Factors Affecting Customer Based Brand Equity of Locally Produced Shoes Products-the Case of Kangaroo Shoes

Hailemelekot Tekesteberhan[*]
Private Sector Expert, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), P.O.Box: 54746, Addis Ababa, Ethiopia
and
Zemenu Aynadis
Assistant Professor, St. Mary's University, P.O.Box 1211, Addis Ababa, Ethiopia.

Abstract

The main objective of the study is to measure the determinants of the customer-based brand equity of Kangaroo Shoes, which is operating in Addis Ababa. The study is conducted based on Aaker's four-dimension customer-based brand equity model (brand awareness, brand associations, perceived quality and brand loyalty). An explanatory research design is applied in the research process. Primary data was collected from the customers of Kangaroo Shoe Factory using questionnaire; and to address the ultimate sample elements, convenience sampling technique is used. The collected data was analyzed using correlation analysis and multiple linear regressions. The result of the correlation analysis signifies that brand awareness, brand associations, perceived quality and brand loyalty have significant positive relationship with brand equity. The multiple linear regression analysis stipulated that brand awareness, brand associations, perceived quality and brand loyalty have significant positive impact to the brand equity of Kangaroo Shoes. However, the result revealed variations among the determinants in their level of influence to the brand equity. Accordingly, brand loyalty was found to have the strongest significant positive influence on the brand equity followed by perceived quality. Brand awareness and brand associations were also witnessed to have a statistically significant positive influence but quite in a lesser extent. This implied that Kangaroo Shoe Factory need to give due emphasis to brand loyalty and perceived quality in its endeavor to build strong brand equity and excel from the competition.

Keywords*: customer-based brand equity, brand equity, brand awareness, brand associations, perceived quality, brand loyalty*

[*] Corresponding author and can be reached through hailemt@gmail.com

1. Introduction

1.1 Background of the Study

The world is changing radically in a fastest speed with the advancement of technologies, the revolution in information technology and the increasing rate of globalization. The changing realities in the world exhibit an ever-informed consumer base demanding higher quality products and services with customization and intense competition among local and foreign business firms leading to higher promotion costs, loss of customers and dwindling profit margins (Keller, 2013). Companies are responding to the changes implementing various techniques: shifting from functional teams to essential process, focusing on long term and profitable customers, launching electronic commerce to reach more customers, outsourcing different activities of the firm and emphasizing on building a strong brand image (Kotler & Keller, 2012).

As the world is becoming more competitive and dynamic, consumers have lots of choices with limited time to go around and make purchase decisions that calls for the need to build strong brands (Wheeler, 2013). Having a strong brand provides information about the source and quality of the product that enable customers and companies distinguish from other similar products in the market (Aaker, 1991). Moreover, building a strong brand facilitates purchasing decision making, reduces risk and maintains expectation of customers (Kotler and Keller, 2012).

In today's complex world where companies are in stiff competition to advance their market share, the concept of brand equity is becoming a key marketing instrument to navigate through the business environment (Lee and Leh, 2011). According to Keller (20132), Brand equity is an effect of the marketing of products or services due to its brand that may not happen if that same product or service did not bear that brand name.

Brand equity provides three essential functions: acts as a magnet to attract new customers to the firm, uses as a reminder to customers about the organizations products and services and serves as customer's emotional tie to the company (Lemon, Rust and Zeitham, 2001). Brand equity is instrumental in influencing consumer preference and purchase intensions, profits and dividends, long-lasting competitive advantages and consumers' willingness to pay premium prices (Lee and Leh, 2011). In a bid to attract and retain demanding customers with a variety of options in the market, brand equity has been given due emphasis (Keller, 1993). Further, Keller (2013) argued that brand equity influences consumers through creating brand knowhow and shape their responses accordingly differentiating from those that may not use the brand name. As cited by Keller (2013), the American Marketing Association (2012) elaborated brand equity within the context of customers relying on the perspectives of customers linking to the beneficial characteristics of a brand and the positive outcome through its utilization.

Aaker (1991) emphasized that brand equity is the value a brand creates to the customer outlining five elements of assets: brand awareness, brand associations, perceived quality, brand loyalty and other proprietary assets. Brand strength and brand value are the major components of consumer-focused brand equity of which the former refers to the brand associations held by customers and the latter the gains that result as brand strength is gaining momentum to maximize current and future profits (Lassar, Mittal and Sharma, 1995).

Taking in to consideration the constant changes in the business world that offers lots of choices to customers, the concept of brand equity focuses on creating strong brands, satisfying the demands of customers, and enable businesses standout in the competition (Yoo and Donthu, 2001; Chowudhury, 2012). According to Fayrene and Lee (2011), brand equity is principally studied in two major perspectives: customer-based brand equity (CBBE) and financial-based brand equity. While customer-based brand equity focuses on measuring the customers' response to a given brand the financial-based brand equity attributes to the asset value of a brand (Keller, 1993). This study aims to identify the factors that affect brand equity in locally produced shoes products hence contributes to build their brand focusing on the major elements.

1.2 Statement of the Problem

The leather and footwear industry has a huge market potential in Ethiopia but faced with enormous challenges (Gezahegn, Daniel and Amare, 2014; Girum and Schaefer, 2013). The World Bank (2006) report indicated that the manufacturing sector and more specifically the leather and footwear industry in Ethiopia had suffered from quality and market problems that resulted in mismatch with customers' expectations. Footwear factories in Ethiopia faced critical problems of low productivity and weak relationship with customers' (Embassy of Japan, 2008). Despite the huge potential in the local market, the local shoes manufacturers failed to attract new customers and keep existing ones lacking proper customer engagement, desired comfort, esthetic value and durability (Mengestu, Gebremeskel and Hadush, 2013).

Lack of proper market-led strategy, less attention to consumers' preference of style and quality, and inconsistent customer relationship channels characterized the footwear sector in Ethiopia (Gezahegn et al., 2014; Mulugeta, 2016). Consumer's confidence in purchasing locally manufactured footwear brands were low due to lack of product innovation, comfort, product design and product prestige (Yibeltal, 2018).The local footwear companies in Ethiopia were weak in creating reliable customer and supplier relationship linkages, improving manufacturing schemes, positioning in the marketplace through creating lasting impression on consumers and applying continuous product innovation to meet customers' expectations (Yibeltal, 2018).

Consumers in Ethiopia preferred to buy imported footwear products over the locally produced ones as the former had strong brand image associated with consumers such as superior design and quality, aesthetic value, comfort and durability highlighting the need to give due attention to the preferences of customers and add values to the footwear products for the latter (Mengestu et al., 2013). Kotler & Keller (2012) elaborated that it was inevitable for companies to provide customers with a pleasant experience with their products and services to build the anticipated brand knowledge. Strong brand equity leads to positive brand perception of the product, brand loyalty, less susceptibility to competition and, higher revenue.

This study was focused on the manufacturing sector, the footwear industry in Ethiopia with particular emphasis in Kangaroo Shoe Factory. The company has been one of the major producers and suppliers of shoes in Ethiopia since 1990. The company had undergone major expansion to reach more customers and satisfy their needs. However, according to internal reports of Kangaroo Shoe Factory, the company didn't have an established customer engagement mechanism that enabled it to gather proper feedback about its brand, identify the needs and demands of customers and respond accordingly.

The company had informal internal assessments that indicated low level of brand positioning of its products. There were indications that customers buy

Kangaroo Shoe brand products incidentally without putting it as their primary choice. Though the company produced a range of products taking in to consideration the current market need, customers perceived its products as a preference for adults given its former brand products that used to be popular with in that customer base. The company had a weak mechanism of segmenting customers and didn't position itself in the market as per the needs of customers. The company believed that its brands couldn't get the proper market positioning in the market hence affected its competitiveness. There was also a shared understanding in the company that it lagged behind in meeting customers' expectations taking in to account the availability of alternative products and subsequent competition in the market. Overall, the company didn't have a reliable assessment of the knowledge of customers about its brand, the value the brand creates with the customers and its brand positioning in the market.

In tandem with this, this study attempted to measure the customer-based brand equity of locally produced shoe products with a focus on Kangaroo Shoe Factory.

1.3 Research Questions

As highlighted in the research problem, this study attempted to answer the following questions:

- Is there a relationship between brand awareness and brand equity of Kangaroo Shoes?
- How do brand associations affect brand equity of Kangaroo Shoes?
- Is there a relationship between perceived quality and brand equity of Kangaroo Shoes?
- How does brand loyalty relate to the brand equity of Kangaroo Shoes?

1.4 Objectives of the Study

1.4.1 General objective
The general objective of this study was to measure the determinants of the customer-based brand equity of Kangaroo Shoes.

1.4.2 Specific objectives
- To examine the impact of brand awareness on brand equity.
- To evaluate the impact of brand associations on brand equity.
- To assess the impact of perceived quality on brand equity.
- To investigate the impact brand loyalty on brand equity.

1.5 Hypothesis
To answer the research questions and the objectives set, the following hypothesis was set based on the literatures reviewed on customer-based brand equity:

- $H_0 1$: Brand awareness may not have a significant positive effect on brand equity.
- $H_0 2$: Brand associations may not have a significant positive effect on brand equity.
- $H_0 3$: Perceived quality may not have a significant positive effect on brand equity
- $H_0 4$: Brand loyalty may not have a significant positive effect on brand equity

2. Review of Related Literature
There are various definitions and perspectives of brand equity. There is no clear cut and agreeable definition of brand equity among the scholars and practitioners in the area (Fayrene & Lee, 2011; Park and Srinivasan, 1994; Yoo & Donthu, 2001). According to Aaker (1991, p.26), brand equity is "a set of

brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and or that firm's customers." Brand equity is the consumer's perception of the overall superiority of a product carrying that brand name when compared to other brands and it includes five intuitive dimension of brand equity: performance, social image, value, trustworthiness and attachment (Lassar et al., 1995). Kotler and Keller (2012) put in perspective brand equity as the added value endowed to a product and services in which it is reflected in how consumers think, feel, and act with respect to the brand, as well as the prices, market share, and profitability that the brand commands for the firm.

The most comprehensive and widely accepted definition of brand equity was that of Aaker's (Srivastava and Shocker, 1991). Aaker (1991, p.15) defined brand equity as "a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers." Aaker (1991) further elaborated the major categories that impact the values of a brand that are name awareness, brand associations, perceived quality, brand loyalty and other proprietary brand assets highlighting their influences vary as per the situations on the ground.

Customer-based brand equity is considered the driving force of increased market share and profitability of the brand and is based on the market's perceptions. Customer based brand equity helps to understand the dimensions of brand equity, then investing to grow this intangible asset raises competitive barriers and drives brand wealth (Yoo and Donthu, 2000).

Aaker (1991) elucidated brand equity as a multidimensional concept which consists of brand awareness, brand association, perceived quality, brand loyalty, and other propriety assets. He further explained each element that brand awareness has to do with the ability of a potential buyer to identify a brand among a product category. Brand association related with anything that is connected in a consumer's memory of a brand. Perceived quality deals with the consumer's perception of the brands total quality or superiority. Brand loyalty focuses on the level of devotion a consumer has to a brand and the other proprietary brand asset deals with patents and trademarks.

Keller (1993, p. 8) defined customer-based brand equity as "the differential effect of brand knowledge on consumer response to the marketing of the brand." Accordingly, marketers should take a broad view of marketing activity for a brand and recognize the various effects it has on knowledge and how changes in brand knowledge influence the outcome of the organizational output such as sells.

As there are various definitions of brand equity considering the perspectives, approaches and outcomes, there also different models of brand equity in the literature. In this study, it focuses on Aaker's (1991) and Keller's (1993) brand equity models. Further, the study delves more in studying the widely used customer-based brand equity model of Aaker (1991).

One of the most cited and applied brand equity model is that of Aaker's (1991) brand equity model. Aaker (1991) initially developed five brand equity determinants or dimensions that are crucial to build strong brands which are brand awareness, brand association, perceived quality, brand loyalty and other proprietary assets such as trademarks. However, as the concept of brand equity has been gaining momentum overtime and more and more scholars base their thesis on Aaker's model, they refined it more and argued that the "other propriety assets" element tend to measure brand equity from the perspective of the firm rather than that of the customer as it focuses on the value of trademarks and patents (Park and Srinivasan, 1994; Yoo & Donthu, 2001). And the first four dimensions are widely used to measure brand equity from the perspective of the customers (Barwise, 1993; Yoo & Donthu, 2001). Aaker's (1991) brand equity models are briefly highlighted below:

Brand awareness: Aaker (1991) stated brand awareness as the ability of a potential buyer to distinguish or memorize that a brand is a member of a certain product category. Brand awareness plays an important role in consumer decision-making by influencing which brands enter the consideration set, which of these brands are used as common sense, and the perception of quality (Macdonald and Sharp, 2000). While making purchase decisions the decision-making process the consumer retrieves, from long-term memory, those products and brands of which they are aware.

Brand associations: is the most accepted aspect of brand equity (Aaker, 1991). Associations represent the basis for purchase decision and for brand loyalty (Aaker,1993). Brand associations consist of all brand-related thoughts, feelings, perceptions, images, experiences, beliefs, attitudes and is anything linked in memory to a brand (Kotler and Keller, 2012). Brand association is the core asset for building strong brand equity.

Perceived quality: refers to one of the core dimensions of customers-based brand equity as it relates to the willingness to pay a price premium, brand choice and brand purchase intention (Aaker, 1991). Perceived quality is the customer's judgment about a product's overall excellence or superiority that is different from objective quality (Aaker, 1991; Zeithaml 1988, pp. 3 and 4). Objective quality refers to the technical, measurable and verifiable nature of products/services, processes and quality controls. High objective quality does not necessarily contribute to brand equity and its impossible for consumers to make complete and correct judgments of the objective quality, they use quality attributes that they associate with quality (Zeithaml 1988,). Perceived quality is thus formed to judge the overall quality of a product/service.

Brand loyalty: Aaker (1991, p.39) defines brand loyalty as “the attachment that a customer has to a brand”. Yoo and Donthu (2001) viewed brand loyalty as the tendency to be loyal to a brand and this can be exhibited by the intention of the consumer to buy the brand as a foremost choice. Oliver (1999) defines of brand loyalty as a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.

Other proprietary brand assets: denoted patents, trademarks and channel relationships which can make a company competitive in the market place. A trademark will protect brand equity from competitors who might want to offer similar or substitute products with highly related symbol or package. A patent can serve us a protective instrument for a company to keep its brands strong and remain intact in the purchase decisions of customers (Aaker, 1991).

Keller (1993) asserted that the most defining aspect in the process of brand equity for marketers is that making sure that individual customers have the knowledge about the intended product or service. Hence, studying brand equity from the perspective of customers has of paramount value as the financial value of the company highly depend on the preference of customers to that particular brand. Though, Keller (1993) shared the view of Aaker (1991) about the importance of brand equity looking it at the customer’s perspective, Keller (1993); Keller (2013) preferred to explain brand equity in two dimensions: brand awareness and brand image. He also stated that brand knowledge played a key role that expanded customers' ability to have more information about brand awareness and brand image.

Keller (1993) further elaborated that customer-based brand equity occurs only when customers have a high level of awareness with the brand and hold some strong, unique and favorable brand associations in memory. Keller (1993) also viewed brand image as stakeholder's perceptions of and preferences for a brand that can be measured by the various types of brand associations held in memory.

Various researchers have developed different models of measuring brand equity and more specifically customer-based brand equity. However, the dominant models in measuring customer-based brand equity are the ones developed by Aaker (1991) and Keller (1993). Measuring customer-based brand equity implies how marketing programs of the brand creates a differential outcome in brand knowledge of the customers outlining three elements to build it, which are "differential effect", "brand knowledge", and "consumer response to marketing" (Keller, 1993). Keller (1993) further elaborated that there are two approaches in measuring customer-based brand equity: an indirect and a direct approach. The former approach tries to distinguish potential sources such as equity, whereas the latter approach focuses on consumer responses to different elements of the firm's marketing program. The importance of studying customer-based brand equity and developing its measures is that brand perceptions provide the precise positioning of the brand in the marketplace. Kim and Kim (2004) argued that robust and positive customer-based brand equity has a substantial effect on the value of the firms from the financial perspective.

Aaker (1991) one of the most cited and applied model in measuring customer-based brand equity describes brand equity as a multidimensional concept with the following elements: brand awareness, brand loyalty, perceived quality, brand association, and other proprietary brand assets. However, consumer-based brand equity is best to be measured applying the four elements: brand awareness, brand association, brand loyalty, perceived quality (Washburn and Plank, 2002; Yoo, Donthu & Lee, 2000). Washburn and Plank (2002) further elaborated that the element of "other proprietary brand assets" wouldn't be fit to measure consumer-based brand equity as it dwells upon in measuring brand equity from the financial perspective.

Hence, this study deploys Aaker's customer-based brand equity measurement as it is the mostly widely used and applied using the four dimensions that are brand awareness, brand association, perceived quality and brand loyalty (Washburn and Plank, 2002; Yoo, Donthu& Lee, 2000).

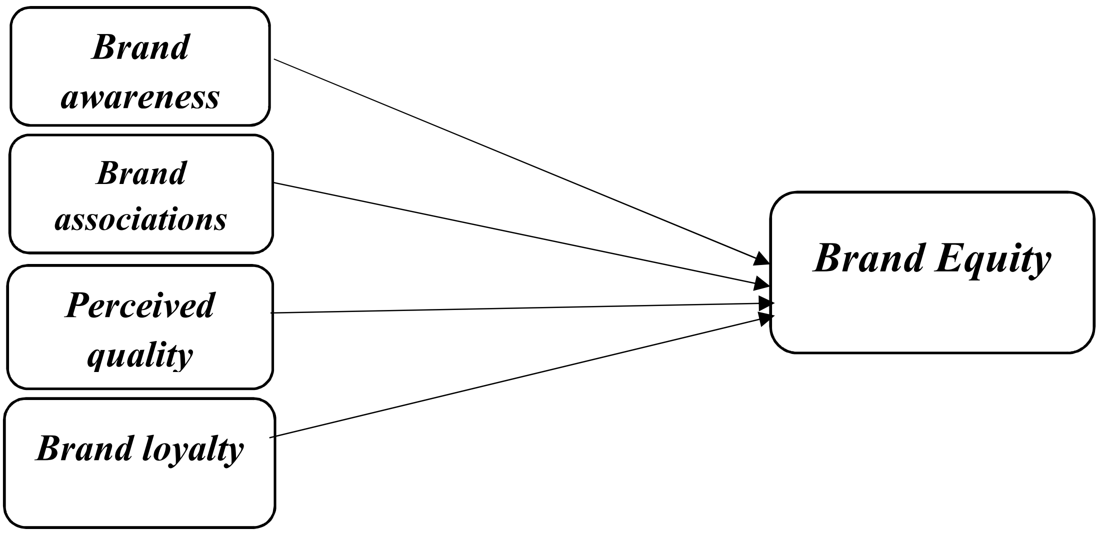

Figure 1: Conceptual framework of the study

Source: Aaker (1991) and Yoo and Donthu (2001)

3. Research Methodology

3.1 Research Approach

Research approach is mainly devising the strategies and the methods deployed to conduct a study that takes in to account the complex stages of formulating wide-ranging assumptions and comprehensive and thorough approaches of data collection, analysis and interpretation (Creswell, 2014). As this study deployed numeric data that enabled to answer the research questions and the objectives set, it followed quantitative research approach. Moreover, the study used a systematic collection of data and utilization of statistical models for analysis and interpretation that aligned with its objectives.

3.2 Research Design

Research design is the overall plan of a research dealing with research questions aligned with its purpose that results in descriptive, explanatory or exploratory type of research (Saunders, Lewis & Thornhill, 1997). Descriptive research describes the characteristics and/or behavior of a population that is being studied. Explanatory research emphasizes on establishing casual relationships between variables. Explanatory research is also taken as an extension of descriptive research in such a way that the study tries to answer why or how the situation under study is happening. While exploratory research is conducted when the subject matter under study is relatively new and attempts to seek better understanding of the existing problem.

In light of the research questions formulated and the objectives set, the purpose of this research is to measure the customer-based brand equity of Kangaroo Shoe Factory products. Hence, the research design used in this study is explanatory type. It deployed explanatory research as it dealt with the casual relationships that exist between customer-based brand equity determinants (brand awareness, brad association, perceived quality and brand loyalty) and brand equity.

3.3 Target Population, Sampling Technique and Sample size

The target populations for this study were customers of Kangaroo Shoe Factory in Addis Ababa. The organization had 10 outlet stores in Addis Ababa. Thus, Sampling was drawn from the retail outlet stores of the organization in Addis Ababa. To avoid bias and ensure representativeness of the sample, equal chance is provided to all the ten stores. Hence, to identify the respondents from each store, the study deployed convenience sampling of which the participants were selected in order of their appearance in the stores as per their convenient accessibility (Kothari, 2004). In determining sample size of the customers, since the total number of the population for this study would be large, the following formula is used (Cochran, 1963):

$$n = \frac{z^2pq}{e^2}$$

Where:

n= sample size

z= the standardized value

p= level of variability

q=1-p=level of homogeneity

e= the level of precision

Hence, applying the formula, the sample size with 95% confidence interval, .5 variance and confidence interval of +/-5% was set to be 385 respondents.

$$n = \frac{(1.96)^2 * 0.5 * 0.5}{(0.05)^2} = 385$$

3.4 Types of Data and Instruments of Data Collection

To achieve the objectives of this research primary source of data is utilized. Primary data was collected from customers of Kangaroo Shoe Factory through administering structured questionnaire. The questionnaire was adopted and customized for this study based on the multi-dimensional scale that measured customer-based brand equity of Yoo and Donthu (2001) as it is the most widely used and often accepted measure (Lee and Leh, 2011; Washburn and Plank, 2002). Hence, brand equity is conceptualized in accordance with Aaker's (1991) model of which the descriptions of the dimensions and the constructs are brand awareness, brand associations, perceived quality and brand loyalty which areconsidered as independent variables and overall brand equity as dependent variable.

3.4.1 Procedures of Data Collection

Since the target population of this study was customers of Kangaroo Shoe Factory, taking in to consideration their diverse social and economic background, the questionnaire was translated in to the local language, Amharic in a legally certified translation office with sufficient knowledge in the area. This was mainly done to enable respondents understand the concept and provide their true feelings. To ensure the quality of data collected, data collectors were hired, trained and strictly supervised while administering the questionnaires. The data was collected in a guided self-administered face to face interview throughout the ten outlet stores of the company.

3.5 Methods of Data Analysis

The data collected via questionnaires was analyzed with descriptive statistics using statistical package for social sciences (SPSS). Descriptive statistical tools such as frequencies and percentages were used in the data analysis to summarize the demographic characteristic of respondents and to describe and interpret the demographic information of the respondents. In addition, the study deployed correlation analysis and multiple regression analysis to examine the relationships that exist between variables of the study which were of the independent variables: brand awareness, brand loyalty, perceived quality and brand associations against the overall brand equity and test the hypothesis set.

4. Results and Discussion

The purpose of this study was to measure the determinants of customer-based brand equity with a focus on Kangaroo Shoes. The study adopted and deployed standardized structured questionnaire to collect data developed based on Aaker’s (1991) four brand equity models: brand awareness, brand associations, perceived quality and brand loyalty (Barwise, 1993; Yoo and Donthu, 2001; Washburn and Plunk, 2002). The demographic profiles of the respondents were analyzed and presented using descriptive statistics such as frequency, percentage and mean. The main part of the analysis that helped to achieve the objectives and test the hypothesis set were analyzed and presented using different inferential statistics such as Spearman correlation coefficient and multiple regression.

4.1 Correlation Analysis

To achieve the research objectives, this study deployed correlation analysis. Correlation analysis helped to show the existence of relationship, the direction of relationship as well as the strength of relationship between the dimensions of customer-based brand equity (brand awareness, brand associations, perceived quality and brand loyalty) and overall brand equity of Kangaroo Shoe brands in Addis Ababa. In interpreting the correlation analysis, this study applied the correlation classification adopted from Field (2005) to indicate the level of relationships between variables. Hence, Field (2005) outlined correlation coefficient (r) in the following manner: a correlation of 0.1-0.29 rated weak, a correlation of 0.3-0.49 considered moderate and, a correlation of more than 0.5 could be taken as strong. Based on this, all the four customer-based brand equity dimensions and the overall brand equity dimension were incorporated in the correlation analysis. Moreover, the analysis was made on bivariate, a two-tailed statistical significance at the level of 95% significance at, $p<0.01$. The table below outlined the correlation analysis of each customer-based brand equity dimensions and the overall brand equity dimensions:

Table 2: Spearman Correlation Analysis of Kangaroo Shoe brand customer-based Equity Determinants

Variables	Brand awareness	Brand associations	Perceived quality	Brand loyalty	Overall brand equity
Brand awareness	1				
Brand associations	.566**	1			
	.000				
Perceived quality	.465**	.716**	1		
	.000	.000			
Brand loyalty	.470**	.645**	.754**	1	
	.000	.000	.000		
Overall brand equity	.396**	.575**	.641**	.808**	1
	.000	.000	.000	.000	

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

Source: own survey (2019)

The above table elucidated the four customer-based brand equity determinants (brand awareness, brand associations, perceived quality and brand loyalty) were positively correlated with the brand equity with values in a range of 0.396 to 0.808 of which all the constructs were significant at $p<0.01$ level. The correlation matrix pointed out that there was a moderate positive significant relationship between brand awareness and overall brand equity (r=0.396, p=.000<0.01). Whereas, brand associations, perceived quality and brand loyalty exhibited a strong positive significant relationship with brand equity (r=0.575, p=.000<0.01; r=0.641, p=.000<0.01 and r=0.808, p=.000<0.01 respectively).

Moreover, it can be noted from the correlation matrix that the strongest positive significant relationships were shown between brand loyalty and overall brand equity and perceived quality and overall brand equity (r=0.808, p=.000<0.01 and r=0.641, p=.000<0.01) respectively. Overall, the correlation results denoted a statistically significant positive relationship between the customer-based brand equity determinants and the overall brand equity dimension.

4.2 Regression Analysis

To investigate the effect of the factors that shape the customer-based brand equity of Kangaroo Shoe brand with in the eyes of customers, this study used multiple linear regression. The essence of multiple linear regressions was that it helped to assess the coefficient of the linear equation, involving one or more independent variables that best predict the value of the dependent variables. Generally, this study used overall brand equity as dependent variable whereas the other four customer-based brand equity dimensions (brand awareness, brand associations, perceived quality and brand loyalty) were used as independent variables. The regression model summary result revealed that customer-based brand equity dimensions (independent variables) explained 65.5% of the variation in brand equity (dependent variables). This result asserted the existence of other variables (unexplained by 34.5%) which were not included in the model but have impact on the overall brand equity of Kangaroo Shoes brand in the study area.

Table 3: Estimation Results of Multiple Regression Analysis

Variables	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
Constant	.635	.642		5.735^{***}
Brand awareness	.179	.078	.108	2.285^{**}
Brand association	.062	.023	.106	2.674^{***}
Perceived quality	.211	.057	.209	3.711^{***}
Brand loyalty	.826	.059	.737	8.693^{***}

Dependent Variable: Overall brand equity; $^{***}p<0.01$, and $^{**}p<0.05$

Source: own survey (2019)

The above table depicted that the result of the regression analysis of all the four independent variables which are brand awareness, brand associations, perceived quality and brand loyalty with the dependent variable (brand equity) predicted a positive contribution to customer-based brand equity. Standardized Beta coefficient is applied to measure the strength of each predictor variable that influenced the dependent variable. Moreover, it deploys significance level to identify the contributions of the independent variables towards the dependent variable.

Accordingly, the outcome of the regression analysis stipulated that the contributions of each of the determinants of customer-based brand equity varied to the overall customer-based brand equity of Kangaroo Shoe products. Thus, among the four dimensions of customer-based brand equity, brand loyalty contributed the highest with a beta value of 0.737. Whereas, perceived quality and brand awareness took second and third in their contribution with beta values of 0.209 and 0.108 respectively. According to this study, brand associations contributed positively to the overall brand equity but compared with the other determinants, it was the lowest with a beta value of 0.106.

Moreover, all the customer-based brand equity determinants were proved statistically significant. Accordingly, brand loyalty and perceived quality were statically significant ($p=0.000<0.05$) and brand associations and brand awareness were also statically significant ($p=0.008<0.05$ and $0.023<0.05$) respectively. The beta values and the significance result of the regression analysis of the customer-based brand equity determinants signified the positive effect of the brand equity dimensions on the overall brand equity of Kangaroo Shoe brand. Overall, the regression analysis results illustrated variations on the customer-based brand equity determinants contributions towards the customer-based brand equity of Kangaroo Shoe brand.

As illustrated in the regression analysis result, among the four customer-based brand equity determinants, brand loyalty was proved to be the most positive contributor variable to the overall brand equity of Kangaroo Shoe brand (β value of 0.737 and $p=0.000<0.05$). Perceived quality came in a second position contributing positively and statistically significant to the overall brand equity of Kangaroo Shoe brand (β value of 0.209 and $p=0.000<0.05$).Whereas, brand awareness and brand associations contributed the least positively compared with the other two dimensions but statistically significant (β value of 0.108 and $p=0.000<0.023$ and β value of 0.106 and $p=0.000<0.008$) respectively. Thus, from the above analysis, it could be deduced that brand loyalty and perceived quality contributed the most and affecting positively the customer-based brand equity of Kangaroo Shoe brand. In addition to this, brand awareness and brand associations also contributed to the customer-based brand equity of Kangaroo Shoe positively but in a lesser degree.

4.3 Validation of the Proposed Hypothesis

Table 4: Hypothesis testing as per the multiple regression analysis result

Hypothesis	Result
$H_0$1: Brand awareness may not have a significant positive impact on brand equity.	H_0 rejected
$H_0$2: Brand associations may not have a significant positive impact on brand equity.	H_0 rejected
$H_0$3: Perceived quality may not have a significant positive impact on brand equity.	H_0 rejected
$H_0$4: Brand loyalty may not have a significant positive impact on brand equity.	H_0 rejected

Source: own survey (2019)

As depicted in the table, all the customer-based band equity determinants (brand loyalty, perceived quality, brand awareness and brand associations) were proved to have a significant positive contribution to the customer-based brand equity of Kangaroo shoe brand. This signified that all the hypothesis set were rejected and found out in line with the theoretical assumptions and empirical evidences. However, the regression results stipulated variations on the degree of the contributions of each variable that suggested Kangaroo Shoe might need to prioritize among the variables that contributed the most while devising its branding strategy.

According to the findings of the correlation analysis, all the brand equity determinants (brand awareness, brand associations, perceived quality and brand loyalty) had a positive and significant relationship with customer-based brand equity. Among the four customer-based brand equity determinants, brand loyalty had shown the strongest positive significant correlation with brand equity (r=0.808, p=.000<0.0). This was in line with the arguments of Aaker (1991) that stated brand loyalty is the core component of brand equity determinants that make customers attached to a certain product.

Delving in to the results of the regression analysis, it was found out that all the four customer-based brand equity determinants (brand loyalty, perceived quality, brand awareness and brand associations) contributed positively and statistically significant to brand equity of Kangaroo Shoe. However, their contributions vary across variables. Accordingly, among the four customer-based brand equity dimensions, brand loyalty contributed the most followed by perceived quality to brand equity. From this, it can be deduced that brand loyalty was the most contributing factor that have a positive significant contribution to brand equity. This result was consistent with the views of Aaker (1991) that stated brand loyalty is the core component of brand equity that makes customers attached to a certain products or service. Moreover, the result was also aligned with the works of Abad (2012) and Tesfaye (2017) who found out that brand loyalty showed a strong significant positive impact on customer-based brand equity in the financial sector and the selected television channels in Addis Ababa. Perceived quality was also a major contributing factor that have a strong positive significance to the brand equity of Kangaroo Shoes. This finding was in line with the work of Tesfaye (2017) that stipulated perceived quality affected significantly the brand equity of television channels. Moreover, brand associations and brand awareness had a positive significant contribution to the customer-based brand equity of Kangaroo Shoes, yet their contributions were quite lesser compared with brand loyalty and perceived quality. This result was consistent with the works of Abad (2012) and Bezawit (2014) that showed the same result in the financial sector and the Ethiopian Airlines in their attempt to study the brand equity determinants.

5. **Conclusion** and **Recommendations**

This study indicated that brand loyalty, perceived quality, brand associations and brand awareness contributed positively and significantly to the customer-based brand equity of Kangaroo Shoe. However, there witnessed variations among the variables. Accordingly, brand loyalty was the most positively contributing and statistically significant factor to the customer-based equity of Kangaroo Shoe followed by perceived quality. Moreover, brand awareness and brand associations were also contributing positively and statically significant but in a lesser extent compared with brand loyalty and perceived quality. Overall, it can be deduced from the results that brand loyalty contributed the most and affect customer's perception in shaping the brand equity of Kangaroo Shoes. Also, perceived quality followed brand loyalty in contributing to the brand equity of Kangaroo Shoes.

- Kangaroo Shoe Factory need to focus on building brand loyalty and perceived quality, the determinants that affect the most its brand equity, while devising its branding strategy.
- The company has to introduce loyalty reward packages or programs that encourage current customers to buy its products repetitively and decrease the number of possible switchers as it might increase the switching cost from that of competitors.
- Kangaroo Shoe Factory need to identify its target customers and work on its market positioning segmenting customers in different ways such as income level, age level, gender and other mechanisms to nurture its brand awareness and brand associations.

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