positioning your product directly against a competitor’s typically requires a specific product superiority claim.
- **Away from a Competitor:** Positioning yourself as the opposite of your competitor can help you get attention in a market dominated by some other product.
- **Benefits:** This strategy focuses on a benefit your product provides to your target audience.
- **Product Attributes:** Highlighting a specific attribute of your product can also be compelling. Such as luxury, economy, etc.
- **Product Categories:** Comparing your product to a product in a different category can be an effective way to differentiate yourself.
- **Usage Occasions:** This kind of positioning stresses when or how your product is used by your target audience.
- **Users:** Focusing on the unique characteristics of specific users can also be effective

As indicated by Janiszewska, (2012), there are three basic types of brand positioning which form the foundation of the positioning strategy:

Functional positions: refers primarily to functional, differentiating brand features of rational nature which include Solve problems, Provide benefits to customers & Get favorable perception by investors (stock profile) and lenders.

Symbolic positions: refers primarily to the target group's emotions. It mainly focuses on enhancing its image, identity, affinity, affective fulfillment, ego identification, belongingness, social acceptance and life fulfillment of the target group. Therefore, the brand provides the audience with emotional support.

Experiential positions: The third type of positioning is based on the target group's experience accumulated in contacts with a brand. This contact may be sensuous (referring to the senses) or cognitive (referring to the need of knowledge and development). Feelings and the satisfaction level related to contacts with a place brand largely determines the brand's image. Experiencing a brand is a valuable source of shaping target's group attitudes.

2.2.8. POSITIONING FRAMEWORK

Every business ought to have a differentiating and succinct brand positioning framework (or platform). Unfortunately, the majority of today's businesses do not have such a messaging construct and leave their brand positioning up to chance. This is a dangerous way to navigate the tumultuous waters of business.

According to Levi, (2011) a brand positioning framework of messages is a powerful tool which consists of a positioning statement, supporting key messages, proof points and customer value propositions. A business armed with such a dynamic and powerful mechanism has what it needs to prime its sales and marketing engine for true market distinction and success. An effective brand positioning platform not only helps to guide your organization forward and to further distinguish you in your marketplace, but it also helps keep everyone in your organization on the same page in terms of key messages and sales/marketing rhetoric.

2.2.8.1. Positioning Statement

Brand positioning platform should start with a powerful positioning statement: a memorable, impactful, concise, approximately 35-word statement that tells people what

you do, how you are different and what value you will provide to them (Levi, 2011). Kotler& Armstrong (2011), argue that Company and brand positioning should be summed up in a positioning statement & the statement should follow the form: To (target segment and need) our (brand) is (concept) that (point of difference).

As Identified by Levi, (2011), the particular components of this critical over-arching statement include:

- Type of business/organization you are
- What products/services you offer
- For whom you deliver these products/services
- The value these products/services provide to your customers
- How you are different from the competition

Semans, (2010) suggests one of the ways commonly used to test positioning statements is to substitute your competitor's brand name for yours. If it is still a true statement, then it is not a strong position. For example, a university said its differentiation was that they were "the only place where students can use their gifts." As that would also be true for just about any institute of higher education, this is not a strong positioning statement.

2.2.8.2. Key Messages

Key messages typically expound upon one or more of the power words contained within the positioning statement. Using the same effective positioning statement, note the underlined words below. These are the power words that should be the genesis for supporting key message development.

2.2.8.3. Proof Points

These supporting statements help to substantiate the claim(s) made in a particular message. Both key messages and the positioning statement need proof points. Taking the same key message we just highlighted above, let us look at some potential supporting proof points. As the name implies, these statements must be factual.

Key message: Medical Software Provider helps organizations better track and collect on outstanding balances through the automation of its billing and auditing process.

Supporting proof points: XYZ Company recouped \$258,000 of outstanding revenue in year one following its installation of MSP's software. Following installation of the software, ABC Company increased its revenue 18 percent by raising its collections 49 percent over the first 12 months.

2.2.8.4. Value Propositions

Each key message should be supported/backed-up by its value proposition, which states the “what’s in it for me” for the customer. Therefore, your positioning statement and key messages should all contain a follow-on value proposition. Using the same key message as above, following is an example of what an effective value proposition might be. Value proposition is a clear, value driven statement that explains to the buyer what the benefit is to him/her, per the claim(s) made in the key message.

Key message 1: MSP helps organizations better track and collect on outstanding balances through the automation of the billing and auditing process.

Value proposition 1: Your business will improve its bottom line by minimizing revenue loss. In the form of an advertisement, this could mean that the main message focuses on the customer’s key pain points and how your solutions minimize that pain. This is a great time to insert your business’s key messages and customer-value propositions. Such a promotional item will serve your business well in terms of attracting the attention of customers and also further piquing the interest of existing clients.

Successful utilization of your brand positioning platform helps to ensure increased success for your business in a number of ways, including:

- You are effectively differentiating yourself from your competition.
- You are continually communicating your differentiation throughout all of your communication tools and channels.
- You are building brand consistency among customers and prospects.

These are all critical success factors in business today – especially during times like these, when customers have so many choices and you need to do what you can to stand out from the competition (Levi, 2011).

In addition to this Levi, (2011) also discover the Five-Phase Message Development Process

Phase 1: SWOT Analysis

Phase 2: Analysis of Current Messages Utilized: yours and your key competitors’

Phase 3: Identify Your Company’s Key Differentiators and Most Viable Positioning Stance

Phase 4: Build Your Messaging Framework

Phase 5: Integrate the New Messages into Your Business Development Engine: sales and marketing Tools.

The point here is that create highly-differentiating, very succinct and extremely powerful messages that clearly articulate the value of your products and services. Such strong, differentiating and value based messaging is almost as critical to a business’s success as the viability of the products and services it sells. Without either, cannot imagine a business would be able to run at full steam. It may be doing well, but could certainly be performing even better with the right messages in hand. Do not let your business fall victim to weak brand positioning. Do something about it (Levi, 2011).

2.2.9. CUSTOMER LOYALTY

Customer Loyalty is a behavioral result of consumers’ preferences for a specific brand from a set of similar ones. Loyalty is a commitment to continue to make business with a company, on the long term, is a state of mind, a set of attitudes, beliefs or desires. loyalty also defined as “the proportion of times a purchaser chooses the same product or service in a specific category compared to the total number of purchases made by the purchaser in that category, under the condition that other acceptable products or services are conveniently available in that category”. It is also defined as “deeply held commitment to re-buy the favorite product or service in the future, in spite of situational influences and marketing efforts which can modify the behavior” (BOBÂLCĂ, 2013).

2.2.9.1. Bi Dimensional Approach

Under this view, loyalty is a relationship between attitude and behavior, where attitudinal loyalty is generated by satisfaction, trust and involvement and behavioral loyalty is the act of purchase.

The strongest conceptualization of loyalty explains both psychological and behavioral dimensions. This is a practical view and also is strongly argued in many marketing studies. The approach of loyalty as a bi-dimensional construct facilitates the identification of different customers segments, according to their loyalty level and also the development of marketing strategies specially designed for acquiring specific categories of customers (BOBÂLCĂ, 2013).

BOBÂLCĂ, (2013) also list the reasons for including customers 'attitudes in defining the loyalty concept are (a) it is necessary and useful to make the distinction between the customers with attitudinal loyalty and the one who are not loyal at the attitudinal level in order to identify the clients most vulnerable to change their behavior. (b) a simple behavioral definition does not explain the causes of this process. Although loyalty is measured by the behavior, in reality it is about attitude. Without a continuous relationship with the client and without a direct feedback, his needs, his attitudes, his intensions cannot be understood. Loyalty is a bidirectional process: in order to have customers, a company must offer loyalty. A company cannot build loyalty only by its communication techniques; every aspect of the business is an important factor for this purpose. Attitudinal loyalty is investigated in terms of attitudes, preferences, commitment and intentions. It reflects cognitive, affective and conative predispositions of the individual to continue the relationship with a company or a brand. The marketing researchers believe that, there must be a strong attitudinal commitment for a brand for true loyalty to exist; this is a favorable set of beliefs connected with brand purchase (BOBÂLCĂ, 2013).

2.2.9.2. Multi-Dimensional Approach

In this view, the three loyalty dimensions (cognitive, affective, conative) that affect the repeated purchase (the behavior). It has been told that these elements are affected by situational variables and that they represent permanent characteristics of the individuals. In order to analyze loyalty, the structure of the consumer's beliefs, affect and intentions must be examined. However, there is a distinction between true brand loyalty, multi-brand loyalty, repeated purchase false loyalty and casual purchase.

The initial model of loyalty involves the following aspects: (a) information possessed by the consumer must highlight the advantage of one brand upon other brand – cognitive dimension; (b) consumers must love the brand – affective dimension; (c) consumer must consider buying a specific brand and not another one – the intention. In the first stage, loyalty is based on available

information for selecting the favorite offer, having as choosing criteria: costs, benefits and quality. The next level incorporates affective aspects. Attitudes are formed based on the cognitive elements. It is hard to influence loyalty because it is based not only by cognitive aspects (what the customer knows about the products, brands, company) but by affective factors (satisfaction, involvement, preferences, desires). The third stage involves conative loyalty (intention or the commitment to have certain behavior). Conative loyalty is more powerful than affective loyalty but it is still vulnerable and can be affected by repeated discontents about the company or the products. The fourth stage is building behavioral loyalty, the concrete manifestation of loyalty as a result of former steps. The consumers develop a habit or a routine answer behavior and acts “on his own”. The first three steps can have as a result the consumer’s consent to act (to buy, to search the favorite offer).

2.2.10. POSITIONING AND CUSTOMER LOYALTY

To build profitable relationships with target customers, marketers must understand customer needs better than competitors do and deliver more customers value. To the extent that a company can differentiate and position itself as providing superior customer value, it gains competitive advantage (Kotler& Armstrong, 2011). Similarly according to Kotler, et. al. (1999), the key to winning and keeping customers is to understand their needs and buying processes better than competitors do, and to deliver more value.

2.2.10.1. Determinant of Effective/Strong Positioning

Effective Brand Positioning is contingent upon identifying and communicating a brand's uniqueness, differentiation and verifiable value. It is important to note that "me too" brand positioning contradicts the notion of differentiation and should be avoided at all costs. This type of copycat brand positioning, only works if the business offers its solutions at a significant discount over the other competitors (Dickens, 2013).

According to Semans (2010), a strong brand position can pass through these four filters: Relevance, Differentiation, and Delivery & Communication.

➤ **Relevance**

Relevance measures whether the positioning value proposition is favorable or desirable by the prospect customers or not. According Semans, (2010) relevance in positioning questions the following two questions: - “Does the target audience care about your differentiation and Is it important in their purchase decision making? “

The development of effective benefit – centered positioning involves three things. First, you have to understand what benefits are sought by the consumers and what the relative importance of those benefits is. Second, you have to understand how consumers perceive a firm and its product in relation to competitors on the basis of the benefits sought by consumers. Third, a firm has to know what products and services are bought and consumed by consumers (Akpoymare, et. al, 2013).

➤ **Differentiation**

Differentiation is simply what makes your brand different and unique to other brands in the frame of reference, and the reason why consumers choose to purchase your brand (Semans,2010). According to him differentiation have two question:- Does the target market really believe you are different (superior) to your competitors? Are your competitors able to make the same claim? In the context of business, it is what a company can hang its hat on that no other business can claim. Differentiation in today’s over-crowded marketplace is a business imperative, not only in terms of a company’s success, but also for its continuing survival (Levi, 2011).

Companies should differentiate themselves effectively enough. Effective positioning has to be centered on meeting the bundle of current and expected benefits sought by the target segment and as a basis on which a product is likely to be differentiated from its competition (Akpoymare, et. al, 2013). A difference is worth establishing if it is: Important, Distinctive, Superior, Communicable, Pre-emptive, Affordable and Profitable (Takamoto, Akihiro, 2003)

➤ **Delivery**

Delivery means whether the positioning proposed by the company delivered to the end customer as promised. According to Semans, (2010), Delivery answers the following two questions: - can

you actually deliver on the differentiation? Is this a promise you will be able to keep over time? Based on Kotler& Armstrong, (2011), positioning the company calls for concrete action, not just talk. Companies often find it easier to come up with a good positioning strategy than to implement it.

➤ **Communication**

Once it has chosen a position, the company must take strong steps to deliver and communicate the desired position to its target consumers (Kotler& Armstrong, 2011). Specially, If the company have a highly technical position, will need to educate the market on the position; if the company are going to have consumers change, will need better plan on having significant resources available to achieve your position (Semans, 2010).

Based on Levi, (2011) explanation, so many businesses expend the vast majority of their staff and financial resources on developing and refining the company's product and service offerings. While this is obviously a critical component of business success, one's own offerings are worthless if their value is not properly articulated and appreciated. According to him, the fact that 90 percent of businesses fail within the first five years, it is not necessarily because of a poor product or inadequate execution rather, in many more cases it is due to poor communication of value. You cannot assume that your target buyer inherently understands the value of your "flux capacitor", for example. The benefits are likely quite clear to you; but, perhaps, your buyer knows very little about the merits of owning such a product and how it can be of value to his/her company. Again according to Semans (2010) list another way of looking at evaluating positions comes from Jennifer Rice, of Fruitful Strategy, who recommends the "4D's Rule" as strong brand positioning:

➤ **Is it desirable by consumers?**

This question demands any business to investigate whether the intended positioning is desirable by the consumer or not. According to Akpoyomare, et. al, (2013) Company must take cognizance of the benefits that customers seek and which are not offered by competitors but are desired by the target market. Janiszewska, (2012) also added the essence of positioning, namely assuming a desired position in the audience's awareness by owning a specific set of associations in the context of competition.

➤ **Is it deliverable by the company?**

This question assures whether the articulated benefit actually delivered by the company or not. Based on Kotler & Armstrong, (2011) justification, solid positions cannot be built on empty promises. If a company positions its product as offering the best quality and service, it must actually differentiate the product so that it delivers the promised quality and service. Companies must do much more than simply shout out their positions with slogans and taglines. They must first live the slogan. But marketing promises count for little if they are not backed by the reality of the customer experience.

➤ **Is it distinctive by the competition?**

This question also asks if the claim aspired by the company is unique or different from the industry it operated or from the competition exist in the ultimate market. This rule of strong positioning is the same as the above variable which is described as a filter of effective positioning variable i.e. “Differentiation”

➤ **Is it durable over time?**

The last question in the 4D rule of strong position asks if the positioning which is desirable by the customer, deliverable by the company & distinctive by the competition has a consistency over time. Again, this rule is one part of delivery variable from the four filter of strong positioning described above which asks whether you will be able to keep the promise over time.

2.2.10.2. The Positioning Errors

According to Kotler, et. al. (1999), a company needs to avoid four serious positioning errors.

➤ **Under-Positioning:-**

It is a positioning error referring to, failure to position a company, its product or brand at all. Some companies discover that buyers have only a vague idea of the brand, or that they do not really know anything special about it

➤ **Over-positioning:**

It is a positioning error referring to, too narrow a picture of the company, its product or a brand being communicated to target customers. For example a consumer might think that the a glass company makes only fine art glass costing 1,000 and up, when it also makes affordable fine glass starting at around 850.

➤ **Confused Positioning**

It is a positioning error that leaves consumers with a confused image of the company, its product or a brand. For example, if a company position itself with different or barrage of positioning statements in which the positioning lack consistency will left the consumers to be confused & leads the company with poor sales & profit.

➤ **Implausible Positioning;**

This positioning error occurs whenever the company making a claims that stretch the perception of the buyers too far to be believed. Some market positions, while attracting one group of customers, can alienate others and so backfire. Kotler et. al. (1999) also suggest, as companies increase the number of claims for their brands, they risk disbelief and a loss of clear positioning.

2.3. EMPERICAL REVIEW

Researchers' tries to manipulate the undeniable role & impact of strong positioning to the business success, not only in terms of single functional activity but to the overall organizational achievement. In general expression, Semans (2010), in his Polaris Marketing Research, Inc. prove the powerful aspect of the concept positioning as Brand positioning is difficult work — but the pay-off is obvious. A strong, clearly differentiated brand returns improved customer satisfaction and loyalty, lower cost of sales and more efficient operations and competitive inoculation. That being said, it should be noted that brand positioning, because it is fundamental to marketing strategy, should also be coordinated with and tied to corporate strategy. Unless the entire organization is supportive of and contributing to the brand position, it is unlikely to succeed.

Also in Semans (2010), research which was cited by Jennifer Rice summarization “Positioning is hard work. It is not the domain of an ad agency or marketing department. It is aligning the corporate mission and structure to one that best supports customers, connects with them and creates customer evangelists.”

Research which has done by Rodrigues et. al., (2014), on Asian Journal of Business and Management Sciences for the research tile “Brand Loyalty Influence Factors: Positioning and Brand Identity Comparison” aims to analyze which are the most relevant variables in consumer loyalty, with the aim of studying the positioning X brand identity process. The result of the research is brand positioning (internal environment) to variable product (variety) is the tool that most influences the loyalty of its consumers. Also found that for the brand identity (external environment) the product factor is the most efficient and effective tool used by the brand (www.ajbms.org).

Li & Green (2010), in Journal of Management and Marketing Research investigate on the title called “A mediating influence on customer loyalty: The role of perceived value”. At the beginning they emphasize Customer loyalty is the result of successful marketing strategy in competitive markets that creates value for consumers. Then they continue articulating how positioning plays a critical role in formulating a marketing strategy, by evidencing the definition “positioning is the firm’s differentiation of its offerings as perceived by consumers in comparison to competing products (goods and services).” Since, the purpose of this research was to advance the understanding of customer loyalty by examining the literature and determining consumer perception of marketing strategy and the mediating role of customer value. As Customer perceived value is critical to driving market share and increase customer loyalty. This perception is created by the firm’s marketing strategy by having the appropriate marketing mix for the right position in the intended target market (segment).

A research which is made by Samani, (2013) in the title “The role of customer-linking, Brand Position, and New service development on customer loyalty in Internet Banking”, the research result showed that there are significant relationship between customer-linking, brand position and new service development with customer loyalty.

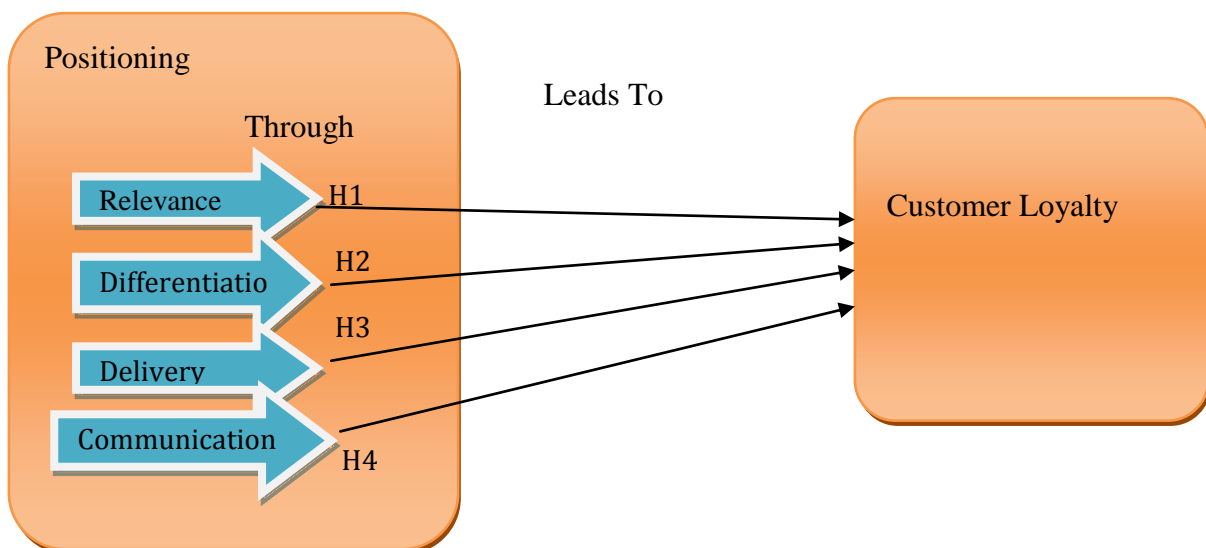
2.4. Hypothesis Conceptual Model

The research hypothesis derived from the concept positioning itself with the very determinants & feature of effective positioning called Relevance , differentiation, Credibility & Communication. The general hypothesis of the below conceptual model is drawn from the below exemplary theoretical concept acknowledged by different authors.

The traditional approach to brand loyalty was product quality which was the major reason for brand loyalty; perceived high product quality often resulted from prolonged brand positioning based on quality association (Denoue&Saykiewicz, 2009).Hence, Positioning is an evolution, build and maintained over time and their benefits come back over timer as well (Semans, 2010).

Customer loyalty is the result of successful marketing strategy in competitive markets that creates value for customers (Li & Green, 2010). Hence, Positioning is a first element of marketing strategy in which everything else is aligns with it (Dickens, 2013). Marketing mix are the tactical details of the positioning strategy (Kotler&Armstrong, 2011).

The specific hypothesis of the below conceptual model is also emanated from the positioning concept itself i.e. Relevance, Differentiation, Delivery & Communication. Hence, these four variables are identified by different authors as:- □ Filters of strong positioning (semans, 2010); Rule of strong brand positioning (semans, 2010); Objective of positioning (mark, 2005); Key dimensions of well positioned brand (Christoph&Adamantios et. al., 2007); Feature of effective positioning (Janiszewska, 2012).



In general the ultimate objective of this hypothesis to see or assure how the concept positioning through the important variable Relevance, Differentiation, Credibility & Communication lead us to the Customer Loyalty.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents the research methodology that has been adopted in the study. It have tried to explain in detail the description of the study area, the research approach, research design, population and sample of the study, data sources and types, data collection procedures, methods of data processing and analysis and instrument development. It further addresses issues of reliability, validity and ethical considerations.

3.2 RESEARCH APPROACH

This study has used both quantitative and qualitative approach because a mixed method approach capitalizes on the advantages of the quantitative and qualitative methods while offsetting the drawbacks of each.

3.3 RESEARCH DESIGN

The research designs for this study were descriptive in nature. According to Schinler and Coopers (2003) descriptive studies are more formalized and typically structured with clearly stated hypotheses or investigative questions. It serves a variety of research objective such as descriptions of phenomenon or characteristics associated with a subject population, estimates of proportions of a population that have these characteristics and discovery of associations among different variables. This study will adopt a descriptive design since it has a variety of research objective or characteristics associated with a subject population.

3.4 SAMPLING DESIGN

3.4.1 TARGET POPULATION

The target populations of this study are Ambassador Garment and Trading PLC (10) branches in Addis Ababa City Administration. Sampling units are the target population elements available for selection during the sampling process. Sampling units have been all customers of Ambassador Garment and Trading PLC of the ten branches. The reason was that the researcher

believes that all the customers of the Ambassador Garment and Trading PLC know or will have experiences with the products of the organization.

3.4.2. SAMPLING SIZE

Sample size is selected based on what is relevant to the research study and design to be theoretically representative. Since the population is large and infinite the representative sample size was determined by using estimation method given by (Cochran, 1997).

$$n_0 = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2 (.5)(.5)}{(.05)^2} = 384$$

Where n_0 is the sample size, Z is the abscissa of the normal curve that cuts off an area α at the tails ($1 - \alpha$ equals the desired confidence level, e.g., 95%). e is the desired level of precision, p is the estimated proportion of an attribute that is present in the population, and q is $1-p$. The value for Z is found in statistical tables which contain the area under the normal curve.

As sample size determination was based on the unknown population formula, questionnaires have been distributed proportionally to each branch. Thus, a total of sample size of 384 was been employed.

3.4.3. SAMPLING TECHNIQUE

Ambassador garment and trading PLC has 15 own branches in the country from them 10 branches were located in Addis Ababa namely,

1. City center
2. City center 2
3. Paisa
4. Yeha
5. BirehaneAdere
6. 4killo
7. Zefmesh
8. Merekato 1

9. Gojamberenda

10. Jakros

So in order to address the targeted population the student researcher had preferred to select the branches to which the survey would be conducted. In this study non probability sampling technique which is convenience was employed in order to select the branches the questionnaires were distributed. These sampling techniques were used in order to select the respondents who come to purchase in the branches at the time of distributing the questionnaire because of difficulty to determine a clear sample frame for the target population in each branch and convenience sampling involves using what is immediately available.

3.5 DATA COLLECTION METHOD AND PROCEDURES

3.5.1 SOURCE OF DATA

The data collection methods have been from both primary and secondary sources. When collecting the primary data, interview & questionnaires were used. Interview was conducted with Marketing Manager of Ambassador Garment and Trading PLC. & the Questionnaires were distributed to all sales outlet shops individual customers of the company located in Addis Ababa. The secondary data was collected from the company manuals, brochures, web-site and published & unpublished documents of the company.

3.5.2 DATA COLLECTION INSTRUMENT

A structured questionnaire was used to collect the data from Ambassador Garment consumers. The respondents are asked to rate their level of perceptions of the four variables on five point Likert scale. In addition, demographic data from each respondent was collected.

3.5.3 DATA COLLECTION PROCEDURE

The data was collected within March 5, 2019 – March 19, 2019. Respondents who come to purchase Ambassadors men's suits at the selected own branches of the Garment were requested to complete the survey. The data was collected personally by researcher.

3.6 METHOD OF DATA ANALYSIS

The questioner data which are received from the respondents were analyzed with the help of statistical software program; statistical package for social science (SPSS) 20. Descriptive analysis, correlation and multiple regression analysis was employed.

Descriptive analysis was used to summarize the characteristics of the respondents and descriptive statistics of the positioning and customer loyalty by using descriptive statistics like frequency, percentage, mean. The statistical methods of Pearson Correlation are used to determine the existence of any relationship between the independent variables and dependent variables. Multiple regression analysis was conducted to examine the effect independent variable (positioning) on (dependent variable) customer loyalty.

3.7 RELIABILITY AND VALIDITY OF THE INSTRUMENT

3.7.1 INSTRUMENT VALIDITY

In the validity of the research paper, as it was stated in the methodology most part the items which was used to measure the variables were adopted from previous research works; to increase the degree of clarity & understandability the English version questionnaire translated into Amharic by using English-Amharic dictionary. Furthermore, the overall content validity of the instrument such as clarity, length & wording of the questions judged by expertise in the area.

3.7.2 INSTRUMENT RELIABILITY

To examine the reliability of the study Cronbach's alphas has been calculated with all variable cumulatively using SPSS version 20. The four independent variables in the study were Relevance (REL, 5 items); Differentiation (DIF, 5 items); Delivery (DEL, 5 items); & Communication (COM, 5 items) and one dependent variable was Loyalty (LOY, 11 items). As a result in Table 4.2., the Cronbach's alpha of the questionnaire revealed 0.829 score. Usually, reliability coefficients should be at least '.70' and the higher is the better.

3.8 DATA PROCESSING AND ANALYSIS

The data which was collected through self administered questionnaires are processed by using SPSS version 20. Only questionnaires that were returned and fully completed deemed valid and was used in the analysis, but if the questionnaires were not be turned or not fully completed they

were deemed to void. This is the further transformation of the processed data to look for patterns and relationship between and /or among data groups by using descriptive analysis such as means, frequencies, percentages and standard deviations was used to summarize and present the data. In addition to this pearson's correlation coefficient used to show the interdependence. And also inferential analysis such as multiple regressions was used.

3.9 ETHICAL CONSIDERATIONS

The respondents was given privileges of not writing their name and no respondents were forced to fill the questionnaire unwillingly and without making the actual purpose of carrying out the research clear to him/her. The purpose of the study was disclosed in the introductory part of the questionnaire. Furthermore, misleading or deceptive statements were avoided, in the questionnaires.

CHAPTER FOUR

DATA INTERPRETATION, ANALYSIS AND DISCUSSION

4.1 Data Analysis and Interpretation

This chapter presents the analysis and interpretation of data involved in this study. Accordingly, the descriptive statistics of all the variables used in this study and the results of hypothesis testing i.e. the estimated parameters of the regression equation, the connection between the independent variables and dependent variable regarding the assessment of the effect of positioning on customer loyalty at Ambassador Garment are presented and discussed in detail.

To analyze the collected data in line with the overall objective of the research undertaking, statistical procedures were carried out using SPSS version 20 software. SPSS is a computer program used for statistical analysis. SPSS fit with quantitative approach and survey strategy which were adopted in this research; SPSS has many features and properties which can provide appropriate results, these results lead to achieve research purposes. SPSS can provide several statistics for each element in the research questionnaire (DeCoster 2004). Descriptive measures of each questions response with prospective buyers (customers) of companies product were selected for the study and their response results has been presented in the following sections.

4.2 RATES OF RESPONSE

A total of 384 questionnaires were distributed to target respondent, for each of the 10 branches of factories selected for the study using non proportionally. Out of the total 384 questionnaires, 358 Useable questionnaires were obtained (93%) response rate.

Table 1:- Sample sizes of the population & its response rate

Sample Size	384
Completed and Returned Questionnaires 92.00	358
Response Rate	0,93

4.3 DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

The study participants on survey questionnaire have different personal information; besides these differences they introduce different responses towards company's product possession, and its effect on customer's loyalty. The following discussion shows these differences. The demographic profile of respondents, regarding their gender, age, educational background, buying experience, and buying repetition of respondents participated in this study presented below in

Parameters	Category	Frequency	Percent
Gender	Male	325	90.8
	Female	33	9.2
	Total	358	100.0
Age of Respondents	18-25	43	12.0
	26-33	166	46.4
	34-41	85	23.7
	42-49	31	8.7
	50-57	24	6.7
	abov 57	9	2.5
	Total	358	100.0
Educational Level	High School	4	1.1
	Certificate	26	7.3
	College Diploma	60	16.8
	1st Degree	113	31.6
	Masters Degree	86	24.0
	above Masters Degree	69	19.3
	Total	358	100.0
	High School	4	1.1
Buying experience of respondents	Less than 2 years	144	40.2
	2-6 years	170	47.5
	7-11 years	44	12.3
	Total	358	100.0
Buying repetition of respondents	Regularly	63	17.6
	Sometimes	222	62.0
	Rarely	73	20.4
	Total	358	100.0
	Regularly	63	17.6
Perception of respondents on product differentiations	The Lowest Price	178	49.7
	The best product	144	40.2
	The best solution or service	36	10.1
	Total	358	100.0

Table 2 as follows Summary of Respondents Sex and Age

Highest percentage of response was obtained from male respondents that account 90.8% of total response, among the age group of respondents 70.01% were found between age group of 26-41 representing Mid-Aged group, regarding educational background of respondents 31.6 and 24 % of respondents were first degree and Master of degree holders respectively and 40.2 and 47.5 % of respondents less than 2 and 2-6 respectively, have Buying experience of respondents. Regarding buying repetition 62% of respondents are buy the company product sometimes. Finally, Perception of respondents on product differentiations, 49.7% and 40,2% of the respondent differentiate the company's product as low prices and best product.

4.4 RELIABILITY AND VALIDITY TEST

4.4.1 INSTRUMENT OF VALIDITY

In the validity of the research paper, as it was stated in the methodology most part the items which was used to measure the variables were adopted from previous research works; to increase the degree of clarity & understandability the English version questionnaire translated into Amharic by using English-Amharic dictionary. Furthermore, the overall content validity of the instrument such as clarity, length & wording of the questions judged by expertise in the area.

4.4.2 RELIABILITY TEST

According to Hair et al. (2007) for a scale to be reliable the questions must be answered consistently by respondents in a manner that is highly correlated. If they do not, the scale would not be reliable. For the purpose of this research, reliability was assessed using Cronbach alpha coefficient because it has the most utility for multi-item scales at the interval level of measurement, requires only a single administration and provides a unique, quantitative estimate of the internal consistency of a scale (Cooper & Schindler, 2006) yf. Cronbach's alpha ranges between 0 (denoting no internal reliability) and 1.0 (denoting perfect internal reliability (Bryman, 2007). The closer the coefficient is to 1.00, the more reliable the measurement (Mertens, 2010; Zikmund et al. 2010) yf view that Cronbach's alpha between 0.8 and above are considered to have very good reliability and those between 0.7 and 0.8 good; while those between 0.6 and 0.7 indicate fair and satisfactory reliability. In this study the Cronbach's Alpha value is 0.699 (between 0.7 and 0.8) the result indicate good reliability as shown below on Table

Table 3:- Cronbach's Alpha value Summery

N. variables	Variables	Cronbach's alpha	N of Items
1	desirability on customer loyalty	0.669	5
2	the effect of differentiation on customer loyalty	0.883	5
3	effect of delivery on customer loyalty	0.831	5
4	effect of communication on customer loyalty	0.834	5
5	Concept Clarity of the Balanced Scorecard	0.868	11
Total Cronbach's alpha for total N of Items		0.829	31

Source SPSS result 2019

4.5 DESCRIPTIVE STATISTICS OF POSITIONING

Positioning seeks to put a product in a certain position, or place, in the minds of prospective buyers. The Customer's Mind is a place where every rational and or emotional buying decision is made. As customers are bombarded with cheaper substitute products to choose from, they become more aware of their tastes and preferences (Kotler, 2002). This section, presents the dimension of positioning from relevance, differentiation, delivery, communication and durability aspects.

The feedback of the respondents for the variables indicated below were measured on five point Likert scale with measurement value 1= Strongly disagree; i.e. very much dissatisfied with the case described; 2= Disagree, i.e. not satisfied with the case described; 3= Neutral,i.e., uncertain with the case described; 4= Agree, i.e., feeling all right with the case described and considered as satisfy; and 5 =strongly agree, i.e. very much supporting the case described and considered as highly satisfy. To make easy interpretation, the following ranges of values were reassigned to each scale: 1-1.8= strongly disagree; 1.81-2.6 = Disagree; 2.61-3.4=Neutral; 3.4-4.20= Agree; and 4.21-5 = Strongly Agree Best, (cited in Simachew, 2014).

4.5.1 CONSUMERS PERCEPTION RELATED TO POSITIONING RELEVANCE

DIMINUTION

The respondents were asked five questions to measure the level of the company positioning relevance. The questionnaires were designed to collect the respondents' attitude towards how the

company products fulfilled their needs, want & desire; demand & preference; and their purchase criteria. The following analyses depict it in detail. Positioning Relevance related constructs

Table 2: - Positioning relevance related constructs

No	Statement	N	SD	D	N	A	SA		MS	SDV
1	Ambassador Garment and trading PLC products are designed & offered based on my demand.	N			34	251	73	358	4.11	.57
		%			9.50	70.10	20.40	100		
2	The company products are identified in accordance with my best way of preference.	N			68	389	1	358	3.71	.388
		%			19.00	80.70	0.30	100		
3	The product's benefits offered by the company match my desire.	N			88	260	10	358	3.91	.399
		%			24.6	72.4	3.00	100		
4	I care about the company's product differentiation claims.	N	-	28	97	228	7	358	3.6	.652
		%	-	7.30	27.10	63.70	7.00	100		
5	The products values or benefits proposed by the company are important in my purchase decision making.	N	-	-	165	180	13	358	3.58	.564

Source SPSS result 2019

As shown in the table 4 the majority of respondents were agreed with the sub constructs i.e. Ambassador Garment and trading PLC. Products are designed & offered based on my demand with the scored mean value of 4.11 points out that the satisfaction of the respondents with the case described and the standard deviation was 0.571. The second sub-construct i.e. the company products are identified in accordance with my best way of preference was 3.7 With regard to the third sub-construct i.e. the product's benefit offered by the company match my desire the scored mean value response of the respondents was 3.91 with a standard deviation .399. Fourthly the sub constructs i.e. the products values or benefits proposed by the company are Important in my purchase decision making the scored mean value response of the respondents was 3.6 with a standard deviation 0.953. Lastly, the respondents were asked to scale the measurement i.e. I care about the company's product differentiation claims. They responded having a scored mean value of 3.58 this shows that the respondents were "agreed" about their fulfilled need and wants. The

average mean of positioning relevance is 3.78 which signify that the consumers have positive attitude towards the companies offer.

The interview questions were designed to collect the marketing manager attitude towards how the company products want to be perceived by their customer eyes. According to the respond they presume from their consumers to have positive attitude towards the company offer. Regarding interview respondent attitude towards the level of the organization benefit from the customer perception of their product positioning and what marketing opportunities does their company get from it. According to the interviewee response, positioning of their product benefits them to differentiate it from their competitors on the basis of important attributes to the customers of the target market place and develops a distinctive identity for the product/brand in the minds of the customers and also creates a unique perception in their customer’s minds of the target market. Furthermore the interviewee pronounces that it was helpful to guide marketing strategy by clarifying their brands essence.

4.5.2 CONSUMERS ATTITUDE ON POSITIONING DIFFERENTIATION

To measure the differentiation variable the respondents were asked five questions. These questionnaires were designed to collect the respondents’ attitude & opinion about the company products differentiation.

Table 3:- Positioning Differentiation related constructs

No	Statement	N	SD	D	N	A	DA		MS	
1	Ambassador Garment and trading PLC products are different & unique from competitors exist in the suit industry.	N	-	12	150	174	22	358	3.58	.660
		%	-	3.4	41.9	48.6	6.1	100		
2	I believe the company is known for a certain “something” leading figure in our country suit industry.	N	-	22	129	183	24	358	3.58	.708
		%	-	6.1	36	51.1	6.7	100		
3	I think competitors are not-able to make the product feature claims as Ambassador Garment and trading PLC	N	-	15	154	171	18	358	3.54	.659
		%	-	4.2	43	47.8	5	100		
4	I Know special thing about the company’s product.	N	-	7	102	218	31	358	3.76	.628
		%	-	.2	28.5	60.9	8.7	100		
5	The company differentiation is pre-emptive than competitors.	N	-	12	150	174	22	358	3.63	.701
		%	-	3.4	41.9	48.6	6.1	100		

Source SPSS result 2019

As it is clearly shown in the table 5, the grand mean of positioning differentiation is 3.62 and all of sub constructs that it “Ambassador Garment and trading PLC. Products are different & unique from existing Competitors in the garment industry”, the scored mean value of all sub constructs lie in the range of 3.54 and 3.76 or agreed on the cases. This signifies on average consumers of Ambassador Garment and trading PLC at all levels are satisfied with issue of differentiation but its low as compared to other considered variable.

Regarding interviewed respondent attitude towards their strategy they deploy to cope up with the dynamic nature of the environment. Based on the response, through their positioning strategy, they attempt to distinguish their product from competitive product through creating highly differentiated product (i.e. differentiating their product style, pleasant experience and quality) in accordance to their customer’s expectation and satisfy their requirements accordingly. Regarding interviewed question, ‘‘what is your company unique or distinctive feature or benefit related to your competitor and what are your competitive advantages?’’ the interviewee respond that they differentiate by offering as low prices and best product than their competitors offers

4.5.3 RESPONDENT ATTITUDE ON POSITIONING DELIVERY

In order to measure the company’s Positioning Delivery aspects the researcher was asked five questions. The content of this questionnaires were intended to collect the actual opinion of the respondent.

Table 4:- Respondents felling on positioning Delivery

No	Statement	N	SD	D	N	A	DA		MS	
1	Ambassador Garment and trading PLC delivers its products as promised with consistence product & customer service.	N	-	-	68	257	33	358	3.9	.523
		%	-	-	19	71.8	9.2	100		
2	The company actually delivers the proven quality & durability it claims	N	-	-	101	250	7	358	3.74	.483
		%	-	-	28.2	69.8	2	100		
3	The company delivers the articulated value of having competitive price.	N	-	24	100	154	80	358	3.81	.858
		%		6.7	27.9	43	22.3	100		
4	The company has consistency communication & performance.uses.	N	-	25	-	260	73	358	4.06	.693
		%	-	7	=	72.6	20.4	100		
5	The company’s features claims are supported by the products it offers, the price affixed to it, the distribution it chooses & the promotion media it use.	N	-	18	125	187	28	358	4.22	.736
		%	-	.5	34.9	52.2	7.8	100		

Source SPSS result 2019

As it is clearly shown in the above table, all of sub constructs are discussed as below Ambassador Garment and trading PLC. Ambassador Garment and trading PLC delivers its products as promised with consistence product & customer service in the garment industry with the scored mean value of all sub constructs lie in the range of 3.9. The company actually delivers the proven quality and taste it Claims 3.74, with The company delivers its products as promised with consistence & customer service 3.81, The company delivers the articulated value of having competitive price 4.06, The company has consistency communication & performance it delivered (4.18), The company's delivered promises are related to the reality of the customer experiences (4.22). On average (grand mean i.e 3.95) consumers of Ambassador Garment and trading PLC at all levels are highly satisfied with issue of delivery as compared to other considered variable.

Regarding interviewed respondent attitude regarding interviewed question ‘‘ Does the company actually deliver the promised product accordance with?’’ the interviewee responded that they attempt to actually deliver their promises accordingly and committed to keep over their promise.

Table 5:- Responses of Consumer on Positioning Communication

No	Statement	N	SD	D	N	A	DA		MS	
1	Ambassador Garment and trading PLC products are clearly & definitively communicated to the customer.	N		29		328	1	358	3.84	.550
		%		8.1		91.6	.3	100		
2	I believe the value of the company's product features are articulated & appreciated well.	N	-	-	102	253	3	358	3.72	4.66
		%			28.5	70.7	.8	100		
3	I know the merits of owning the company's products.	N			70	287	1	358	3.81	.401
		%			19.6	80.2	.3	100		
4	The company communication makes me to know the levels, category & types of its products.	N		28	34	258	38	358	3.85	.703
		%		7.8	9.5	72.1	10.1	100		
5	The company's communications help me to have updated information & knowledge about the company's product	N		40	80	196	44	358	3.68	.831

Source SPSS result 2019

4.5.4. CUSTOMERS ATTITUDE TOWARDS POSITIONING COMMUNICATION

To measure the level of the company positioning communication, 5 (five) questions were used. The questionnaires were designed to collect the respondents' attitude towards Company positioning communication.

As shown in the table 7 the majority of respondents were agreed with the sub constructs i.e. Ambassador Garment and trading PLC. Products are clearly & definitively Communicated to the customer was 3.84. With regard to the second sub-construct i.e. I believe the value of the company's product features are articulated & appreciated well the scored mean value response of the respondents was 3.72 with a standard deviation 0.466. The third sub constructs i.e. I know the merits of owning the company's products scored mean value points out that the satisfaction of the respondents with the case described and the standard deviation was 3.81 0.401. The forth sub-construct i.e. the company communication makes me to know the levels, types, taste & quality of its products had scored a mean value of 3.85 with a standard deviation .703. Finally, the respondents were asked to scale the measurement i.e. Communications channel of company helps me to have updated information & knowledge about the company's product. They responded with a scored mean value of 3.68 with a standard deviation of .831. This shows that the respondents were "agreed "about their fulfilled need and wants. The grand mean of communication is 3.78 with a standard deviation of 1.429 which signify that the consumers have positive attitude towards the companies positioning communication.

According to the interviewee's response regarding their attitude towards their thinking whether that the organization communicate its key product value & benefit to its customers. They believe their products are clearly & definitively communicated to the customers and also they believe that the value of the company's product feature are articulated & appreciated well.

4.5.5. CUSTOMERS ATTITUDE TOWARDS CUSTOMER EXISTING POSITIONING ON LOYALTY RELATED PARAMETERS

To measure the positioning on loyalty related parameters the respondents were asked eleven questions. These questionnaires were designed to collect the respondents' felling, attitude, & opinion about the company products positioning on loyalty.

Table 6:- Responses of Consumer on Positioning on loyalty

No	Statement	N	SD	D	N	A	DA		MS	
1	I have positive attitude & aspiration towards Ambassador	N			34	288	36	358	4.01	.443
		%			9.5	80.4	10.1	100		
2	I am committed to re-buy Ambassador Garment and trading PLC products based on its product relevance.	N			103	254	1	358	3.72	.458
		%			28.8	70.9	.3	100		
3	I intended to purchase Ambassador Garment and trading PLC products because it produce its products based on my desired demand	N		45	40	233	40	358	3.75	.815
		%		12.6	11.2	65.1	11.2	100		
4	I love the company's products because the designed feature, style & benefits are favorable to use it.	N		70	85	201	2	358	3.38	.853
		%		19.6	23.7	56.1	.6	100		
5	I intended to buy the product because of its durability & quality than competitors.	N		50	71	199	38	358	3.63	.853
		%		14	19.8	55.6	10.6	100		
6	The reason why I prefer to buy the company's products is because it has the leading figure & more experience in shoe industry.	N			163	194	1		3.55	.504
		%			45.5	54.2	.3			
7	I re-buy the company's product due to the company offer competitive price.	N			101	183	74		3.92	.692
		%			28.2	51.1	20.7			
8	I recommend the company's product to others because of keeping its promise to deliver fashionable & comfortable products	N		26	86	240	6		3.63	.642
		%		7.3	24	67	1.7			
9	I have involvement in the company products progress for the company also has consistence communication with its core product	N		64	168	117	9		3.2	.754
		%		17.9	46.9	32.7	2.5			
10	I buy & recommend the company's products because I know & experience the company's communication.	N		65	67	187	39		3.56	.911
		%		18.2	18.7	52.2	10.9			
11	I am loyal to the company's products for the company also loyal to its claims, advertising & positioning.	N		63	102	190	3		3.37	.777
		%		17.6	28.5	53.1	.8			

Source SPSS result 2019

From the above table 8, it is possible to draw the following facts. As it is clearly illustrated in the table, the grand mean of is 3.62 and the scored mean value of the sub-constructs i.e. except item number 9 the sub-construct with allotted statement “I have involvement in the company products progress for the company also has consistence communication with its core product” with mean scored 3.2, has consistence by fall between ranges of 3.58-4.11. The results of the first sub constructs are in the neutral range but results of the second sub constructs are fall in the agreed range. This shows that the majority of the respondents agreed with the statements given to them. Further implication, is that the Ambassador Garment and trading PLC products are in good positioning to build strong loyal customer.

4.6 CORRELATION ANALYSIS

The correlation between dependent and independent variables along with the causal effect was analyzed using Statistical Package for Social Science (SPSS). The below correlation matrix shows correlation between variables in the questionnaire with a Pearson Correlation coefficient to show the strength of relationship among the variables considered in the questionnaire. As per table Below, the coefficient show that all independent variables were positively related with dependent variable (customer loyalty) within the range of, were all are significant at $p < 0.01$ level.

Table 7:- Correlation Analysis

		Correlations				
		REL	DEF	DEL	COM	ROY
REL	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	358				
DEF	Pearson Correlation	.130*	1			
	Sig. (2-tailed)	.013				
	N	358	358			
DEL	Pearson Correlation	.367**	-.019	1		
	Sig. (2-tailed)	.000	.721			
	N	358	358	358		
COM	Pearson Correlation	.337**	-.008	.374**	1	
	Sig. (2-tailed)	.000	.882	.000		
	N	358	358	358	358	
ROY	Pearson Correlation	.143**	.236**	.486**	.336**	1
	Sig. (2-tailed)	.007	.000	.000	.000	
	N	358	358	358	358	358

Source: SPSS result (2019)

The independent variables, differentiation, delivery and communication show moderate level of positive relation (.236, .428 and .336 respectively). While, one independent variable called relevance, show a low and weak positive relation (i.e. .143) with brand loyalty. And the table also shows that the correlation of the independent variables within themselves. While moderate correlation goes between the relevance and delivery with the value of 0.367, and relevance and communication with the value of .337 and delivery and communication with the value of .376. But the correlation is very weak between relevance and differentiation with the value of .130. However, it can be noted that one variable are weak negatively correlated with two variables where goes between differentiation and delivery at the value of (-.019) and differentiation and communication with the value of (-.008).

4.7 REGRESSION ANALYSIS

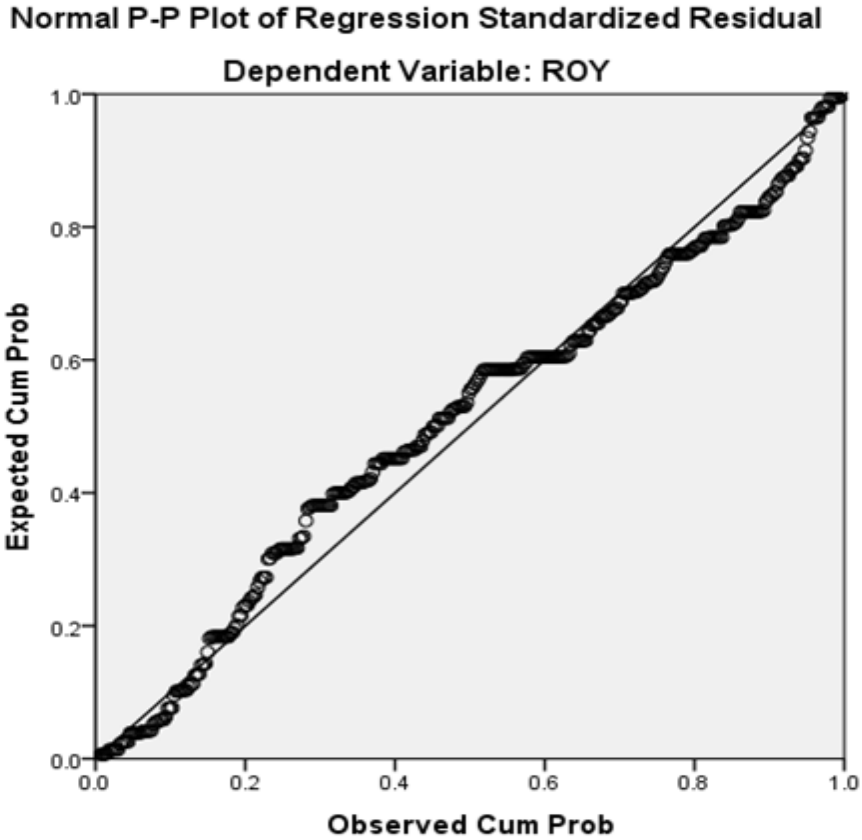
Regression analysis is the statistical technique that identifies the relationship between two or more quantitative variables: a dependent variable, whose value is to be predicted, and an independent or explanatory variable (or variables), about which knowledge is available. The technique is used to find the equation that represents the relationship between the variables. Multiple regressions provide an equation that predicts one variable from two or more independent variables.

The researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the customer loyalty of the company. The researcher applied the statistical package for social sciences (SPSS 20) to code, enter and compute the measurements of the multiple regressions for the study. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (relevance, differentiation, delivery and communication) that is explained by all the four independent variables (relevance, differentiation, delivery and communication).

Before doing the regression we have check the regression assumption i.e. normality assumption, multicollinear assumption.

Normality assumption

In the Normal P-P Plot, you are hoping that your points will lie in a reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. As we can see from the p-plot graph in the below diagram we can say the variables are normally distributed. The points lied in reasonably straight lines as depicted below Figure 3, therefore, the assumption of normality was found tenable.



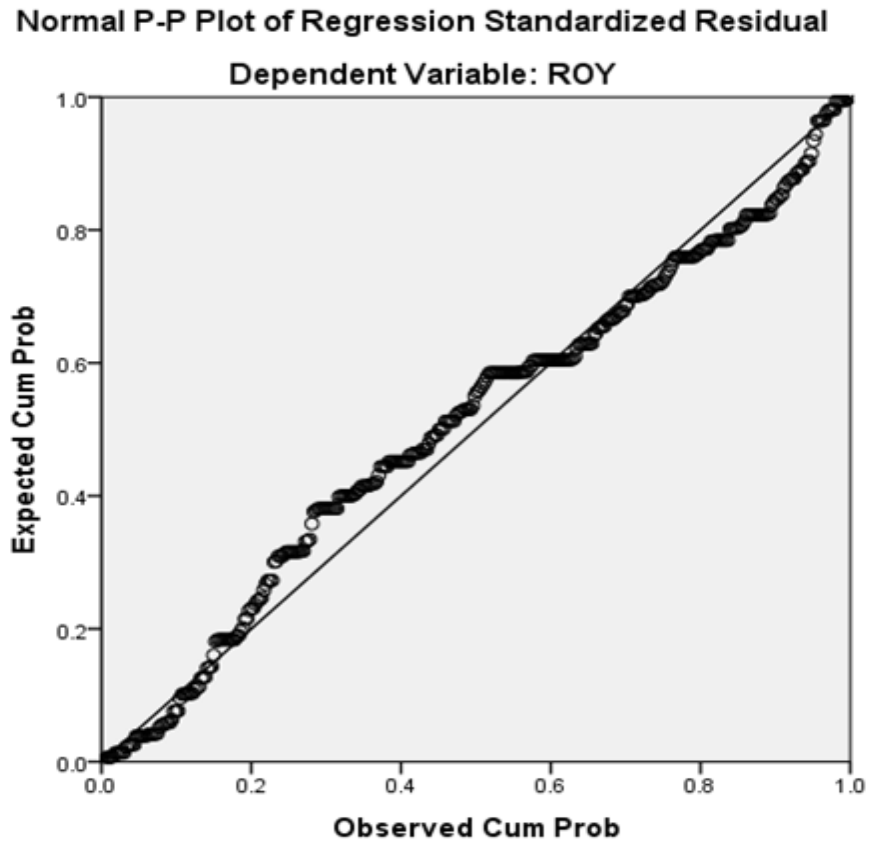


Figure 4.1 Normality P-Plot

Source: SPSS result, 2019

The study adopted multiple regression guided by the following model:

$$\text{Customer loyalty} = 1.116 + (-0.163 \text{ relevance}) + 0.218 \text{ differentiation} + 0.397 \text{ delivery} + 0.233 \text{ communication} + e$$

Table 8:- Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.581 ^a	.338	.331	.33348	2.033

a. Predictors: (Constant), COM, DEF, REL, DEL

b. Dependent Variable: ROY

The results in Table 10 indicate that the company’s positioning had a joint significant effect on customer loyalty garment industry in Addis Ababa. As shown by r value of 0.581. The R squared of 0.338 shows that the independent variables accounted for 33.8% of the variance customer loyalty garment industry in Addis Ababa.

Table 9:- shows the ANOVA results which explain the model fit through the F statistic and the probability of F-statistic

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.045	4	5.011	45.062	.000 ^b
	Residual	39.256	353	.111		
	Total	59.301	357			

Source SPSS result 2019

a. Dependent Variable: ROY

b. Predictors: (Constant), COM, DEF, REL, DEL

Source: SPSS result, 2019

From the ANOVA statistics, the processed data had a significance level of 0% which shows that the data is ideal for making a conclusion on the population parameters as the value of significance (p-value) is less than 5% is an indication that there were significant difference between all the predictor variables (relevance, differentiation, delivery and communication) explain a variation in customer loyalty and that the overall model is significant. The significance value was less than 0.05 indicating that the overall model was significant.

Table 10: - Coefficients**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.116	.266		4.203	.000
1 REL	-.163	.060	-.131	-2.715	.007
DEF	.218	.036	.263	6.004	.000
DEL	.397	.042	.461	9.468	.000
COM	.233	.053	.210	4.383	.000

Source SPSS result 2019

According to table 10 the beta coefficients for the four independent variables relevance, differentiation, deliver and communication are (-.163, 0.218, 0.397, 0.233) and their significance levels are .007, .000, .000, .000, .000 respectively which are all less than 0.05. This indicates a significant relationship between the independent variables and the dependent one. Table 10 shows the coefficient results for the model variables, the t-values of each of the independent variables as well as the significance (p-value). It was established that a unit increase in relevance would cause an impact on the level of customer loyalty at Ambassador Garment and trading PLC by a factor of -163, a unit increase in differentiation at Ambassador Garment and trading PLC would cause an impact on customer loyalty by a factor of 0.218, also a unit increase the positioning delivery would cause an impact on customer loyalty at Ambassador Garment and trading PLC by a factor of 0.397. And also a unit increase in communication would an impact on customer loyalty by a factor of 0.233. This shows that there is a positive relationship between customer loyalty and the three determinants of positioning (differentiation, delivery and

communication) at Ambassador Garment and trading PLC. However, there is a negative relationship between customer loyalty and relevance

4.8 SUMMARY AND INTERPRETATION OF FINDINGS

The researcher conducted a linear multiple regression analysis and from the above regression model, the factors relevance, differentiation, delivery, communication, have effects on customer loyalty at Ambassador Garment and trading PLC. It was established that a unit increase in relevance would cause an impact on the level of customer loyalty at Ambassador Garment and trading PLC by a factor of -0.131, a unit increase in differentiation at Ambassador Garment and trading PLC would cause an impact on customer loyalty by a factor of 0.263, also a unit increase the positioning delivery would cause an impact on customer loyalty at Ambassador Garment and trading PLC products by a factor of 0.461. Not only has a unit increased in communication would have an impact on customer loyalty by a factor of 0.210. This shows that there is except relevance positive relationship between customer loyalty and determinant of positioning (differentiation, delivery and communication) at Ambassador Garment and trading PLC.

This study was aimed to examine the effect of positioning on customer loyalty on Ambassador Garment and trading PLC through Relevance, Differentiation, delivery, and communication were selected as determinant of strong positioning since they had been used by various researchers as it has been clearly indicated in literature review part. For the purpose of this study four hypotheses were developed, brief discussion on each hypothesis is given below.

H1: There is a positive and significant relationship between relevance and customer loyalty.

According to the test result of this study, the data collected support the hypothesis developed and showed relevance has a significant relationship with customer loyalty. The grand mean value of the independent variable result shows the value of 4.11 which is between the range of score (3.41-4.20) that shows important level. The correlation analysis reveals relevance show the forth but positive relation (i.e. 0.143) with the dependent variable Customer loyalty.

According to regression analysis the coefficient table shows that the value of Beta coefficient of relevance shows -0.131 with a significance level of .007 values which proves the strength of the independent predictor influencing the criterion (dependent variable). As per the regression result a unit increase in relevance would cause an impact on the level of customer loyalty at

Ambassador Garment and trading PLC by a factor of 0.163. The degree of positioning relevance or involvement, with the goal to Ambassador Garment and trading PLC is critical to how extent customer is loyal Ambassador Garment and trading PLC product.

H2: There is a positive and significant relationship between differentiation and customer loyalty.

The finding expresses that the data collected support the hypothesis developed and showed differentiation has a significant relationship with customer loyalty in Ambassador Garment and trading PLC. The third but positive and significant variable of strong positioning is differentiation. Correlation analysis also supports that differentiation is correlated with customer loyalty by 0.236 correlation value and the regression analysis of Beta coefficient level shows 0.263 values with a significance level of .000. The grand mean value of the independent variable result shows the value of 3.88 which is between the range of score (3.41-4.20) that shows important level. Un standardized beta indicate that a unit increase in differentiation at Ambassador Garment and trading PLC would cause an impact on customer loyalty by a factor of 0.218. The degree of substitutability of the product of various suppliers and the amount of product differentiation: a buyer could be tied to a particular supplier if his or her requirement cannot be met by other supplier.

H3: There is a positive and significant relationship between delivery and customer loyalty.

The study result has proven that delivery has a positive and significant positive relation with customer loyalty in Ambassador Garment and trading PLC, The mean value of the independent variable delivery is 3.99. The independent variable delivery holds the first position in determining customer loyalty of Ambassador Garment and trading PLC among determinants of strong positioning. Correlation analysis proves that the independent variable is correlated with dependent variable by 0.461 correlation value and the beta coefficient shows 0.461 level with significance level of .000. Regression analysis also prove that a unit increase the positioning delivery would cause an impact on customer loyalty at Ambassador Garment and trading PLC products by a factor of 0.397

H4: There is a positive and significant relationship between communication and customer loyalty.

The correlation value verifies that the variable (communication) is the second highest correlated value with customer loyalty (dependent variable) by 0.336 correlation value and the regression coefficient table reveals that the variable shows Beta value of .210 values with a significance level of .000 and the mean value of the independent variable delivery is 3.6. As per regression analysis a unit increase in communication would an impact on customer loyalty by a factor of 0.233. As a result there is a positive and significant relationship between communication and customer loyalty.

Table 11: Summary of Hypothesis

Hypothesis	Independent Variables	Correlation and Regression value	Dependent Variables	Result
H1	Relevance	0.143 ^{**} -0.163	Customer loyalty	Rejected
H2	Differentiation	0.236 ^{**} 0.218		Supports
H3	Delivery	0.486 ^{**} 0.397		Supports
H4	Communication	0.336 ^{**} 0.233		Supports

Source SPSS result 2019

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

The preceding chapter presented the results and discussion, while this chapter presents the conclusions and recommendations. The purpose of the study was to investigate the effect of positioning on customer loyalty. Thereby, assess the dimension of effective positioning that affect the customer loyalty directly through positioning relevance, differentiation, delivery, and communication. Additionally, highlight future research directions. Accordingly, section 5.1 presents summary of findings while the section 5.2 presents the conclusion of the research finding. 5.3 present recommendations of the researcher and the last section 5.4 covers the Limitations and Directions for Future Study.

5.1 SUMMARY OF THE MAJOR FINDING

Among the selected four dimensions of positioning, all of them i.e. positioning relevance, positioning differentiation, positioning Delivery, and positioning Communication have a significant effect on customer loyalty. Let us summarize the findings in detail.

- Based on assessment of the respondents delivery has a positive and significant positive relation with customer loyalty in Ambassador Garment and trading PLC. The independent variable delivery holds the first position in determining customer loyalty of Ambassador Garment and trading PLC among determinants of strong positioning. The mean value of the independent variable (delivery) is 3.99 which show significant level of importance. Correlation analysis verifies that the independent variable is correlated with dependent variable by 0.486 correlation value and the beta coefficient shows 0.461 level with significance level of .000.
- The study has shown that the correlation value proves that the variable (communication) is the second highest correlated value with customer loyalty (dependent variable) by 0.336 correlation value and the regression coefficient table reveals that the variable shows Beta value of .210 values with a significance level of .000. Again the mean score of positioning communication is 3.6. As a result there is a positive and significant relationship between communication and customer loyalty.

- The study has shown that the correlation value proves that the variable (differentiation) is the last correlated value with customer loyalty (dependent variable) by 0.236 correlation values and the regression coefficient table reveals that the variable shows Beta value of .263 values with a significance level of .000. Again the mean score of positioning communication is 3.71. As a result there is a positive and significant relationship between communication and customer loyalty.
- According to the test result of this study, relevance has a significant relationship with customer loyalty. The correlation analysis reveals relevance show the lowest and positive relation (i.e. 0.143) with the dependent variable Customer loyalty. According to the descriptive analysis the mean score of positioning relevance is 4.11. Regression analyses also reveal that the coefficient value relevance shows -0.131 with significance level of .000. This is the highest values which prove the strength of the independent predictor influencing the criterion (dependent variable).
- Finally, as per the regression analysis result, when the overall customer loyalty was regressed on the four independent variables (Relevance, Differentiation, Delivery, and Communication) contributes to statistically significant level at p-value 0.000. The beta of un standardized coefficient indicates, the factors relevance, differentiation, delivery, communication, have effects on customer loyalty at Ambassador Garment and trading PLC to a level of 1.116. It was established that a unit increase in relevance would cause an impact on the level of customer loyalty at Ambassador Garment and trading PLC by a factor of -0.131, a unit increase in differentiation at Ambassador Garment and trading PLC would cause an impact on customer loyalty by a factor of 0.263, also a unit increase the positioning delivery would cause an impact on customer loyalty at Ambassador Garment and trading PLC products by a factor of 0.461. Not only has a unit increased in communication would have an impact on customer loyalty by a factor of 0.210. This shows that there is except relevance a positive relationship between customer loyalty and determinant of positioning (differentiation, delivery and communication) at Ambassador Garment and trading PLC.. The score of the coefficient correlation determination (R^2) is .338 which indicates, 33.8% of the variability of overall customer loyalty was explained by the four independent variables. Beta weight score indicated that the effect of positioning delivery is greater than that of positioning relevance; the effect of positioning relevance is greater than that of positioning differentiation

and communication and the effect of positioning differentiation and communication is explaining the variability of overall customer loyalty. So, the study model fit regression equation become

- $Y = 1.116 + (0.163R) + 0.218D + 0.397DL + 0.233C + e$. And also since, p- value of relevance, differentiation, delivery, and communication is less than 0.05 we can reject the null hypothesis and accept relevance, differentiation, delivery, & communication has positive effect on customer loyalty.

5.2 CONCLUSION

The main purpose of the study was to investigate the effect of positioning on customer loyalty. The study was conducted on Ambassador Garment and trading PLC in Addis Ababa. In order to meet this general objective, Non-probability (convenience) sampling approach was used. Questionnaire containing questions on dimension of positioning I:e relevance, differentiation, delivery and communication were developed and distributed to 10 branch/outlays customers in Addis Ababa area.

The entire research objective for this study was attained; the general objective of this study was to investigate the effect of positioning on customer loyalty. The findings from the descriptive statistics shows that relevance has the highest mean value which is 4.11 and delivery, differentiation and communication shows(3.99 ,3.71,3.6,) mean value respectively. Correlation analysis was conducted to analyze if there is relation between variables used, the correlation matrix revealed that all coefficient of correlation were positive and significant. Further regression analysis was also conducted to verify if the independent variables have impact on customer loyalty and that it is not limited to having correlation. For this reason, the impact of independent variables; relevance, differentiation, delivery and communication on customer loyalty was conducted.

According to the findings, independent variables; relevance, differentiation, delivery and communication has a significant positive relation with customer loyalty. Therefore, all selected determinant of positioning have effect on customer loyalty.

5.3 RECOMMENDATIONS

The focus of this research was on Ambassador Garment and trading PLC customers that could provide useful insight to both practitioners and researchers. The main goal of this paper was to investigate the effect of positioning on customers loyalty.

- From the findings and conclusions of this study, Ambassador Garment and trading PLC should take into consideration that the important determinant of positioning for their consumers is delivery, communication and relevance. As a result the company should have to at least keep it up.
- In order to avoid easy switch of consumers between Garment brands and build a strong customer loyalty Ambassador Garment and trading PLC should attempt to distinguish its product from competitive product by creating highly differentiated product (i.e. differentiating their product style, pleasant experience and quality) in accordance to customers expectation.
- As per the finding and conclusion of this study, Ambassador Garment and trading PLC should also work for the consistency of the created uniqueness (i: e what makes Ambassador Garment and trading PLC unique from other competitor should be deliver over time).

5.4. FURTHER IMPLICATIONS

- The research can be furthers expanded to other countries and cultures. It would help to understand in detail different factors influencing customer loyalty of Ambassador Garment and trading PLC. ‘Moreover by using a larger and diverse sample size and even distribution among different age group helps to better understanding of brand loyalties of a diverse group of customers.
- Further studies can be carried out on the effects of positioning on customer loyalty to enhancing customer satisfaction on the performance of the organization. These studies can be carried out in many firms to assess the effects of positioning on customer loyalty. Since the study only cased studied Ambassador Garment and trading PLC. A survey on all garment industry would be an effective research.

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**APPENDIX I
Questionnaire**

ቅድስትማርያምዩኒቨርሲቲየማርኬቲንግስራሐመራርቢዝነስእናኢኮኖሚክዲፓርትመንትየድህረምርቃት ምህርትኮሌጅ

**ለደንበኞችየተዘጋጀቃለመጠይቅ
የተከበሩመላሽ**

የዚህጥናትዋናዓላማደንበኞችከአምባሳደርየጨርቃጨርቅእናንግድስራኃላ.የተ.ግ.ማህበርጋርያለቸውንግንኙነትለመገምገምእናለማወቅሲሆንከዚህጋርተያይዘመሠረታዊችግሮችተብሎየሚጠቀሱትንለመቅረፍይቻልዘንድይህየጥናትርዕስበተጨባጭጥናቱበመካሄድተገቢውጤትለማግኘትታስቦየተዘጋጀነው።

የዚህጥናትዋናዓላማለትምህርትአገልግሎትብቻየሚውልሲሆንእርስዎበዚህቃለመጠየቅበመሳተፍየሚሰጡንመልስበሚስጥርየሚያዝይሆናል።ስለዚህይህንንቃለመጠየቅበጥንቃቄአግባብነትባለውመልስእንዲሞሉበአክብሮትእጠይቃለሁ።
በዚህቃለመጠይቅየምትሰጡንእውነተኛመልስናመረጃየጥናቱጥራትላይከፍተኛአስተዋጾያለውመሆኑንለመግለጽእወዳለሁ።

በመሆኑምበዚህንዲይአስፈላጊውንመልስበተፈለገውሁኔታጊዜውንሰውተውስለሰጡንመረጃበቅድሚያአመስግናለሁ።

ማሳሰቢያ፡-

1)

ይህቃለመጠየቅበአምባሳደርየጨርቃጨርቅእናንግድስራኃላ.የተ.ግ.ማህበርድርጅትየአዲስአበባየሽያጭስራተኞችየሚመለስይሆናል።

- 2) በመጠይቁላይምንምአይነትስምምነትመግፍአያስፈልግም
- 3) በመልስሳጥንውስጥየXወይምየ√ምልክትበማድረግይመልሱ
- 4)

በዚህቃለመጠየቅማንኛውምጥያቄካልዎትቀጥሎበተመለከተአድራሻአጥኚውንመላኩጌታውንማካጋርየሚችሉሲሆንአድራሻቸውምስ.ቁ 0910095888 ኢ.ሜይል melagetachew@gimal.com

ክፍልሁለትየመላሽችአጠቃላይፕሮፋይሎች

- 1. ጾታ ሀ. ወንድ ለ. ሴት
- 2. እድሜ ሀ. ከ18-25 ለ. 26-35 ሐ. 36-45 መ. 46-55 ሠ. ከ55 ዓመትበላይ
- 3. የት/ደረጃ ሀ. የመጀመሪያደረጃ ለ. ከፍተኛሁለተኛደረጃ ሐ. ከማሰልጠኛተቋማትበሰርተፍኬትመ. ኮሌጅዲፕሎማሠ. የመጀመሪያዲግሪ. የ2ኛዲግሪ ሰ.ሌሎችካለይገለጽ
- 4. ከባንያምንአይነትምርቶችሊያስገኝይችላልበማምረትላይይገኛል።
ሀ. የወንዶችሙሉልብስ ለ. ቦርሳዎች ሐ. ቀበቶ መ. ሁሉም
- 5. የአምባሳደርጨርቃጨርቅእናንግድኃላ.የተ.ግ.ማህበርደንበኛነዎት

ሀ. አዎ ለ. አይደለም

6. ለምን ያህል ጊዜ የአምባሳደር ጨርቃጨርቅ እና ንግድ ኃላ. የተ. የግ. ማህበር ደንብ ኛነበሩ?

ሀ. ከ2 በታች ለ. ከ2-6 ዓመት ባለው ጊዜ ሐ. ከ7-10 ዓመት መ. ከ10 ዓመታት በላይ

7. የአምባሳደር ጨርቃጨርቅ እና ንግድ ኃላ. የተ. የግ. ማህበር ስንት ጊዜ ልብ ስንት ገዝተዋል::

ሀ. በመደበኛነት ለ. አንዳንድ ጊዜ ሐ. አልፎ አልፎ

8. የአምባሳደር ጨርቃጨርቅ እና ንግድ ስራ ኃላ. የተ. የግ. ማህበር እንዴት ይመድባሉ?

ሀ. ዝቅተኛዋ ጋ ለ. እጅግ በጣም ጥሩ ምርት አቅራቢ

ሐ. እጅግ በጣም መፍትሄ አገልግሎት ሰጪ መ. ከሁሉም መልስ የለም

ክፍል አንድ:- ከስራ መደብ ጋር የተያያዘ ጥያቄዎች

ከጥናቱ የተወሰዱ ዝርዝሮች	በጣም እስማማታለሁ	እስማማታለሁ	እርግጠና ይደለሁም	አልስማማታም	በጣም አልስማማታም
1. የአምባሳደር ጨርቃጨርቅ እና ንግድ ስራ ኃላ. የተ. የግ. ማህበር ምርቶች በፍላጎቴ መሠረት ተነድፈው እና ተመርተው ይደርሱኛል					
2. የማህበሩ ምርቶች በእኔ እጅግ በጣም የአፈፃፀም ፍላጎት መሠረት የተመረቱ ናቸው					
3. በድርጅቱ የሚሰጡ አገልግሎቶች ፍላጎት ጋር ይጣጣማሉ					
4. ለድርጅቱ ምርቶች ልዩነት አጠነቀቃለሁ					
5. በድርጅቱ የቀረቡ ምርቶች እና አገልግሎቶች ጋላ ግዥ ገውሳ ኔ አመቺ ናቸው					

ክፍል ሁለት ከስራ መደብ ልዩነት ጋር የተያያዘ ጥያቄዎች

ከጥናቱ የተወሰዱ ዝርዝሮች	በጣም እስማማታለሁ	እስማማታለሁ	እርግጠና ይደለሁም	አልስማማታም	በጣም አልስማማታም
1. የአምባሳደር ጨርቃጨርቅ እና ንግድ ስራ ኃላ. የተ. ማህበር ምርቶች በዘርፉ ከተሰማሩ ሌሎች ድርጅቶች ምርቶች የተለዩ ናቸው					
2. ድርጅቱ በተለይ በሙሉ ሱፍ እንዲሁ ስትሪዘር ፍብዘር ፍብዘር ፍብዘር ሁሉ ልቆ ቆይቶ ይረጃይ ይደርሳል::					
3. ሌሎች በዘርፉ ላይ የተሰማሩ ድርጅቶች ለወደፊት ምቢሆን ዝሬ አምባሳደር ጨርቃጨርቅ እና ንግድ ስራ ኃላ. የተ. ማህበር የደረሰበት ደረጃ ይደርሳሉ በዩኦኦ ላሰብም::					
4. የድርጅቱ ምርቶች ልዩነት በደንበኛው ቃለሁ::					

5. የድርጅቱ ልዩነት ከተወዳዳሪነት ይልቅ ቀድሞ ጥራት ላይ የተመሰረተ ነው					
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ክፍል ሶስት ከአቅርቦት ገር የተያዙ ጥያቄዎች

ከጥናቱ የተወሰዱ ዝርዝሮች	በጣም እስማማባለሁ	እስማማባለሁ	እርግጠና ይደለሁም	አልሰማባለኝም	በጣም አልሰማባለኝም
1. የአምባሳደር ጨርቃጨርቅና ንግድ ስራዎች ኃላፊ የተዋግ ማህበር ሁል ጊዜ ምርቶቹ ወጥ በሆነ ጥራትና ለደንበኞች እርካታ ያቀርባል።					
2. ድርጅቱ ጥራት ተኮር ምርቶች ከሙሉ አቅም ጋር ያቀርባል					
3. ድርጅቱ እጅግ በጣም ተመጣጣኝ በሆነ ዋጋ ምርቶችን ያቀርባል።					
4. ድርጅቱ የሆነ ግንኙነት እና የሥራ አፈፃፀም ይከተላል					
5. የድርጅቱ ገጽታ በሚሸልኩ አቅርቦት አይነት ላይ የተመሰረተ ሲሆን ከዚህ ጋር ተያይዞ የሚያቀርባቸው ዋጋና ሌሎች ተያያዥ ይሆናሉ ታወቂያ አገልግሎት አጠቃቀሞች ላይ የተመሰረተ ናቸው					

ክፍል አራት ከመገናኛ ብዙሃን ጋር የተያያዙ ጥያቄዎች

ከጥናቱ የተወሰዱ ዝርዝሮች	በጣም እስማማባለሁ	እስማማባለሁ	እርግጠና ይደለሁም	አልሰማባለኝም	በጣም አልሰማባለኝም
1. አምባሳደር ጨርቃጨርቅ የሚያቀርባቸው ምርቶች እና አገልግሎቶች በደንበኞች ፍላጎት ላይ የተመሰረተ ነው።					
2. በእኔ እምነት ድርጅቱ የሚከተለው የምርት አቅርቦት ገጽታ እና አገልግሎቶቹ የሚደነቁ ናቸው					
3. ከኩባንያው ምርቶች ጋር ተያይዞ ድርጅቱ ያለውን ወይም የሚያገኛቸውን ጥቅሞች አውቃለሁ።					
4. የድርጅቱ ብዙሃን መገናኛ ለማስታወቂያ መጠቀም የድርጅቱን ደረጃ ምድብና አይነት ለማወቅ አስችሎኛል።					
5. የድርጅቱ ብዙሃን መገናኛ ለማስታወቂያ መጠቀም ስለድርጅቱ ያለኝ መረጃ ለማዳበር አስችሎኛል።					

ክፍል አምስት የደንበኞች ባለው አገልግሎት እና አቅርቦት ላይ የደንበኞች እመለካከት

ከጥናቱ የተወሰዱ ዝርዝሮች	በጣም እስማማታለሁ	እስማማታለሁ	እርግጠና ይደለሁም	አልሰማታለሁም	በጣም አልሰማታለሁም
1. ስለ አምባሳደር ጨርቃጨርቅ እና ንግድ ስራ ኃላ. የተ. የግ. ማህበር በበኩሉ ጥሩ አመለካከትና ምቹት አለኝ					
2. ስለ አምባሳደር ጨርቃጨርቅ እና ንግድ ስራ ኃላ. የተ. የግ. ማህበር ምርቶች በድጋሚ ለመግዛት ቁርጠኝነት አለኝ					
3. ስለ አምባሳደር ጨርቃጨርቅ እና ንግድ ስራ ኃላ. የተ. የግ. ማህበር ምርቶችን ለመግዛት ሃሳብ አለኝ					
4. የኩባንያውን ምርቶች እና አቅርቦት አገልግሎት በጣም እወደዋለሁ ስለ አቀራረባቸው ንድፍ ስራ እና ሌሎች ተያያዥ አገልግሎቶችን ለመጠቀም እፈልጋለሁ					
5. የድርጅቱ ምርት የወደድኩት ለእድሜና ለጥራቱ እንጂ ለተወዳዳሪነት አይደለም					
6. የድርጅቱን ምርት ከሁሉም የምመርጥበት ምክንያት በሙሉ ልብ ስለ አቅርቦት እንዲሁ ስትራቴጂውን እየመራ ስለሚገኝ እና ግንባር ቀደም በመሆኑ ነው					
7. ድርጅቱ ተመጣጣኝ በሆነ ዋና ስለሚያቀርብ አሁን ምን ድጋሚ የድርጅቱን ምርት እገዛለሁ					
8. ድርጅቱ ዘመናዊ ፋሽን ያለው ምቹ ምርቶችን ለምርቶቻችን ስለሚያቀርብ በሌሎች ምስል ድርጅቶች ምርቶች አጋራለሁ።					
9. ድርጅቱ በራሱ ዘላቂነት እና ወጥነት ለምርት ትኩረት ሰጥቶ የሚንቀሳቀስ በመሆኑ በድርጅቱ ምርት እድገት ስራው ስጥ አስተዋጽኦ አለኝ					
10. የድርጅቱን ምርት ከድርጅቱ ምርት ጋር በተያያዘ ስለተዋወቅኩኝ የድርጅቱን ምርት እገዛለሁ ለሌሎች ምመረጃውን አጋራለሁ					
11. ድርጅቱ በራሱ ለራሱ አቋም እና ማስታወቂያ ስራዎች ቁርጠኝነት እና ታላማንነት ስላለው እኔም ለድርጅቱ ምርት ታማኝነት አለኝ።					

እና መሰግናለን?

APPENDIX II

ST.MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MARKETING MANAGEMENT

QUESTIONNAIRE FOR CUSTOMERS

Dear respondent

The purpose of this study is to assess the effect of positioning on customer loyalty at Ambassador Garment and trading PLC and to find out problems related to the subject matter under the research topic and also to have practical knowledge related to the topic.

As this study is meant only for academic purpose, the provided information from your honor will be kept confidential. I, therefore, kindly beg you to fill this questionnaire honestly and accurately. The correct information you provide, determines the acceptable quality of the study that is its reliability.

I would like to express my great gratitude in advance for your willingness for sparing your time to provide the prompt responses in filling these academic use questionnaires.

N.B: 1) These questions are to be answered by sales outlets customers of Ambassador Garment and trading PLC in Addis Ababa.

2) No need to write your name on the questions paper.

3) Please put "X" or "√" mark inside the box to your response

4) If there is any question please contact the researcher through the following address MelakuGetachew Tel. 0910 09-58-88, E-mail:- melagetachew0910@gmail.com

PART I: - General Profile of Respondents.

1. Sex a) Male b) Female

2. Age a) 18-25 b) 26-35 c) 36 - 45 d) 46-55 e) above 55

3. Educational Status

a) Elementary b) High School c) Certificate d) College Diploma e) 1st Degree f) Masters Degree g) others specify.....

4. What kind of products does the company produces.

a) Men's suits b) bags c) Belt d)all

5. Are you customer of Ambassador Garment and trading PLC?

a) Yes b) No

6. How long have you been customer for Ambassador Garment and trading PLC.

a) Less than 2 years b) 2-6 years c) 7-10 years d) above 10 years

7. How often have you purchased products from Ambassador Garment and trading PLC when it compared with competitors?

a) Regularly b) Sometimes c) Rarely

8. How do you categorize Ambassador Garment and trading PLC?

a) The Lowest Price b) The best product c) The best solution or service d) None of them

Part II: - Positioning relevance related questions

Statement from Survey	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1) Ambassador Garment and trading PLC products are designed & offered based on my demand.					
2) The company products are identified in accordance with my best way of preference.					
3) The product's benefits offered by the company match my desire.					
4) I care about the company's product differentiation claims.					
5) The products values or benefits proposed by the company are important in my purchase decision making.					

Part III: - Positioning Differentiation related questions

Statement from survey	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1) Ambassador Garment and trading PLC products are different & unique from competitors exist in the suit industry.					
2) I believe the company is known for a certain "something" leading figure in our country suit industry.					
3) I think competitors are not-able to make the product feature claims as Ambassador Garment and					

trading PLC					
4) I Know special thing about the company's product.					
5) The company differentiation is pre-emptive than competitors.					

Part III: - Positioning Delivery related questions

Statement from Survey	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1) Ambassador Garment and trading PLC delivers its products as promised with consistence product & customer service.					
2) The company actually delivers the proven quality & durability it claims					
3) The company delivers the articulated value of having competitive price.					
4) The company has consistency communication & performance uses					
5) The company's features claims are supported by the products it offers, the price affixed to it, the distribution it chooses & the promotion media it uses.					

Part IV: - Positioning communication related questions

Statement from Survey	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1) Ambassador Garment and trading PLC products are clearly & definitively communicated to the customer.					
2) I believe the value of the company's product features are articulated & appreciated well.					
3) I know the merits of owning the company's products.					
4) The company communication makes me to know the levels, category & types of its products.					
5) The company's communications help me to have updated information & knowledge about the company's product					

Part V: - Customer perception on existing positioning.

Statement from Survey	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1) I have positive attitude & aspiration towards Ambassador Garment and trading PLC products.					
2) I am committed to re-buy Ambassador Garment and trading PLC products based on its product relevance.					
3) I intended to purchase Ambassador Garment and trading PLC products because it produce its products based on my desired demand					
4) I love the company's products because the designed feature, style & benefits are favorable to use it.					
5) I intended to buy the product because of its durability & quality than competitors.					
6) The reason why I prefer to buy the company's products is because it has the leading figure & more experience in suitindustry.					
7) I re-buy the company's product due to the company offer competitive price.					
8) I recommend the company's product to others because of keeping its promise to deliver fashionable & comfortable products					
9) I have involvement in the company products progress for the company also has consistence communication with its core product					
10) I buy & recommend the company's products because I know & experience the company's communication.					
11) I am loyal to the company's products for the company also loyal to its claims, advertising & positioning.					

Thank You!!!

APPENDIX III

ST.MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MARKETING MANAGEMENT

Interview questionnaires for Marketing Manager of Ambassador Garment and trading PLC.

1. How does Ambassador Garment and trading PLC want to be perceived by the customer?
2. How much does the organization benefit from the customer perception analysis and marketing research; for what purpose does the company utilize this information and what marketing opportunities does your company get from it?
3. How do you cope up with the dynamic nature of the environment?
4. What is your company unique or distinctive feature or benefit related to your competitor and what are your competitive advantages?
5. Does the company actually deliver the promised product accordance with?
6. Do you think that the organization communicate its key product value & benefit to its customers?