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Two Perspectives Study of the 4Ps of Brand Leadership for two African Brands: Effect of Employee Customer Oriented Behaviours and Brand Admiration

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UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG



TWO-PERSPECTIVES STUDY OF 4Ps OF BRAND LEADERSHIP FOR TWO AFRICAN BRANDS: EFFECTS OF EMPLOYEE CUSTOMER-ORIENTED BEHAVIOURS AND BRAND ADMIRATION

A Thesis Submitted

by

Nkiru Juliet Olumide-Ojo

In fulfilment of the requirements of the degree of DOCTOR OF PHILOSOPHY (PhD) in MARKETING at the **School of Business Sciences**

U**NIVERSITY OF THE WITWATERSRAND**

Under the supervision of Prof Helen Inseng Duh

2024

DECLARATION

I, Nkiru Olumide-Ojo declare that the research thesis, titled, **Two Perspectives Study of the 4Ps of Brand Leadership for two African Brands: Effect of Employee Customer Oriented Behaviours and Brand Admiration** submitted in fulfilment of the requirements for the degree of Doctor of Philosophy in Marketing at the University of the Witwatersrand, Johannesburg, is my own original work. I confirm that this thesis has not been submitted before for any other degree in any other institution.



Nkiru Olumide-Ojo

July 2024

DEDICATION

I dedicate this work to Jehovah ELROI, the one who sees me, knows my imitations yet gives me the grace to overcome each one.

Recognising also my parents Steve Omorodion Nwoko (Late) and Grace Ifeyinwa Nwoko who have always believed fiercely in my capabilities.

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I would like to thank my Supervisor - Professor Helen Duh for her consistent professionalism and consideration, for effortlessly and frequently making the switch from a supervisor to an inspirational Coach, you often made me swim in the deep end, and it has been deeply rewarding. Your special gift of not just seeing capabilities in people but encouraging them to live up to all that is exemplary.

This journey wouldn't have been complete without the absolute support of Olumide my Beloved Husband, aka SSO, whose support goes from the cheerer to occasional Editor, Hand holder, and more - thank you Olu, I am forever grateful for you.

My Dearest Big Sister Ebele, ever encouraging, your cheers mean a lot. My Children - 'Gbemileke and Olaolu, studying at the same time as you have been a life's lesson in empathy and respect, judging by how much distractions there are in the world today- thank you.

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ABSTRACT

A Brand leader is viewed in four dimensions of being relatively superior in the marketplace (brand quality), provides relatively high financial value compared to costs (brand value), is relatively open to new ideas and solutions (innovativeness) and has high brand awareness, preference and consumption (popularity). Being a brand leader brings a myriad of both financial and non-financial benefits, such as customer and employee brand admiration, profitability, and market share. Dangote and DSTV are consistently ranked as two of the top admired and brand leaders in Africa, but research is yet to be conducted as to the varied determinants of the brand admiration and leadership. Considering that African brand leaders are diverse in terms of the person and people behind the brand, segments they serve, the product and services that they offer and the place/country of origin, this study develops and tests these aspects into 4Ps of brand leadership (person, people, product and place).

Guided by the social exchange, social identity, and brand-specific leadership theories, this study integrated ideas from Aaker et al. (2012), Park et al. (2016) [for product factors], and elements of the models of Adehn et al. (2016) [for place factors], Tuan (2012) [for person factors], Löhndorf and Diamantopoulos (2014) [for people factors] and Chiu and Cho (2021) [for the four dimensions of brand leadership] to examine the product, people, person and place (4Ps) factors impacting brand admiration and resultant brand leadership of Dangote and DSTV brands. An integrated conceptual model was developed that was to be tested in two perspectives. The person factors (brand specific transactional and transformational leadership) and the people factors (employee-brand fit, employee brand knowledge, employee brand belief, employee brand congruent behaviour, perceived organizational support and organisational identification) were hypothesised to first impact employee customer-oriented behaviour before influencing the four dimensions of brand leadership through brand admiration. The product factors (enabling, enticing and enriching benefits, warmth and competence) and place factors (product and service availability, basic country image, product-country image, category-country image) were hypothesised to impact brand admiration and in turn influence the four dimensions of brand leadership.

A positivism philosophy with quantitative methods was used for data collection and analyses and to test the employee and customer models. After assessing and confirming measurement model for reliability and validity, a partial least square structural equation modelling (PLS-SEM) with SMART-PLS V4 was used to test the models and hypotheses considering the multi-variate nature of the relationships. The results showed that for Dangote employees, only perceived organisational support (people factor) significantly impacted employee customer-oriented behaviour. Because of low Dangote employee sample size (i.e., 143), most of the relationships were not significant. For DSTV, and with a higher employee sample size (i.e., 169), four people factors (i.e., employee-brand fit, employee brand knowledge, employee brand belief, and perceived organizational support) and one person factor (i.e., transactional leadership) significantly impacted employee customer-oriented behaviour). Additionally, and for only DSTV employees, brand admiration significantly impacted all four dimensions of brand leadership. In

terms of Dangote customers, brand admiration was influenced by only functional product factors of brand competence and enabling factors and place factors of product and services availability and product country image. Dangote customers brand admiration significantly impacted all four dimensions of brand leadership. For DSTV customers the 4Ps that significantly influenced admiration were person factors (customer appreciation of brand-specific transactional leadership); people factors (customer appreciation of employee customer-oriented behaviour); product factors (brand warmth, enabling and enriching benefits) and place factors (product and service availability, basic country image, and category-country image). DSTV customers brand admiration also significantly impacted all four dimensions of brand leadership of brand quality, value, popularity and innovativeness. Multigroup analyses conducted should that there were some significant differences in how some 4Ps factors impacted brand leadership though brand admiration from customers perspective and not employee perspective. The customer perspective model of Dangote explained 73% of changes in brand admiration, 23.8 % of brand innovativeness, 23.1% of brand popularity, 42.9% of brand quality and 12.2% of brand value. Conversely, the customer perspective model of DSTV explained 88.1% of brand admiration, 62.5% of brand innovativeness, 31.4 % brand popularity, 48.8% of brand quality and 45.4% of brand value. The explanatory powers of the employee models were weak probably because of the low sample size and the many constructs deleted from further analyses.

This study makes theoretical and practical contributions. Theoretically it makes interdisciplinary contributions into the fields of brand management, human resource management and consumer behaviour. It develops the first 4Ps of brand leadership by demonstrating the pathway through which brand leadership can be gained from employee and customer perspectives and through employee customer-oriented behaviour and brand admiration. The 4Ps and the integrated models can be used to identify determinants of brand admiration and leadership for other leading brands in Africa, emerging economies and developed countries. Practically the managers of leading brands can get insights into important people, person, product and place factors that can drive brand admiration and leadership. For example, and for employee perspective, it was found that perceived organizational support is important for both Dangote and DSTV if employee customer-oriented behaviour (ECOB) is to be achieved. ECOB is a good determinant of customer brand admiration and resultant brand leadership, especially shown in the case of DSTV. In the customer perspective, enabling benefit and product and services availability which are all functional product and place factors are common and important factors if brand admiration and resultant brand leadership are to be achieved.

Keywords: Brand leadership, Brand Admiration, Brand Enabling Factors, Brand Enriching Factors, Brand warmth, Transactional Leadership, Transformational Leadership, 4PS of brand leadership (i.e., product, place, person and people)

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CHAPTER 1: INTRODUCTION

1.1 BACKGROUND OVERVIEW

Brand leadership is a critical component of successful business strategy, as it not only shapes consumer perceptions and preferences but also drives long-term competitive advantage. According to (Chiu & Cho 2021), a leading brand is comparatively better in the market (quality), offers a high financial value relative to expenses (value), is comparatively receptive to new concepts and solutions (innovativeness), and is comparatively well-liked in terms of consumption and brand awareness (popularity).

One of the primary advantages of brand leadership is its ability to create differentiation and sustainable competitive advantage. By cultivating a distinct and compelling brand identity, companies can effectively distinguish their offerings from competitors, allowing them to communicate unique value propositions that resonate with consumers and ultimately sway purchasing decisions in their favour (Cui, Esch & Phelan, 2024). Cui et al. (2024) contend that leading brands such as Nike and Apple are so differentiated that consumers do not think of competitors when they encounter the brands, but the innovativeness, characteristics and benefits of the brands. This is particularly important in highly competitive markets, where brands serve as powerful signals that can reduce information asymmetry and help consumers navigate the decision-making process (, Cui et al., 2024).

The importance of brand leadership extends beyond mere differentiation, as it also plays a crucial role in fostering customer loyalty, brand love, and long-term profitability (Junaid et al. 2024). Numerous studies (see e.g., Keller, 2020; Chiu & Cho, 2021; Junaid et al., 2024) have shown that strong, well-managed brands can lead to decreased marketing and operating costs, positive word-of-mouth, price premiums, and increased customer retention and repurchase rates. The emotional connections that consumers develop with powerful brands serve as a barrier to entry for competitors, as customers are less likely to switch to alternative offerings (Cui et al., 2024). Moreover, brand leadership enjoys brand equity, likeability, all of which can have a direct impact on a firm's financial performance (Narteh, 2018).

Chang and Ko (2014) and Chiu and Cho (2021) conceptualise brand leadership into four categories of brand value, quality, innovativeness, and popularity. The perception of the four brand leadership dimensions according to Chiu and Cho (2021) influences consumers' brand decision making. For competing ecommerce brands, they found that Chinese consumers' satisfactions are driven by all four dimensions. The brand value and popularity dimensions further impacted repurchase intentions, which are desired outcomes for online business (Chiu & Cho, 2021). While Chang and Ko (2014) see brand leadership of being characterised by the dimensions of brand quality, value, innovativeness and popularity, Kumar and Jayasimba (2019) assert that brand leadership is gained from the processes, structures and strategies utilised by organisations in marketing their products or services. According to Park, MacInnis and Eisingerich (2016), brand admiration is the force behind brand leadership.

1.1.2 Examples of Global Brand Leaders Based on Brand Value, Processes, Strength, and Leaders behind the Brand

The Apple brand was 2024 global brand leader from its diversification strategy and brand value of US$517 doubling from 2021 figures of US$ 263.4 billion. It was followed by Microsoft (US$ 340.2 billion) and Google (US$ 333.4 billion) (Brand Finance, 2024). Tesla was 2021 brand leader in terms of technological innovations with a brand value of US$ 32.00 billion and growth rate of 158% (Brand Finance, 2021). In terms of brand leadership based in processes and customer-oriented strategies, Zara led as a research-worthy brand in terms of innovative manufacturing processes by the Wharton School of Business and the Harvard Business School (Yide, 2021). Brand leadership is also judged from the relative brand strength, which Brand Finance (2021) evaluates to emanate from the marketing investments into the brand, staff and customers' perceptions and satisfaction, stakeholder equity and corporate leadership and reputation. For example, the first six strongest brands according to Brand Finance (2021) are Wechat with a brand strength index (BSI) of 95.4 over 100, Ferrari (93.9 over 100), Sber (92.0 over 100), Coca Cola (91.7 over 100), Jio (91.7 over 100) and Deloitte (91.0 over 100) (Brand Finance, 2021). Even though Apple is the number 1 most valuable brand and Amazon number 2 most valuable brand in terms of financial brand value, they are ranked number 19 and 8 respectively in terms of brand strength (Haigh, 2021). Thus, while brand value makes the finance

people happy, brand strength motivates employees, generates brand advocacy, attracts customers and builds brand loyalty and equity (Haigh, 2021; Kumar et al., 2024; Ligaraba et al., 2024).

For sustainable brand leadership and brand value, Haigh (2021) recommends the building of brand strength, which is generated from the perspectives of all stakeholders including customers, employees and the person behind the brand. Brand Finance (2021) identifies the person behind the brand as brand guardianship. The 2021 Brand Guardianship Index (BGI) revealed that the top six global brand guardians are Ajay Banga of MasterCard with a BGI of 72.2, Jensen Huang of Nvidia (72.1), Reed Hastings of Netflix (69.6), Yong Zhang of Alibaba (69.2) and Rajesh Gopinathan of Tata Consultancy Services (68.9). These leaders have put their brands amongst the top 500 global brand leaders with attributes such as commitment to technological innovations (e.g., Ajay Banga), reputation (e.g., Joanne Crevoiserat of Tapestry, Julie Spellman of Accenture), fame and familiarity (e.g., Mark Zuckerberg of Facebook, Jeff Bezos of Amazon, Tim Cook of Apple, Elon Musk of Tesla).

1.1.3 Brand Leaders in Africa and the Determining Factors

After losing US$ 5.5 billion in brand value in 2021, African brands failed to feature in the global top 500 most valuable brands. Regionally however, MTN was ranked the 2021 number 1 top 150 African brand with a brand value of US$ 2.7 billion. Vodacom was the 2nd most valuable African brand with a brand value of US$ 1.7 billion, followed by First National Bank (US$ 1.33 billion), then Old Mutual (US$ 1.28 billion) and Standard Bank (US$ 1.26 billion). Mostly South African and Nigerian brands dominated the brand value ranking. About 81 South African brands featured in the top 150 African brands capturing 73% of the total brand value of African brands, while 17 Nigerian brands featured in the top 150 African brands capturing 6% of the total brand value. The top 3 Nigerian brands were '33 Export' with a brand value of US$ 292 million, followed by Zenith Bank (US$275 million) and then Dangote in the 3rd place with brand value of US$ 263 million (Brand Finance, 2021). In terms of brand strength, the strongest African brand in 2021 was Capitec with BSI of 89.2, followed by First National Bank with BSI of 87.5, then Black Label (86.7), Vodacom (86.4) and MTN (83.6) (Brand Finance, 2021). The combination of economic clout, regional expansion, and cultural influence allows South African and Nigerian brands to maintain a competitive edge, helping them dominate brand rankings in Africa

In Africa, brands are also ranked and lead by how much they are admired. Oluwole (2021) of Business Insider Africa reports that the three most admired African brands are Dangote in the 1st position, MTN in 2nd position and DSTV in 3rd position. The admiration stems from the person (e.g., CEO) and people behind the brands (Oluwole, 2021). For example, Cottan-Nir and Lehman-Wilzig (2022) assert that the CEO brand equity measured from salient CEO awareness, a strong, favourable and unique CEO image, internationalisation of CEO brand values and CEO creation of competitive advantage can significantly shape stakeholders' perception of a company's brand, strengthening it and contributing to brand value and performance.

Organisational leaders like CEOs influence attitudes and employees' brand-building behaviour (BBB) and brand success (Minbashrazgah, Garbollagh & Varmaghani, 2021). Minbashrazgah et al. (2021) assess that brand-specific transformative leadership which causes positive changes in employees and brand-specific transactional leadership which caters for employees' needs and causes social exchanges all lead to employees' brand citizenship behaviours, BBB, retention, brand participation and resultant employee-based brand equity (EBBE). Measuring the people and persons behind a brand in terms of expert and attractive influencers, Trivedi and Sama (2020) suggest that they lead to positive brand attitude and brand admiration which constitutes brand trust, love and respect. Brand admiration can in turn lead to brand popularity, success and leadership (Trivedi & Sama, 2020).

Also viewing brand admiration as a strong driver of brand leadership, Park, MacInnis and Eisingerich's (2016) brand admiration management system or model proposes that brand admiration is earned from product/brand perspective. The perspective is in terms of three Es (enabling benefits, enticing benefits, and enriching benefits) that consumers gain from a brand (Park et al., 2016). The three Es mimic Park, Jaworski and MacInnis' (1986) functional, experiential and symbolic benefits that brands provide or the functional, self-expression, entertainment, and interpersonal connection benefits that Richins (1994) suggest is received by consumers from brands. Cho and Hwang (2020) view the benefits as cognitive, sensory and affective associations/image that a brand has. According to Aaker, Garbinsky and Vohs (2012), it is a brand's warmth and competence that leads to brand admiration and then purchase intentions.

Like Trivedi and Sama (2020), Aker et al. (2012) see brand admiration as a mediator before popularity and purchase behaviour are achieved. While Aaker et al. (2012), Trivedi and Sama (2020) and Park et al. (2016) see brand admiration as emanating from the person, people and product benefits, Sulhaini, Sagir and Sulaimiah (2020) suggest that it is the place of origin that creates brand admiration. Measuring brand admiration in terms of brand love, Cho and Hwang (2020) suggest that perceived place of brand origin leads to brand love.

When brands are admired because of the image they have created from the value they provide stakeholders including their communities, Ahmad et al. (2021) assert that consumers tend to become the brand ambassadors and advocates. With these, consumers develop brand preference, brand love and loyalty, the willingness to pay a premium price and to reject competitors' brands (Cho & Hwang, 2020; Ahmad et al., 2021). All these places the brand as a leader through created customer-based brand equity (Cho & Hwang, 2020; Keller, 2020). Various models (e.g., models of Park et al., 2016; Aaker et al., 2012) and theories (e.g., social identity and exchange theories as viewed by Löhndorf & Diamantopoulos, 2014) suggest and support these relationships, but how they interplay to explain brand leadership needs examination.

The problem statement is long because it provides managerial and theoretical perspectives of the study. However, it has been slightly reduced and made for smarter read

1.2 PROBLEM STATEMENT

Three African brands (i.e., Dangote**,** MTN and DSTV) continue to be admired and are consumers' brand leader choices in the Sub-Saharan African region for 2021 until 2024 (African Business, 2021, Kibuacha, 2024). These African brand leaders are diverse in terms of the person and people behind the brand, segments they serve, the product and services that they offer and the place/country of origin (Kibuacha, 2024). These constitute 4Ps (person, people, product and place) of brand leadership as is the case of the 4Ps encapsulating the marketing offering for success. Although isolated studies have been done to examine some of these key four areas that may propel brand leadership, an integrated explanation of brand leadership and especially in its conceptualization as a four-dimension construct (i.e., brand quality, value, popularity and innovativeness) is needed. Specifically managers may need to know the pathway by which the

4Ps explain the brand admiration and resultant brand leadership of the top African brands. Among the three top consistently admired and leading African brands, this study focuses only on Dangote and DSTV to examine the extent of impact of 4Ps of brand leadership because the researcher can be able to collect data from these two companies.

Brand leadership studies have predominantly focused on developing measurement scales, testing the dimensions that make up the constituent of brand leadership in various contexts and examining the extent to which the dimensions (Chang & Ko, 2014; Chiu & Cho, 2021) lead to consumer decision-making and generate benefits. Some of the identified benefits are customer satisfaction and repurchase intentions (Chiu & Cho, 2021), word-of-mouth recommendation intention (Chang, Ko & Leite, 2016), employee perception of brand value and employee-based brand equity (Lee et al., 2019). According to Aaker (2014) and Beck, Harmeling, Bhagwat and Henderson (2016), leading brands are more desired, command greater negotiating and lobbying powers, set industry standards and lead to brand performances such as purchase behaviours and willingness to pay a premium price. Beck et al. (2016) reports that brand leadership confers to brand owners' benefits beyond market share.

Despite the benefits of brand leadership and Aaker's (2014) and Beck et al.'s (2016) concerns of the difficulty of building a leading brand in the current highly competitive and sensitive market environment, studies on varied determinants of brand leadership are very limited. Convinced that brand strength and leadership lead to sustainable global branding, Ray and Sharma (2021) contend that a framework behind brand strength and leadership requires the integration of theories from various discipline in addition to models of brand equity in which brand leadership is part of (Aaker, 2014). An integrative framework or model is particularly important because the typical or commonly used Aaker's (1996) brand equity model is product and customer-based, lacking place (brand origin), people (employees) and the person (leader) factors behind the brand. Anholt's (2005, p. 118) view of a branding theory is that of flexibility that reconciles organizational needs and marketplace forces with human capital in ways that the "brand strategy embraces creativity and human resources with administration and finance, economics and place politics". The place politics in branding is unsurprising, considering that brands from some countries, cities and regions as Anholt (2005, p. 118–119) asserts, "certainly do affect the views,

decisions and behaviours of friends, enemies, allies, visitors, investors and consumers". According to Cho and Hwang (2020), the degree to which cognitive, sensory and affective brand associations impact brand love, which they also consider as brand admiration, depends on the moderating effect of perceived place of brand origin.

Trivedi and Sama (2020) report that brand leaders like Nike, Disney, Apple and Google are admired by customers and enjoy high brand equity. They suggest that brand admiration is an important measure or indicator of good customer-brand relationship. However, the varied factors behind the customer-brand relationship building, brand admiration and how brand leadership is ultimately built need examination. Some researchers suggest that the brand admiration emanates from customers' love of the place of origin (Cho & Hwang, 2020; Andehn, Nordin & Nilsson, 2016). While Park et al. (2016) assert that brand admiration stems from three Es (enabling benefits, enticing benefits and enriching benefits) enjoyed from products/services, Aaker, Garhinsky and Vohs (2012) found that brand admiration is from product/service brand warmth and competence. Human resources, in terms of internal brand management, administrative and leadership styles have also been found to be impacting all that concerns employee customer-oriented behaviours (Lohndorf & Diamantopoulos, 2014). For example, while Tuan (2012) found that transactional and transformational leadership styles do impact brand equity, which is a direct indicator of brand leadership (Trivedi & Sama, 2020), Lohndorf and Diamantopoulos (2014) propose that it is employee brand-fit, brand knowledge, belief in the brand and overall perceived organisational support and identification that lead to employee customer-oriented behaviours and the brand equity and leadership that follows. Brand equity and leadership reflects the strength of how much consumers admire the brand (Park et al., 2016). To capture these series of effects before brand leadership is achieved, the integration of models from varied discipline areas is needed.

1.3 OBJECTIVES OF THE STUDY

The main objective of this study is to adopt from three theories (i.e., social exchange, social identity and brand-specific theories), integrate ideas from Aaker et al. (2012), Park et al. (2016) [Product factors], and components of the models of Adehn et al. (2016) [Place factors], Chiang et al. (2020) and Tuan (2012) [Person factors], Löhndorf and Diamantopoulos (2014) [People

factors], and Chiu and Cho (2021) [for four brand leadership dimensions] to examine the product, people, person and place (4Ps) factors impacting employee customer-oriented behaviour, brand admiration and resultant brand leadership of Dangote and DSTV brands. Specifically, the study strives to achieve the following objectives:

1. To examine the extent to which person factors (brand-specific transactional and transformational leadership) impact employee-customer-oriented behaviour.
2. To assess the impact of people factors (employee-brand fit, employee brand knowledge, employee brand belief, employee brand congruent behaviour, perceived organizational support and organisational identification) on employee customer-oriented behaviour.
3. To determine the influence of product factors (enabling, enticing and enriching benefits, warmth and competence) on brand admiration.
4. To examine how much place factors (product and service availability, basic country image, product-country image, category-country image) impact on brand admiration.
5. To assess the extent to which customers' appreciation of brand-specific transformative and transactional leadership impact customer brand admiration.
6. To examine the extent to which customers' appreciation of employee customer-oriented behaviour impact brand admiration
7. To examine the relationship between brand admiration and the four dimensions of brand leadership.
8. To assess whether there are significant differences in the 4Ps that impact brand admiration and resultant brand leadership through a multi-group analysis

1.4 RESEARCH QUESTIONS

Based on the objectives of the study, the main research question is: To what extent do product, place, person and people factors (4Ps) influence brand leadership through the effects of employee customer-oriented behaviour and customer brand admiration? Specifically, the following research questions were formulated to guide the study:

1. To what extent do person factors influence employee-customer-oriented behaviour?

2. What are the impacts of people factors on employee-customer-oriented behaviour?
3. To what extent do product factors influence customer brand admiration?
4. To what extent do place factors impact on customer brand admiration?
5. To what extent does customers' appreciation of brand-specific transformative and transactional leadership impact customer brand admiration?
6. How much does customers appreciation of employee customer-oriented behaviour impact brand admiration?
7. To what extent does brand admiration impact the four dimensions of brand leadership?
8. Are there significant differences in how the 4Ps impact brand leadership through brand admiration between DSTV and Dangote?

1.5 THEORETICAL FOUNDATIONS, BRIEF LITERATURE REVIEW, CONCEPTUAL MODELS, AND HYPOTHESES DEVELOPMENT

This section looks at the theoretical foundation that forms the basis of this study. Three theories underpin and guide this study. They are the social exchange, social identity, and brand specific theories.

1.5.1 Social Exchange Theory

The social exchange theory is credited to the American sociologists Homans (1910–1989). The theory looks at economic relationships—the cost-benefit analysis which occurs when each party has goods that the other parties value. Cost-benefit analysis also plays a major role in the social exchange process, whereby customers either respond/reciprocate to the treatment they get from a company, or employees respond favourably to customers depending on the treatment they get from their organisations. The employee favourably response to customers is referred to employee customer-orientation (Kim & Jang, 2023). Relating the social exchange theory to brand leadership in marketing, Löhndorf and Diamantopoulos (2014) state that the belongingness to a community (social identity), and information or knowledge exchange (social exchange) can both drive positive employer-branding outcomes. Pertinent works of Löhndorf and Diamantopoulos (2014) and Baumgarth and Schmidt (2010) further confirm the effects of internal branding

practices on employee brand knowledge, brand belief, brand identification, brand loyalty, trust and their brand-supporting behaviour. Internal branding supports employees' behaviour in line with the brand when supported and they identify with the organization, they happily interact with customers, to create and maintain a consistent brand image and be customer-oriented behaviour. Such behaviour is likely to be highly motivated by the strength of bonds that exist between the members of the employee group, their shared identity and relationship with the customers (Kim & Jang, 2023).

1.5.2 Social Identity Theory

This theory was originally formulated by social psychologists Henri Tajfel and John Turner in the 1970s and the 1980s (Turner & Reynolds, 2010). Social identity theory hinges on the identification of social category and social identity as a basis of defining a group and evaluates its intragroup similarities and intergroup differences. As much as employees want to feel a sense of belonging as a member of a collective such as an organization and its brand, they and even customers want to also feel that the characteristics, identity, and values of the organizational brand aligns with theirs (Näppä, Styvén, & Foster, 2023). Social identity theory has also been applied in leadership whereby employees and customers' identification and appreciation of leadership styles propel them to organizational identification, positive attitudes and behaviours (Archad et al., 2022) For example, Sayyadi (2021) and Archad et al. (2022) report that effective transactional, empowering, and transformational leadership styles attract and satisfies followers (internal employees and external admirers), impact employee customer-oriented behaviours and consequently, customers' needs are met and satisfied.

1.5.3 Brand-Specific Leadership Theory

This theory posits that CEOs, who practice charismatic leadership, have indirect effects on financial performance (Finklestein et al., 2009). This indirect effect suggests that the financial performance of an organisation is the result of CEO effectiveness in improving commitment among employees and attracting admiration from the public, including customers (Tuan 2012; Sayyadi, 2021). For example, Tuan (2012) found that transformational leadership has a direct impact on customer brand equity, and transactional leadership entices employees to engage in corporate social responsibility, which in turn attracts customer brand equity.

Charismatic/transformational leadership has positive effects on organisational members, (Finklestein et al., 2009), while brand-specific leadership styles, especially transformational leadership style motivates followers to act favourable to the corporate brand lead to positive brand-related behaviours among employees and customers (Chiang et al., 2020).

1.6 UNDERPINNING MODELS, THIS STUDY'S CONCEPTUAL MODEL AND HYPOTHESES DEVELOPMENT

In addition to the theories discussed above, elements of five models, and ideas from Aaker et al. (2012) and Park et al. (2016) are integrated to develop this study's conceptual model and hypotheses. The four models are Adehn et al.'s (2016), Tuan's (2012), Löhndorf and Diamantopoulos' (2014), Chiang et al.'s (2020) and Chiu and Cho's (2021) models.

1.6.1 People Factors and Employee Customer-Oriented Behaviour

Guided by the social identity and social exchange theories, Löhndorf and Diamantopoulos (2014) developed a model on how to use internal branding to turn employees into brand champions and to ultimately develop customer-orientated behaviour. Their model proposes that brand-specific outcomes of internal branding (i.e., employee-brand fit, employee brand knowledge, employee brand belief, employee brand congruent behaviour), work-specific outcomes (i.e., perceived organizational support) and employee psychological state (organisational identification) all lead to employee customer-oriented behaviour. The employee customer-oriented behaviour especially developed from a good brand positioning and reputation, leads to brand admiration from both employee and customer perspectives (Isaac-Agbetunsin, 2021). When employees have positive attitudes and motivation to work in a reputable organisation, the positive psychology spills over to good customer services, customer satisfaction and further brand admiration (Löhndorf & Diamantopoulos, 2014; Isaac-Agbetunsin, 2021). From these proposed relationships, it can be hypothesized that,

H1: Employee brand fit has a positive effect on employee customer-oriented behaviour

H2: Employee brand knowledge has a positive impact on employee customer-oriented behaviour

H3: Employee brand belief will positively impact employee customer-oriented behaviour

H4: Employee organizational identification has a positive influence on employee customer-oriented behaviour

H5: Employee brand congruent behaviour has a positive effect on employee customer-oriented behaviour

H6: Employee perceived organizational support will positively impact employee customer-oriented behaviour

1.6.2 Person Factors and Employee Customer-Oriented Behaviour

The person at the head of the organization is viewed as having two key leadership styles: transactional and transformative leadership styles (Tuan, 2012, Chiang et al., 2020). Conceptualising ttransactional leadership to be a form of leader-member exchange whereby "one group member modifies the motivation or competencies of others in the group'' and transformative leadership as that with innovativeness, Tuan's (2012, p. 353) model proposes that these two leadership styles will impact brand equity. According to Sayyadi (2021) these two leadership styles, especially transformational leadership attract followers and create brand admiration from internal (employees) and external stakeholders like customers. While Tuan's (2012) model and Sayyadi (2021) suggest that the transactional and transformational leadership styles influence customer equity and brand admiration directly, Chiang, Han and McConville's (2020) model proposes that the leadership, especially brand-specific transformational leadership will first impact employee brand and customer-oriented behaviours before brand admiration and customer-based brand equity are achieved. Thus, the following are hypothesized:

H7: Brand-specific transformational leadership will positively impact employee customer-oriented behaviour

H8: Brand-specific transactional leadership has a positive impact on employee customer-oriented behaviour

H9: Brand-specific transformational leadership will positively impact customer brand admiration

H10: Brand-specific transactional leadership has a positive impact on customer brand admiration.

H11: Employee customer-oriented behaviour will positively impact brand admiration from (a) employee and (b) customer perspectives.

1.6.3 Product/Brand Factors and Brand Admiration

Aakers et al. (2012) studied how brand admiration is cultivated to land a brand in a "golden quadrant", one of which is brand leadership. With the conviction that benefits will accrue for a brand that is perceived as warm and competent, Aaker examined the how much brand warmth and competence jointly contribute to brand admiration. They found that even though brand warmth can be perceived without competence, when competence is achieved there would be a burst of warmth. These both create brand admiration. Brand admiration as Park et al. (2016) found, is generated when the offerings of a brand are perceived as providing benefits, termed as 3Es (entice, enable and enrich). Enticing benefits are those enjoyed when brand offerings are communicated in a way that arouses the sensory and cognitive pleasurable experience with the brand/product before they are even consumed. Park et al. (2016, p. 43) states that the enticing aspect of a brand is an asset as it generates imaginations and feelings of "being gratified, engaged, entertained, upbeat, and warmhearted" with the brand.

Enabling benefit is the functional and practical aspects of the product brand. Consumers here expects that brand to not only solve problems so that they feel "secure, in control, confident, and relieved", they want the problems solved with reasonable psychological energy, time, and money (Park et al., 2016, p.43). If a brand is able to symbolically represent the values and beliefs of consumers in making a better world, then it provides an enriching benefit. Such brands give consumers a sense of belonging and together with the enabling and enticing benefits, brand admiration is achieved (Park et al., 2016; Kang, 2019). The benefits command brand respect, love and general admiration (Cho et al. 2018). Schmidt-Devlin, Özsomer, and Newmeyer (2022) report that local and global brand that provide these benefits to consumers become powerful, admired and leaders. Thus,

H12: Brand competence has a positive impact on customer brand admiration

H13: Brand warmth will positively impact customer brand admiration

H14: The enabling benefits of a brand will positively impact customer brand admiration

H15: The enticing benefits of a brand will have a positive impact on customer brand admiration

H16: The enriching benefits of a brand will positively impact customer brand admiration

1.6.4 Place Factors and Brand Admiration

Adehn et al.'s (2016) model posits that the image of a product/brand country-of-origin (i.e., basic country image) or perceived brand origin as Cho and Hwang (2020) term it, the image that a country can produce the brand/product (i.e., product-country image) and the image that the product category can emanate from a country (i.e., category-country image) can all lead to brand equity. These place factors according to Sulhaini et al. (2020) first create emotions, such as brand admiration. Kang (2019) reported that the brand Monster Energy is a market share leader and admired because of its expanded distribution network and product and services availability; thus,

H17: Brand and services availability positively impact customer brand admiration

H18: Basic country image/perceived brand origin will positively impact customer brand admiration

H19: Product-country image will positively impact customer brand admiration

H20: Category-country image will have positive influence on customer brand admiration

1.6.5 Brand Admiration and Brand Leadership

Park et al. (2016, p.) defines brand admiration as the "degree to which customers have a salient, personal connection with the brand, emanating from their trust in, love of, and respect for the brand". The brand love, trust and respect emanate from many factors including the employees who work with the brand (Lohndorf and Diamantopoulos, 2014), the benefits the brand provides (Park et al., 2016) and the leader behind the brand (Sayyadi, 2021). However, does the admiration translate to brand leadership? Park et al. (2016, p. 4) evaluate brand admiration as able to generate revenue, reduce cost of promotion, facilitate growth, boost employee morale, and protect market share, especially as its retains existing customers and attracts new ones. All these generate revenue and company growth to a point of leadership. Brand leader is also gained from brand admiration because it sustains customer loyalty and advocacy (Kang, 2019). Thus,

H21: Brand admiration will positively influence the (a) quality, (b) value, (c) innovativeness and (d) popularity dimensions of brand leadership

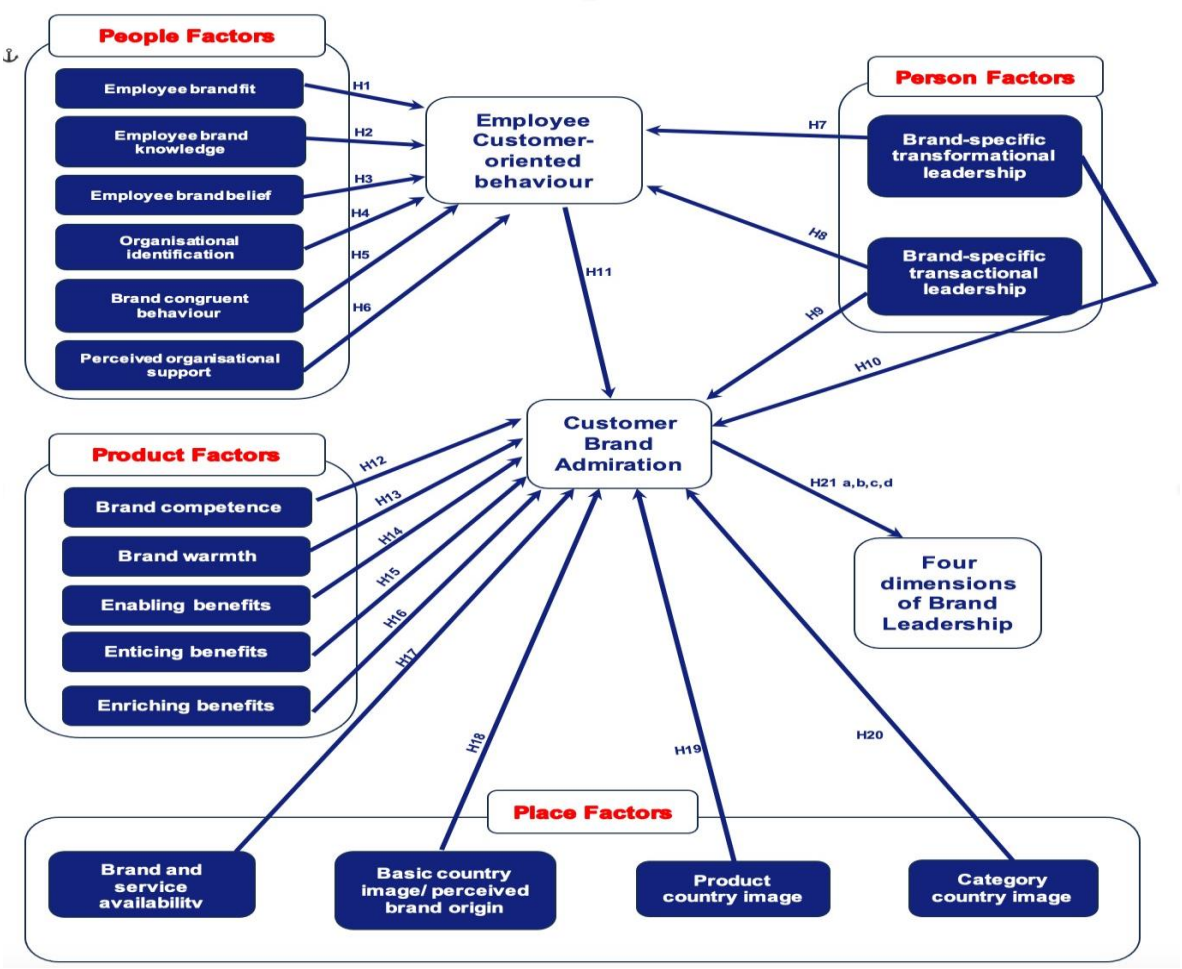
1.7 PROPOSED CONCEPTUAL MODEL OF BRAND LEADERSHIP

The hypotheses formulated were developed into a general conceptual model of brand leadership (Figure 1.2) and specific conceptual models in the employee perspective (Figure 1.3) and customer perspective (Figure 1.4).

1.7.1 Conceptual Model to Test 4Ps of Brand Leadership

The models were tested in two studies. Study 1 (employee perspective examined how much the people and person factors lead to employee customer-oriented behaviour, brand admiration and resultant brand leadership. Study 2 (customer perspective) assessed the impact of customer appreciation of people, person, product and place factors on brand admiration and resultant brand leadership.

Figure 1.1: Conceptual Model to Test 4Ps of Brand Leadership

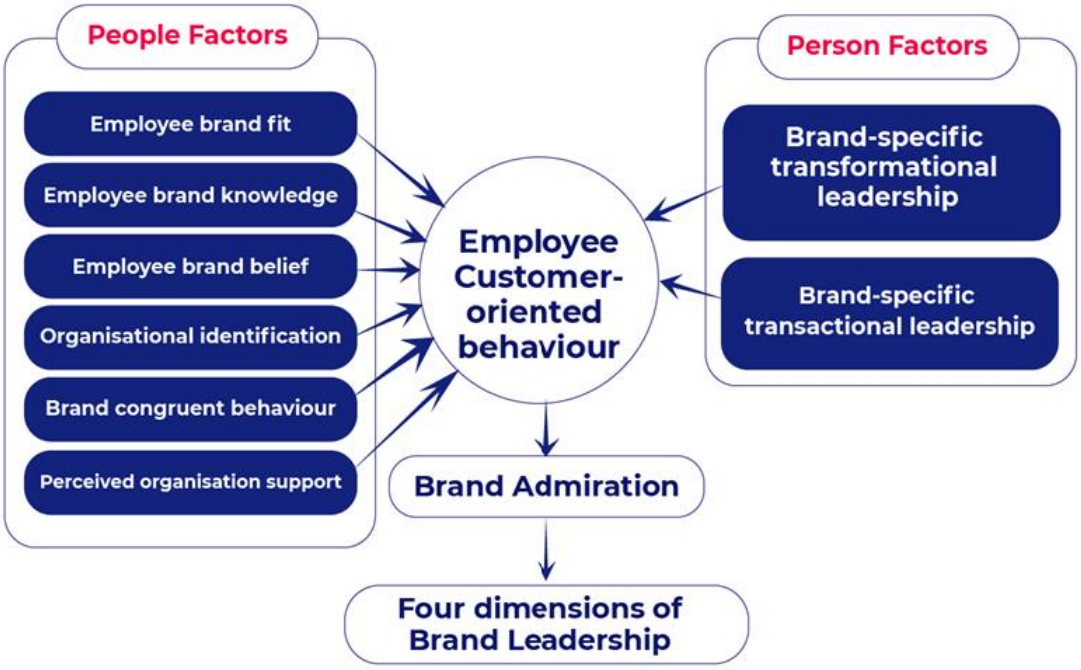


Source: Author

1.7.2 Study 1 Testing the Conceptual Model from an Employee Perspective

The study 1 considers that people and person who are behind a brand are all employees of an organization, whose brand-related behaviours impact on the customers' perceptions of the brand, including its admiration (King & Grace, 2010; Näppä et al., 2023). It also tests how much people (employee-brand fit, employee brand knowledge, employee brand belief, employee brand congruent behaviour, perceived organizational support and organisational identification) and person (brand-specific transformative and transactional leadership) impact on employee customer-oriented behaviour as depicted in Figure 1.2.

Figure 1.2: Study 1 Brand Leadership Drivers from an Employee Perspective



Source: Author

1.7.2 Study 2 Testing the Conceptual Model from a Customer Perspective

Following the assessments of Aaker et al. (2012) and Park et al. (2016), Adehn et al. (2016), Tuan (2012), and Löhndorf and Diamantopoulos (2014) that product, place, person and people factors respectively impact customers' positive perception of a brand to the point of brand admiration, study 2 examined the extent to which customer appreciation of employee customer-

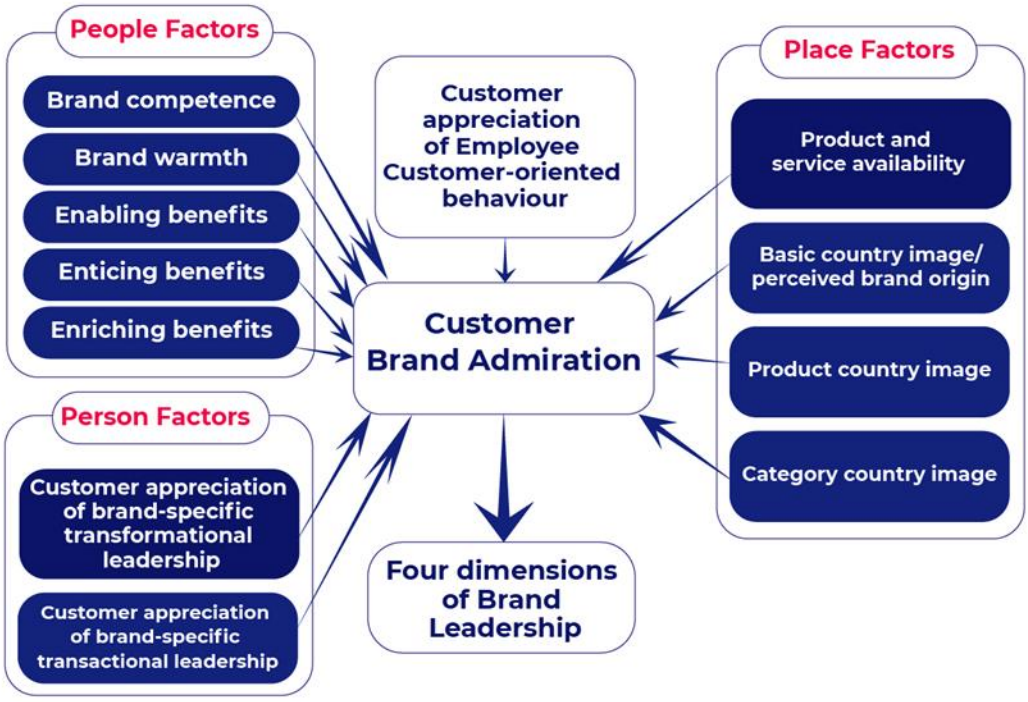
oriented behaviour, the person behind the brand and product and place factors impact brand admiration and resultant brand leadership as depicted in Figure 1.3.

Figure 1.3: Study 2 Brand Leadership Drivers from a Customer Perspective

Testing the Conceptual Model from a Customer Perspective

Following the assessments of Aaker et al. (2012) and Park et al. (2016), Adehn et al. (2016), Tuan (2012), and Löhndorf and Diamantopoulos (2014) that product, place, person and people factors respectively impact customers' positive perception of a brand to the point of brand admiration, study 2 examined the extent to which customer appreciation of employee customer-oriented behaviour, the person behind the brand and product and place factors impact brand admiration and resultant brand leadership as depicted in Figure 1.3.

Figure 1.3: Brand Leadership Drivers from a Customer Perspective



Source: Author

1.8 RESEARCH METHODOLOGY

1.8.1 Research Philosophy and Strategy

A research philosophy "directs the trajectory of scientific discovery and reporting" and outlines the processes of knowledge production through a methodical approach". It also identifies the processes of development of knowledge through a systematic approach (Lim, 2023, p. 9). Saunders (2009) defines research philosophy as a system of beliefs and assumptions about the development of knowledge which a researcher engages in the process of embarking on research. A research philosophy consists of assumptions that shape the formulation of research questions and methodology and is mainly based on positivist and interpretivism philosophies. Positivism is the philosophy of science that information is derived from logical, systematic and measurable treatments, while interpretivists work on the belief that stories and narratives should be exhaustively interpreted for the gaining of deeper insights into a phenomenon (Isaeva et al., 2015).

The positivist research philosophy forms the basis of quantitative research through a deductive research strategy (Imsiri, 2010; Lim, 2023). On the other hand, interpretivist research philosophy uses inductive reasoning to collect and analyse data for the studying of human behaviour using qualitative methods (Best & Kahn, 2006; Lim, 2023). Data analyses here are thematic based. While quantitative research uses structured approach to collect data from fairly large number of respondents, qualitative research uses an unstructured approach with a small number of carefully selected individuals to produce non-quantifiable insights into behaviour, motivations and attitudes (Wilson, 2012).

Considering the nature of the research questions and objectives, a positivist research philosophy was appropriate for this study. Therefore, quantitative research strategies were used, especially as it uses deductive approach, tests and validates theories, models and hypotheses. With a quantitative method, standardised data is collected, statistical analyses are conducted, all of which are important for the confirmation of constructs' reliability and validity (Neuman, 2014; Lim, 2023).

1.8.2 Research Design and Method

Three types of research designs are common: exploratory, descriptive and causal research designs. Exploratory research design provides new insights and ideas into a topic. When the aim of a study is to describe market characteristics or explain a phenomenon, descriptive research design is used. Causal research design tests cause and effect relationships and are conducted through controlled experiments (Neuman, 2014). Considering that this study seeks to explain a phenomenon, which is brand leadership, a descriptive research design was used.

The descriptive design mainly uses survey methods, which can be online or through the paper-and-pencil method using a questionnaire. Surveys are important for getting opinions and studying attitudes of human population towards a subject (Neuman, 2014). For this study, employees, company managers/leaders and customers of Dangote industry and DSTV in Nigeria were surveyed to test the relationships in the conceptual models. Dangote and DSTV as aforementioned are two of the most admired brands in Africa. In addition to the researchers' ability to have access to customers, employees and leaders from Nigeria, the two studied companies are prominent in Nigeria. In cases where the contact and email addresses of the customers, employees and leaders of Dangote and DSTV were accessible, an online (mainly using social media spaces) was used. Paper-and-pencil questionnaire were also used to collect data.

1.8.3 Sampling Design

Considering that a research study is usually constrained by time and money, collecting data from a subset of a general sample population is important. Some steps are used in the sampling design process (Malhotra, 2012). They are the following:

1.8.3.1 Deciding on the Target Population, Sampling Frame and Sampling Unit

To obtain reliable and accurate information or data, the target population which comprises individual members of an overall group that meet some requirements of a study or have characteristics of interest (Malhotra, 2012), must be defined. The target population of this study consist of males and females of ages between 18-60+ in Africa who have worked, managed/led and consumed the services and products of the Dangote and DSTV brands. The sampling frame

was those in Nigeria where Dangote and DSTV are highly admired and prominent. Specifically, the questionnaire was administered to staff and customers of DSTV and Dangote in Nigeria. The sampling unit was those who have worked, managed/led and consumed the products and services of these two companies for at least a year. A screening question was used to get respondents who belong to this planned sample unit.

1.8.3.2 Selection of the Sampling Technique

Researchers have the probability and non-probability techniques to select from. The selection is guided by the research objectives, the time frame available and financial resources. The probability technique uses a random selection method with a respondent having a known chance of being selected. For example, if the target population is 100, every respondent has a 1 in 100 chance of being selected (Malhotra, 2012). However, and appreciating the representativeness of a sample drawn with a probability technique, Asiamah, Mensah and Oteng-Abayie, (2022) worry that in most cases, the actual number of respondents are not known or are anonymous. In this case it becomes impossible to conduct a probability sampling and the option available is the non-probability technique. While the representativeness of the non-probability sampling technique is questionable, it mitigates the time and cost constraints in collecting data. Two common non-probability methods are judgmental and convenience methods. With the judgmental sampling, members of the sample population are purposively selected based on having the attributes or qualities of the respondents that the researcher requires (Asiamah et al., 2022).

The convenience sampling selects any accessible, available and willing respondents from the targeted population to participate in the study. There is also a nested purposive sampling technique whereby a sample is drawn with a convenience sampling but with some relevant criteria that resemble the general population (Asiamah et al., 2022). If the nested purposive sampling is large enough for all statistical analysis methods, Asiamah et al. (2022) consider it to be a representative nested purposive sampling. For this study, a nested purposive non-probability method was used in a way that the sample was selected using criteria that resembles all the workers and customers of Dangote and DSTV in terms of ages, income levels, profession and educational backgrounds. The Dangote industry in Nigeria was studied as a corporate brand with all its product offerings.

1.8.3.3 Sample Size Determination

Sample size determination is often guided by the total number of the sample population, the type of analyses to be conducted or with a rule of thumb (Malhotra, 2012). Even though the total number of workers and customers of DSTV and Dangote are not accurately known, Fox, Hunn and Mathers (2007) suggest that when the population is infinity, an approximately 400 respondents are advisable. When deciding on a sample size based on the analysis method, Siddiqui (2013) suggest that for a structural equation modelling analysis, 400+ respondents for a model with more than fifteen constructs are needed. Considering that two companies were studied, for employees and customers, an estimated 1200 respondents (600 for each company) had to be surveyed. The 600 respondents for each of DSTV and Dangote were to comprise of 200 employees and 400 customers.

1.8.3.4 Data Collection Technique and Instruments

For a descriptive research design, which is appropriate for this study, longitudinal technique is used. Viewed as one-shot study that is commonly used in social sciences studies, cross-sectional data collection technique is used to collect data on constructs in various context but at a particular time period. Longitudinal studies collect data from same sample over a long period (Kumar, 2019). With the time and cost constraints associated with longitudinal studies (Kumar, 2019), a cross-sectional data collection technique was used in this study.

Being a primary data collection, the constructs were measured from previously used scales that have been tested for reliability and validity. For example, the scale to measure the people factors was obtained and adapted from Lohndorf and Diamantopoulos (2014) and that for product factor was adapted from Aaker et al. (2012) and Kang's (2019) studies. The constructs were measured with a 5-point Likert scale as did the previous studies. It was anchored with 1= Strongly disagree and 5 = strongly agree.

1.9 DATA ANALYSIS

The analyses started with descriptive statistics to calculate the construct means and the characteristics of the sample. Construct reliability and validity and the measurement model were then assessed. Validity measures the ability of the instrument to test what it is set out to do while reliability measures the degree of consistency in measuring stated variables (Kumar, 2019). The test of validity was achieved through convergent (factor loadings) and discriminant (correlation matrix) validities. After conducting the measurement model and getting the required model fits, reliability and validity, a structural model was assessed.

Considering the multivariate nature of the study, structural equation modelling (SEM) was used to test the hypotheses and the model. There are two types of SEM: covariance-based SEM (CB-SEM) and Partial-least square SEM (PLS-SEM) (Ringle et al., (2023). While each one has its own merits and demerits and can be used complementarily as suggested by Henseler et al. (2014), this study preferably used the PLS-SEM. According to Hair et al. (2011, p. 144) and as compared to CB-SEM that assesses model structures and confirm theories, PLS-SEM is more appropriate when the research objective is to predict some key constructs or find drivers of a construct (s). PLS-SEM is also more appropriate when large models are tested, and the sample sizes are not very large (Hair et al., 2019). With these merits, the PLS-SEM was used. Multi-group analyses will also be conducted to examine whether there are significant differences in how the studies 4Ps impact brand leadership through brand admiration between DSTV and Dangote.

1.10 SCOPE AND BRIEF ON THE CONTRIBUTIONS OF THE STUDY

The study was to be guided by three theories and used a number of models to examine the pathway through which people, person, product and place impact four dimensions of brand leadership of two top admired brand leaders in Africa. The two brand leaders (i.e., Dangote and DSTV) have been selected from two industry sectors – construction/physical product and telecommunication (services) industry sectors to broaden generalization. Unlike previous studies that have studied brand leadership mainly by examining its dimensions and from single perspectives, (e.g., Chang & Ko, 2014 from consumer perspective and dimension test; Chiu &

Cho, 2021 from place perspective), the scope of this study is enriched by studying drivers of brand leadership from employee, consumer, person, place/regional, and product perspectives.

The study made theoretical contributions by the interconnection of aspects from the brand management, consumer behaviour, human resources and leadership disciplines. It also contributes by employing ideas from the social identity theory of Hogg and Abrams (2001), brand-specific leadership theory by Morhart et al. (2009) and the social exchange theory as viewed by Löhndorf and Diamantopoulos (2014) to develop an integrative model for the examination of diverse drivers of brand leadership. The interdisciplinary nature of the developed and tested integrated model will make practical contribution considering the possibilities of being adaptable to different organisational and market conditions. The integrated model will also provide a better understanding of the brand leadership predictors or drivers beyond consumer perception and brand equity (Safitri, Riyanto & Yuliana, 2020). For example, the African brand leaders can understand their strength as contributed by the person or manager of the brand, the employees, the origin, and products and services offerings. While each of the selected models integrated has its unique benefits, it will not individually provide adequate sources/drivers of brand leadership.

1.11 ETHICAL CONSIDERATIONS

The ethical considerations for this research involve the use of authentic data for generating research findings. For instance, in the case of secondary data to be collected through the literature review, the researcher made sure to avoid plagiarism or illegal representation of the findings of other authors through impersonation. For this purpose, the researcher ensured proper referencing throughout the study where required. Furthermore, the researcher made sure that the data incorporated in the study is authentic and supported through the references as well. In this regard, authentic and official sources were used to select the literature (Newcomer, Hatry and Wholey, 2015).

In the case of the primary data collection, the researcher ensured that the respondents of the interview were made aware of the purpose of the study, what it entailed, and how their responses were used and stored (Horstkötter and de Wert, 2020). This was done through the provision of

consent forms and participant information sheets to all the interview participants selected, and the researcher made sure to answer any queries which may help them in better understanding their role in the research, providing transparency and assuring their security (Doody and Noonan, 2013). The responses were stored in the digital format in the form of interview transcripts, which was only accessible to the researcher. The information provided by the respondents remained confidential and only used in generating the study findings in a generally implementable context. The privacy of the participants was also maintained by keeping their personal information (such as name and/or age) anonymous throughout the study (Ponterotto, 2010).

Conclusion

Brand leadership is a critical component of successful business strategy, as it not only shapes consumer perceptions and preferences but also drives long-term competitive advantage. Ultimately, the above academic evidence above underscores the critical role of brand leadership in driving business success. The next chapter will provide a case study of Dangota and DSVTV brands, specifically providing inisghts into their history, performances and challenges as leading African brands.

CHAPTER 2: HISTORY, PERFORMANCES AND CHALLENGES OF LEADING BRANDS IN AFRICA: CASE STUDY OF DSTV AND DANGOTE

2.1 INTRODUCTION

A leading brand is often associated with success and visibility, as a leading brand has built a strong reputation, customer loyalty, and a substantial market presence (Kim et al., 2019; Lupi, 2020). Leading brands become household names in its industry, and its products or services are known for their quality, reliability, and innovation (Marín-García et al., 2020; Woldemariam, 2022). This chapter reviews literature on the history, performance, and challenges of leading brands globally and in Africa. The review later focuses on two of the top brands in Africa - DSTV and Dangote, especially in the rapidly changing business environment. These service and product brands respectively have established themselves as dominant players in their respective industries and have successfully navigated the African market's distinct challenges and opportunities. Thus, this review sheds light on the strategies and factors that have enabled these brands to succeed and provides valuable insights for other companies looking to establish a strong presence in Africa. The chapter starts with the characteristics of a leading brand, it then provides examples of global and African leading brands, after which it focuses on the two studied brands.

2.2 CHARACTERISTICS OF LEADING BRANDS AND RANKING AGENTS

2.2.1 Agencies Ranking Leading Brands Globally

The concept of a brand is defined holistically as "the visual, verbal and behavioural expression of an organisation's unique business model" (Bickerton, 2003, p.101). It refers to a unique brand that can lead in brand equity and market share. A leading brand in today's business landscape must be also truly global, profitable, visible - having successfully transcended geographic and cultural boundaries, and relatively transparent with financial results. It also must have expanded across the established economic centers of the world and entered the major growth markets (Interbrand, 2022). These metrics are being used to rank leading brands by various global brand valuation agencies.

Some bodies and organizations that provide some form of ranking annually for brands on the global scale and in Africa and based on criteria set by their association panellists are Interbrand (Interbrand, 2022) and Brand Finance (Brand Finance, 2022). The Kantar List, published by the marketing research firm Kantar (Kantar, 2022) and Forbes List (Forbes, 2020), are also annual rankings of the world's top brands. The World Brand Laboratory (World Brandlab, 2022a) is a research institute that produces an annual ranking of the world's most valuable brands.

Interbrand publishes an annual ranking of the world's most valuable brands but the 2022 list was compiled based on a brand's potential to create, capture, and generate revenues, as determined by three crucial brand influence indicators: market share, brand loyalty, and global leadership. To create the list of the 500 Most Important Brands in the world, it tracked more than 15,000 top brands around the globe. The list was topped by well-known names like Apple, Microsoft, and Amazon, as technology-based merchants and the Big Tech giants continue to dominate the ranks (Interbrand, 2022).

Another one of the top brand valuation consultancies in the world is Brand Finance (Brand Finance, 2022), which annually assesses over 5000 of the biggest and most powerful brands in the world (Haigh, 2021). The largest and most thorough study of its kind, according to Haigh (2021), aids businesses in understanding the financial value of their brand as well as how it is performing in relation to other brands. Companies may make educated judgments about their brand strategy and performance thanks to Brand Finance's analysis, which offers a comprehensive and up-to-date image of the world's biggest and strongest brands (Haigh, 2021). By giving businesses insightful knowledge into the monetary worth of their brand, the rankings also aid in bridging the gap between marketing and finance (Brand Finance, 2022).

World Brand Laboratory's "World's 500 Most Influential Brands" list has been published annually since 2003 and is judged based on a brand's ability to develop, capture markets, and make profits. These are measured by three key indicators of brand influence, namely market share, brand loyalty, and global leadership, by tracking more than 15,000 leading brands around the globe (Worldbrandlab, 2022b).

2.2.2 What Characterizes A Leading Brand

Leading brands are characterized by strong brand recognition, a strong and consistent brand message, a unique product or service offering, excellent customer service, a clear purpose and mission, and a commitment to corporate responsibility (Roth, 1992; Rosenbloom & Haefner, 2009; Kim et al., 2019; Mandler, 2019). Leading brands strive to create a positive brand image through consistent messaging and engaging content, and they also focus on providing an exceptional customer experience (Kim et al., 2019; Mandler, 2019). A brand that has established a solid reputation for excellence, dependability, and innovation is also considered to be a leading brand. A leading brand should also be easy to recognize, and its goods and services are renowned for their dependability and high quality. A business needs to have a sizable market presence, a committed client base, and a stellar reputation to be regarded as a leading brand.

In line with the nine elements of the brand "atomic model" (de Chernatony, 1993a; 1993b, as cited by De Chernatony and Riley 1998). De Chernatony and Riley (1998) posit that brands start with a unique name that is frequently connected to a corporate reputation or sign of ownership. As their functional capabilities become known and the service element becomes crucial to forging a relationship with consumers, consumers are further encouraged by legal protection to prevent competitive infringement and by a symbolic feature that gives the brand a personality. These factors help to foster consumer confidence and trust, which leads to the brand being associated with those positive feelings and an adequate shorthand notation for rapid consumer choice. The following characteristics of leading global brands are reported in extant literature.

2.2.2.1 Quality Signal or Perceived Quality

The concept of Quality Signal plays a crucial role in consumers' evaluation and purchasing decisions when considering global brands. *Quality signal* is the most important of the three critical factors connected to global brands, according to Holt et al. (2004). Because they believe they offer higher quality and guarantees, consumers frequently choose international brands over local ones. According to the theory, a brand's perceived quality rises with consumer purchase volume, enabling international brands to increase their prices regularly. Furthermore, multinational firms are sometimes seen as more innovative and dynamic because they compete by developing unique products and ground-breaking technology faster than their rivals. How

people view quality and technological prowess has changed dramatically as a result. Historically, people connected a product's quality to the nation where it was produced. Other factors contributing to the building blocks of global acceptance are perceived brand globalness, innovation, product performance quality, and global brand power (Schmidt-Devlin et al., 2022). Yet, because global companies are viewed as having more prestige than small enterprises, the perception of quality is especially important for them (Johansson & Ronkainen, 2005; Wood et al., 2008). Consumers are reassured by global brands about stability and quality, especially when buying products in foreign markets (Pitta & Franzak, 2008). The significance of perceived quality is evident in customer-based brand equity frameworks, prioritizing perceived quality as a core dimension (Aaker, 1996; Duh & Pwaka, 2023; Dyson, Farr, & Hollis, 1996; Farquhar, 1989; Keller, 1993). Performance and features are examples of product quality dimensions (Yoo et al., 2000), whereas service quality dimensions indicate a service business's dependability, responsiveness, and tangibles (Parasuraman, Zeithaml, & Berry, 1985).

Because it strategically impacts brand equity and lowers perceived risk, perceived quality is critical in brand equity models (Aaker, 1991; Erdem et al., 2004; Keller, 1993). Additionally, it provides a foundation for brand extension and distinctiveness (Aaker, 1991) and gives businesses a price premium edge (Keller, 1993; Netemeyer et al., 2004). Quality signal was recognized by Holt, Quelch, and Taylor (2004) as a unique factor in consumers' perceptions of global brands. They concluded that a company's reputation around the world reveals whether it excels in quality, making perceived quality a key component of brand equity (Atilgan et al., 2009). Moreover, global culture refers to customers who view products as symbols of cultural ideals. Country of origin refers to consumers who associate certain qualities, like high quality, with international brands based in particular nations (Steenkamp, 2017; Suotunen, 2021). Consequently, the concept of a quality signal is essential to take into account for global businesses that compete on a global basis.

2.2.2.2 Global Myth

The creation of a cultural ideal that resonates with consumers and aids in the formation of their projected global identities makes global myth an essential element of the attraction of a global business. According to Holt et al. (2004), myths are no longer just used by luxury and lifestyle businesses to build cultural ideals. Instead, almost all global brands in various industries do the

same. These principles support the universal appeal of companies, give customers a sense of global citizenship, and make them feel like a part of something bigger than themselves. Global companies compete not only based on product innovation and quality but also on their capacity to provide a local culture myth with a broad appeal.

Global brands also create cultural myths, yet their perceived globalness and cross-national reach are essential to their appeal. Global brands are more prestigious than local brands, according to Johansson and Ronkainen (2005) and Pitta and Franzak (2008), primarily because of their international reach. Consumers associate global brands with higher standards of quality and innovation and with the cultural myths they foster. Hence, in order to maintain their competitiveness on a worldwide scale, global businesses must develop pertinent self-affirming myths that appeal to the self-identity of their consumers. The development of these myths contributes to bolstering the emotive content connected to international companies, increasing their allure and perceived worth.

2.2.2.3 Corporate Social Responsibility

Corporate social responsibility (CSR) has become increasingly important for global brands as consumers are becoming more concerned about the social and environmental impact of the products they purchase (Holt et al., 2004). Ille (2009) claims that CSR addresses social issues like how employees are treated and environmental protection for long-term sustainability. Consumers' rising expectations for multinational firms to operate as good stewards of the environment, human rights, and public health are reflected in the emergence of ethical and sustainable products and the expansion of CSR reporting. According to Ratnayake and Liyanage (2009), management professionals should take a comprehensive perspective of societal relationships and integrate sustainability into business culture. Moreover, Gupta and Kumar (2013) contend that a brand can help a company become more integrated with its social context by forging brand linkages with activities that support sustainability.

CSR is considered a crucial component of being a responsible citizen and business in China, as the sixteenth Central Committee of the Chinese Communist Party has highlighted (Ille, 2009). According to sustainability academics Bronn and Vironi (2001), using the triple bottom line approach to improve reputation is advised. Additionally, a study by Dimofte et al. (2008)

contends that consumers identify leading brands with broad geographic reach, widespread awareness, a distinctive image, universality/relevance, and a need for more sensitivity to specific national markets. Global brands cannot afford to neglect their social obligations in the age of social media's amplified consumer voices. They must create robust CSR policies to gain and keep the trust of their customers (Holt et al., 2004).

2.2.2.4 Communication

An essential component of creating brands, as well as the effects of different information-processing factors such as consumer goals, brand familiarity, and so on brands, as well as the effects of different information-processing factors such as consumer goals, brand familiarity, and so on. The quantity and calibre of communication at the marketing or corporate level, which Ille (2009) adds as a fourth factor, is discussed in addition to the three factors discussed by Holt et al. (2004) that affect the brand association. Brand communications can enhance the brand-customer relationship, reports Rust et al. (2004). Managers must communicate the brand in a way that generates more powerful associations than rivals to build a successful brand (Kent & Allen, 1994; Grace & O'Cass, 2002). As a result, communication plays a critical role in influencing how people perceive a brand.

Leading brands can also use media spillover to expand their marketing tools and concepts into other nations. The effectiveness of a company's operations can be improved by using coordination in marketing efforts across national borders (Zou & Cavusgil, 2002; Suotunen, 2021). The same celebrities can be used to market the international brand because they are well-known in many nations. Hence, good brand association and business performance can be achieved by global brands through efficient communication and coordination of marketing operations.

2.2.2.5 Customer-based Brand Equity

Keller's (1993) customer-based brand equity model posits that the brand power of a brand is derived from what consumers have come to know, feel, see, and hear about it over time. The model highlights the importance of brand knowledge structure in building brand equity. Brand knowledge structure comprises brand awareness and image and from which myriad of benefits flow. The benefits of brand knowledge is that by linking their brands to these other entities, consumers may change how they think, feel or act towards the company's brands (Keller, 2020).

Building client loyalty is crucial to developing brand equity, and managers should concentrate on raising consumer confidence in their brand to sustain the loyalty. Companies can do this by delivering a positive customer experience, advancing sustainability-friendly brand strategies, and learning about regional client preferences.

2.2.2.6 Brand Loyalty

Brand loyalty is a complex idea examined from two central angles, behavioural and attitudinal. Consumer frequency and volume of purchases, as well as repeat purchases, are all examples of behavioural loyalty. In contrast, the emotional ties that consumers have to a brand are referred to as attitudinal loyalty. Both behavioural and attitudinal factors are essential for gauging brand loyalty. This emotional attachment can present itself in a variety of ways, such as saying that they "love" the brand or believe themselves to be "loyal customers" (Fournier & Yao, 1997; Dekimpe et al., 1997).

The sense of community that a brand fosters among customers is another defining driver of brand loyalty. Active brand involvement requires identification with a brand community and thus loyalty. This sense of community can be promoted through many techniques, such as social media involvement or loyalty programs (Shukla, Misra & Gupta, 2023). In essence, both behavioural and attitudinal brand loyalty are important in the marketing literature, especially as both lead to capturing market share and build customer-brand relationships, including brand love (Diniso & Duh, 2021).

2.2.2.7 Brand Admiration

An essential quality/characteristic of a leading brand is brand admiration, which demonstrates how highly consumers regard and appreciate the brand (Garanti, 2019). An admired brand draws in new customers and fosters the loyalty of current ones, boosting sales and supporting business expansion (Kang, 2019). Park et al. (2016) define brand admiration as the extent to which customers have a salient, personal connection with the brand, which emanates from their trust, love, and respect for it. Creating brand admiration among its target market may help a company build a loyal client base and achieve a competitive edge in today's competitive market, where customers can access various alternatives easily (Hung, 2014; Garanti, 2019). Customers that admire a brand view it as trustworthy, reliable, and credible (Blackston, 2000; Newell & Goldsmith, 2001; Doss, 2011; Lin et al., 2021).

Consumers trust an admired brand's offerings, its dependability and quality, promoting repeat engagement and effective word-of-mouth advertising. Also, when a company is admired, customers are more likely to identify with it and feel proud to do so, which increases brand loyalty and resultant brand equity and leadership (Wijnands & Gill, 2020; Leckie et al., 2022; Ozer et al., 2022). A brand's capacity to forge an emotional bond with its customers is related to its ability to garner brand admiration. Consumers are more inclined to respect an admired brand, especially if it can create pleasant feelings like happiness, enthusiasm, and a sense of belonging (Koran, 2020; Arshad & Abdul-Talib, 2022; Mensa & Vargas-Bianchi, 2023). Such connections on an emotional level may lead to a strong brand identity and positioning, increasing the brand's appeal, desirability and admiration (Keller, 2020).

Numerous leading global brands have high brand admiration. For instance, Apple is an admired brand that has developed a deep emotional bond with its customers owing to its innovative products and distinctive design aesthetic (Luo & Hamlin, 2022; Wong, 2023). Apple is also admired because its products are seen as premium, and the brand has developed a cult-like following among its loyal customers (Kantarelis, 2019; Ma et al., 2019; Robertson et al., 2022). Nike is another leading brand that has effectively forged an emotional bond with its consumers by encouraging an active lifestyle and giving them the tools that they need to succeed (Mogoba, 2022; Garca-Magro et al., 2023). The company is well known for making excellent sports footwear and gear, which has helped it win the respect of customers worldwide. Coca-Cola, another admired brand has been around for more than a century and has grown into an internationally recognized brand. The company has developed a deep emotional bond with its customers through its marketing strategies, which emphasize uniting people and fostering happiness (Lee & Dewhirst, 2019; Batat, 2022; Khenfer, 2023).

The name Google has come to represent internet search, and its users have a great deal of admiration for the company. Millions of people worldwide use it as their preferred search engine since it is regarded as innovative, trustworthy, and reliable (Ilori, 2022). Another well-respected brand, among many others, is Mercedes-Benz, which has built a name for itself as a premium automaker by building dependable, high-quality cars. The brand has developed a deep emotional

bond with its customers by projecting an image of elegance, sophistication, and exclusivity (Patrick & Monga, 2020; Filyasova, 2022).

The well-known international brands are just a few examples of businesses that have effectively inspired brand admiration within their target market. Each of these brands has distinctive traits and marketing techniques, but they all strive to forge a deep emotional bond with their customers. The premium and innovative products, trust, services, well-recognized brands, and emotional bonds have given these brands the admiration and global leadership. In today's competitive market, brands that inspire admiration among their target audience are more likely to succeed and establish themselves as long-term players in their respective sectors.

2.2.2.8 Brand personality

Brand personality is a crucial concept that helps promote a product's values, boosts a brand's reputation, and improves customer interactions (Aaker, 1997; Keller, 1993; Wu & Chen, 2019). The psychological characteristics of a brand's personality are fundamental in consumers' decision-making processes and are positively related to emotional, cognitive, and behavioural loyalty (Aaker, 2010; Li et al., 2020; Paetz, 2021). Also, a brand personality that is distinct and appropriate for the brand's functional features can aid in the development and maintenance of the brand's reputation, fostering positive brand attitudes and meaningful consumer-brand interactions (Lee et al., 2000; McManus et al., 2022; Bairrada et al., 2019).

Corporate brand personality is a type of brand personality that is defined by the human features and characteristics of the corporation's employees as a whole and reflects all employees' values, words, and actions (Keller & Richey, 2006). Heart, Mind, and Body, the three main components of corporate brand personality, are related to the attributes of passion and compassion, creativity and discipline, and agility and collaboration, respectively (Keller & Richey, 2006). These characteristics interact and are essential for business success. Other dimensions of brand personality are reliability, competence, honesty, and care that all define the brand personality of Amazon. They help to foster a personal connection with all of its goods and services and place it among the most reputable companies in the world (Xara-Brasil et al., 2018; Chung & Ahn,

2013). Thus, maintaining a corporate brand personality is essential for businesses to succeed in the twenty-first-century marketplace.

2.2.2.9 Brand Innovation

Brand innovation is essential for a brand to remain a top contender and leader in the global market. Brand innovation strengthens a brand's ability to compete in the market, build a bond between the brand, customers and the country of origin .When brand innovation aligns with cultural traditions, customer value is produced for leading global brands in a fast-changing environment (He & Ge, 2022). Steenkamp's (2017) COMET framework explains different ways of creating global brand value, which includes customer, organizational, marketing, economic, and transnational innovation. Global innovation comprises pooling R&D and HR, bottom-up innovation, and frugal innovation. This paradigm can allow firms to achieve effective outcomes in R&D by pooling resources across different nations and adopting globally inclusive product development. Also, MNCs can profit from economic advances that eliminate superfluous components without losing the primary component that provides value to the consumer.

Brand innovation is, therefore, a vital component for sustaining a top brand in the global market. Businesses must continuously adapt to changing circumstances through continuous innovation to preserve brand relevance and build differentiated brand competitiveness. The COMET framework provides a multidimensional approach to establishing global brand value, and enterprises must examine all five dimensions to ensure success in the global market.

2.2.2.10 Brand Trust

In the social sciences literature, brand trust is a crucial component of customer-based brand equity. Trust, according to Rotter (1967), is the generalized expectation that one may rely on the word of another. Brand trust, as defined by Chaudhuri and Holbrook (2001), is the readiness of the typical consumer to rely on a brand's capacity to fulfil its stated purpose. Customers assess brand trust as a sign of consistency and integrity, and it captures the core of a powerful brand's value (Delgado-Ballester et al., 2003).

According to Erdem, Swait, and Valenzuela (2006), brand credibility depends on consumers believing that the brand can and will consistently deliver on its promises. According to their

signalling theory, credibility is the most critical factor influencing customer-based brand equity and is essential to creating and maintaining brand equity. Little is known about brand trust's direct impact on brand equity, even though it has been a part of various brand frameworks (Notwithstanding this discrepancy, the literature on brand equity, global branding, and global consumer research all make significant references to the significance of customer trust (Atilgan et al., 2009).

2.2.2.11 Brand Associations

Brand associations are critical to the success of any brand as they are the network of associations in consumers' minds based on their perceptions of the brand (Braun & Zenker, 2010). Brand associations are "everything related in memory to a brand," according to Aaker (1991), which includes product characteristics, brand names, and relative prices. According to Keller (1993), brand associations can be categorized into three categories: qualities, benefits, and attitudes. Customer-based brand equity happens when customers have positive, potent, and distinctive brand associations in their minds. Brand equity characteristics relating to brand distinctiveness include brand awareness, familiarity, popularity, organizational affiliations, and brand image consistency (Netemeyer et al., 2004). Organizational associations, such as the McDonald's brand and associated brand associations, like being profitable, community-oriented, and striving for excellent quality, represent the business philosophy of the corporation that underlies the brand (Aaker, 1996).

When stakeholders conduct business-related actions, such as spotting opportunities, they are significantly influenced by brand associations and prioritize those actions in the brand's favor (Szekley & Knirsch, 2005; Suotunen, 2021). The creation of brand appeal across a variety of product categories is greatly influenced by perceived origin associations (Thakor & Lavack, 2003; Suotunen, 2021). The ties with more prestigious organizations that global brands hold help build brand value, influencing consumers' preference for the brand (Kapferer, 1997; Steenkamp et al., 2003; Atilgan et al., 2009). Brand associations are crucial for building customer-based brand equity and swaying stakeholders' decisions. Organizational affiliations, mainly where corporate brands are involved, should be the primary brand association/differentiation

dimension, according to Aaker (1996). In addition to perceived origin linkages, global brands' prestige associations benefit customers' brand preferences across a range of product categories.

2.2.2.12 Brand Awareness

The degree of a brand's recognition by potential clients and appropriate connection with its specific product or service is considered a critical component of any organization (Marrs, 2023). This awareness requires visual recognition and the ability to recall the company's overall impression, specifics about its goods and services, and other first-hand knowledge (Marrs, 2023). When a consumer has a certain level of brand awareness, the company's marketing and advertising efforts have meaning, evoking feelings and emotions that may result in brand loyalty and trust (Marrs, 2023).

Brand awareness has been demonstrated to influence brand choice significantly and is based on brand recognition and memory (Aaker, 1991; Keller, 1993; Atilgan et al., 2009). Moreover, studies have demonstrated that brand familiarity can influence consumer perceptions of a brand's contribution to value or the differentiation it fosters (Kent & Allen, 1994; Chernatony & Drury, 2006). However, brand differentiation allows businesses to go beyond the limits of distinctiveness and uncover differences in products, experiences, and even emotions that go beyond consumers' expectations of parity (Kyriakidi & Staplehurst, 2022). As such, brand recognition is a critical element of every effective marketing strategy. It includes brand recall, differentiation, and recognition, and it can increase consumer trust and brand loyalty. Businesses can stand out from their rivals and build a devoted customer base by developing a solid brand image and raising brand awareness.

2.2.2.13 Country of Origin and Home-country Bias

Home-country bias is the propensity for customers to favour home-grown goods over imports. As they strive to advertise their brands internationally, multinational corporations face a dilemma. Glocalization, which combines global branding with local personalization, is one approach to solving this issue. Localizing some aspects of the marketing strategy, such as the company name, this method can aid in overcoming ethnocentrism and xenophobia (Wood et al., 2008). According to research, several international firms have already opted for this tactic to counteract the influence of home-country bias. For instance, some businesses keep their

worldwide positioning consistent while changing their brand name to correspond to the local language of the nation they are marketing in (Wood et al., 2008).

While global branding can signal quality and fulfil aspirations in some markets, it is critical for companies to establish the basics locally, such as differentiation, familiarity, and significant margins and growth. The ultimate objective for marketers should be to satisfy the consumer while making a profit. So, decision-makers must choose the right balance between the higher regard that global brands offer and the better fit of locally produced goods in satisfying the wants of their target audiences (Wood et al., 2008). By doing rid of just local brands or combining them under a global brand, businesses risk losing local customers. For instance, Schlitz lost support from local Hawaiians and tourists when they bought Premo, a local brewing company in Hawaii, and moved production to Los Angeles. As a result, both businesses suffered (Wood et al., 2008). Hence, intelligent marketers must be knowledgeable and cautious to avoid offending the local market.

2.2.2.14 The Person Behind the Brand and the Leadership Style

The person leading an organization has a profound impact on the brand's success through their leadership style, personality, ethical standards, ability to foster a supportive culture, and strategic decision-making capabilities. Effective leaders inspire, motivate, and align their teams with the brand’s vision, leading to enhanced brand performance and customer loyalty.

Transformational Leadership leaders inspire and motivate employees by creating a vision and fostering an environment of trust, innovation, and commitment. This leadership style is positively correlated with brand performance as it enhances employee engagement and customer satisfaction. Transactional leaders focus on supervision, organization, and performance, promoting compliance through rewards and punishments. While this style can ensure short-term success and efficiency, it may not foster long-term brand loyalty and innovation. Charismatic CEOs can significantly impact brand success by effectively communicating the brand vision and values to both employees and customers, thereby enhancing brand perception and loyalty. Ethical leaders promote a culture of integrity and trust, which positively influences brand reputation and customer trust. Ethical leadership is crucial for maintaining a strong, reputable brand (Brown, Treviño & Harrison, 2005).

Leaders play a critical role in establishing and nurturing a culture that prioritizes the brand's values and mission. A strong, brand-centric culture can lead to improved brand consistency and customer loyalty (Schein, 2010). Leaders who engage and align employees with the brand's values and goals can significantly enhance employee brand commitment, which translates to better customer service and brand advocacy (Punjaisri & Wilson, 2007). Leaders who are strategic in their approach can align the brand's positioning with market demands and opportunities, driving long-term success. Strategic leadership involves anticipating changes, making informed decisions, and steering the brand in the right direction.

2.2.2.15 The People Behind the Brand

The people behind a brand, specifically the Employees play an indispensable role in shaping and sustaining brand identity. Founders set the vision, employees embody the brand's values in their interactions, and customers influence and advocate for the brand. The synergy between these groups creates a powerful brand presence that resonates with consumers and drives long-term success. Understanding and harnessing the influence of people in the brand ecosystem is essential for any organization striving to build a strong, authentic, and enduring brand. According to Isaacson (2011), employees play a crucial role in bringing a brand to life through their daily interactions with customers and their adherence to company values. Engaged employees who understand and embody the brand's values contribute significantly to the brand's reputation and success.

A notable example is the employee culture at Google. The company's commitment to fostering a creative and inclusive work environment has been integral to its brand identity. Google's employees are not only innovators but also advocates of the brand's mission to organize the world's information and make it universally accessible and useful. According to a study by Great Place to Work (2020), Google's emphasis on employee satisfaction and well-being has contributed to its strong employer brand and high levels of customer satisfaction. The positive experiences employees have within the company are reflected in their interactions with customers and partners, further enhancing Google's brand image.

2.2.3 Examples of Global Leading Brands

The four topmost brands in 2022 and 2023 according to all the five ranking agents aforementioned (e.g., Interbrand, Brand Finance, Kantar etc.,) are Apple, Microsoft, Google, and Amazon, with Apple topping the list as shown in Table 2.1. It happens that all four top leading brands are in the technology sectors.

Table 2.1: Top Ten Global Brands

RANK	Interbrand list (2023	Brand Finance List (2023)	Kantar list (2023)	Forbes List (2023)	World brand Lab List (2023)
1	Apple	Amazon	Apple	Apple	Apple
2	Microsoft	Apple	Google	Google	Microsoft
3	Amazon	Google	Amazon	Microsoft	Google
4	Google	Microsoft	Microsoft	Amazon	Amazon
5	Samsung	Walmart	Tencent	Meta Platforms	Wallmart
6	Toyota	Samsung	McDonald's	Coca-Cola	Toyota
7	Coca-Cola	ICBC	Visa	Walt Disney	McDonald's
8	Mercedes-Benz	Verizon	Facebook	Samsung	Mercedes-Benz
9	Walt Disney	Tesla	Alibaba Group	Louis Vuitton	Coca-Cola
10	Nike, Inc.	TikTok/Douyin	Louis Vuitton	McDonald's	Tesla
Sources	*(Interbrand, 2023)*	*(Brand Finance, 2023)*	*(Kantar, 2023)*	*(Forbes, 2023)*	*(Worldbrandlab, 2023)*

Adapted by author from the cited sources

2.2.3.1 Google

Google is a multinational technology company established in the year 1998 by Larry Page and Sergey Brin while they were studying for Ph.D. degrees at Stanford University. It is one of the world's most significant search engines and provides various services, including email, cloud storage, web analytics, advertising, and mobile operating systems. Google's search engine dominates the market, accounting for over 92% of all global search traffic as of January 2021 (StatCounter, 2021). The company's success is primarily attributed to its algorithm, which ranks

search results based on relevance and popularity. Google's revenue comes primarily from advertising, which accounted for 80% of its total revenue in 2020 (Alphabet, 2021). The company has also acquired numerous companies, including YouTube, Android, and Waze, expanding its offerings and market share. As of 2021, Google's parent company, Alphabet, has a market capitalization of over $1 trillion (MarketWatch, 2021), guaranteeing it as one of the most valuable companies in the world.

2.2.3.2 Apple

Apple is a multinational technology company founded in the year 1976 by Steve Jobs, Ronald Wayne, and Steve Wozniak. It is a global leader in designing and manufacturing consumer electronics, software, and online services. Apple's flagship products include the iPhone, iPad, and Mac computers, known for their innovative design and user-friendly interfaces. Apple's success can be attributed to its ability to create a seamless user experience across its products and services. Furthermore, the company has made significant investments in research and development, spending $18.8 billion in 2020 alone (Apple, 2020). Apple's market capitalization was valued at over $2.2 trillion as of February 2022, making it the world's most valuable company (Statista, 2022). Apple has also made significant contributions to the technology industry, introducing innovations such as the graphical user interface, the iPod, and the App Store.

2.2.3.3 Microsoft

Microsoft Corporation was established in 1975 by Bill Gates along with Paul Allen as a multinational technology company. It is a software development leader and has had a significant impact on the personal computer industry. The Windows operating system is Microsoft's key product, which millions of people use worldwide. In addition, the company also produces a range of popular software applications, such as Microsoft Office and Skype. Microsoft has also expanded into hardware, producing devices like the Surface tablet and the Xbox gaming console. As of 2021, the company had over 131,000 employees and offices in over 190 countries (Microsoft, 2021). Microsoft's success can be attributed to its commitment to innovation and research and development, spending over $19 billion on R&D in 2020 (Reference). The company's market capitalization was valued at over $2.2 trillion as of February 2022, making it one of the world's most valuable corporations.

2.2.3.4 Amazon

Amazon is a multinational technology company founded in 1994 by Jeff Bezos. It started as an online bookstore and has since become the world's largest online retailer. Amazon offers various products and services, including e-commerce, cloud computing, digital streaming, and artificial intelligence. Its flagship product, Amazon Prime, provides members with benefits such as free shipping, streaming of movies and TV shows, and access to exclusive deals. Amazon Web Services (AWS) is a global and leading cloud infrastructure and platform service provider, serving customers such as Netflix, Airbnb, and NASA. Amazon's success can be attributed to its relentless focus on customer experience, leveraging data and technology to personalize and streamline the shopping experience. In addition, the company has also made significant investments in logistics, including a vast network of fulfilment centers and delivery options such as Amazon Prime Air. As of 2021, the company had over 1.3 million employees worldwide and a market capitalization of over $1.7 trillion (Statista, 2021).

2.2.3.5 MTN

MTN is a multinational telecommunications company founded in 1994 and headquartered in South Africa. It operates in several countries in Africa, Asia, and the Middle East and is one of the widest mobile network operators in the world. MTN provides mobile voice and data services and digital and fintech services such as mobile money, music streaming, and e-commerce. As of 2021, the company had over 280 million subscribers and a presence in 21 countries (MTN, 2021). MTN's success can be attributed to its ability to provide affordable and accessible mobile services in emerging markets, leveraging technology to drive innovation and growth. The company has also made major investments in infrastructure, such as building fiber networks and expanding its 4G and 5G coverage. In addition, MTN strongly focuses on corporate social responsibility, investing in initiatives such as education, healthcare, and environmental sustainability.

2.3 CHARACTERISTICS, RANKING AGENTS AND THE LEADERS OF TOP LEADING BRANDS IN AFRICA

2.3.1 Characteristics of Leading Brands in Africa

The African continent is home to diverse countries, cultures, and economies. Over the past few decades, the region has seen significant economic growth and development, with a growing middle class and increasing consumer demand (Mahajan, 2011). As a result, African cities are experiencing rapid rates of urbanization and growth in consumer demand, leading to the rapid expansion of the market for consumer goods and services (Hedrick-Wong & Angelopulo, 2011). These make Africa an attractive destination for investments and leading to the emergence of several top leading brands across the continent.

The top leading brands in Africa have demonstrated a commitment to innovation, quality, and customer satisfaction. These brands have invested heavily in research and development to create products that meet the specific needs of African consumers (Vrontis & Christofi, 2021).They have also demonstrated a commitment to corporate social responsibility, investing in social initiatives to improve African communities' lives. As Africa's economy continues to grow, we expect to see more leading brands emerge across the continent.

Two leading consultancies that rate brands in Africa are Brand Finance (also rates brands globally, as discussed earlier) and Brand Africa. Brand Africa partners with several marketing agencies across the continent including the Central Bank of Nigeria, South African Tourism,, Africa Media Agency, and BCW Africa (A global communications Industry) to perform a Brand study across Africa. The study aims to identify the best brands on the continent and the outcome is published as Brand Africa 100: Africa's Best Brands, and is now in its 12th year, with the most recent one conducted in 29 countries covering all economic regions in Africa. The annual report and ranking of the most admired brands in Africa were initially published by Mail & Guardian in 2011 and 2012 but has been published by African Business since 2013.

2.3.2 Global Brands Leading in Africa

On the Brand Africa2023 rating, the first six positions were consistently held by the same brands over two years, and these leading brands, from first to sixth, are Nike, Adidas, Samsung, Coca-Cola, Apple, and Tecno. Occupying seventh to tenth and therefore closing the first ten positions are Gucci, Toyota, Puma, and MTN. It is also reported that African brands occupy only 17% of the list of 100 most admired brands in Africa.

Table 2.2 below summarizes the first 20 most admired brands in Africa in the year…..

Table 2.2: Top 20 Most Admired Brands in Africa

Rank	Brand Name	Category	Country of Origin
1	Nike	Sports and Fitness	USA
2	Adidas	Sports and Fitness	Germany
3	Samsung	Electronics/Computers	South Korea
4	Coca-Cola	Non-alcoholic Beverages	USA
5	Apple	Electronics/Computers	USA
6	Tecno	Electronics/Computers	China
7	Gucci	Luxury	Italy
8	Toyota	Auto-Manufacturers	Japan
9	Puma	Sports and Fitness	Germany
10	MTN	Telecommunications	South Africa
11	Zara	Apparel Retailer	Spain
12	Airtel	Telecommunications	India
13	Vodafone	Telecommunications	UK
14	LG	Electronics/Computers	South Korea
15	Intel	Electronics/Computers	China
16	Nestle	Consumer, non-cyclical	Switzerland

17	Pepsi	Non-alcoholic Beverages	USA
18	Louis Vuitton	Luxury	France
19	Mercedes Benz	Auto-manufacturer	Germany
20	Christian Dior	Luxury	France

Source: Kibuacha (2022)

Table 2.2 shows that only one African brand (i.e.., MTN featured in the list of 20 top brands operating in Africa. However, there are reports that African brands increased from 13 in 2021 to 17 in 2022 on the list, increasing their share by 4% (Kibuacha, 2022) with the list of the highest-ranked African brands presented in Table 2.3.

2.3.3 African Brands Leading in Africa and Some Leaders

Table 2.3: Top 10 African Brands in Africa

Rank	Brand Name	Category	Country of Origin
1	MTN	Consumer, non-cyclical	South Africa
2	Dangote	Telecom Provider	Nigeria
3	DSTV	Media	South Africa
4	Ethiopian Airlines	Aviation	Ethiopia
5	Vodacom	Telecom Provider	South Africa
6	Bathu Shoes	Apparel	South Africa
7	Globacom	Telecomm Provider	Nigeria
8	Kasapareko Alomo Bitters	Alcoholic Beverage	Ghana
9	Jumia	Retail	Nigeria
10	Shoprite/Checkers	Retail	South Africa

Source: Kibuacha (2022)

From Table 2.3, it can be seen that MTN, Dangote, and DSTV are the highest-ranked African brands. South African brand names continued to dominate the African ranking, accounting for 41% of all African brands (seven out of the 17). Four Nigerian brands were among the top 100

(GeoPoll, 2022). The rest is split between Ghana (i.e., Kasapreko Drinks, 31), Tanzania (i.e., Azam, 86), Uganda (i.e., Mukwano, 72), Zimbabwe (i.e., Econet, 50), Kenya (i.e., Tusker, 63) and Ethiopia (Ethiopian Airlines, 24).

Brand Africa also attempted to build African brands that exemplify African values and culture and so included questions to elicit feedback on businesses that embody the African spirit and serve as vectors of the continent's image and identity. Dangote led this category, followed by Ethiopian Airlines, MTN, and DSTV in the second, third, and fourth positions. MTN won the award for the most admired African brand. Dangote Industries Limited won the award for the most admired brand that symbolizes African pride. Guaranty Trust Bank (GTB) won the Award for Africa's most admired brand in finance. For the fifth consecutive year, Nike won the most admired non-African brand award. DSTV won the most admired African media brand award for the second year running (AMA, 2022).

Brand Africa recognized that the rebound of African brands on the list is notable but may only be sustainable with committed and inspirational leadership. Therefore, in 2022, Brand Africa surveyed and recognized those leaders who are the catalyst for growth for Made-in-Africa brands both in corporate and those who have advocated for and supported the growth of strong local brands in supporting industries. GT Bank's Group CEO, Segun Agbaje, and the Nigerian doyenne of marketing, founder, and chairman of Troyka Group, Biodun Shobanjo, won the first Africa Brand Leadership Excellence Awards for fostering brand-led excellence that fosters the growth of African-made companies (AMA, 2022).

Every year, Brand Finance, a brand value consultant, tests 5,000 of the world's top brands and releases roughly 100 studies rating companies across all industries and nations. The annual Brand Finance Africa 150 rating includes Africa's top 150 most valuable and powerful brands (Haigh, 2021). African firms have reaped enormous benefits from adjusting to COVID-19's unstable business climate by embracing technology disruption to address supply chain concerns and national lockdowns. Companies from a variety of industries, including banking, telecommunications, and food and beverage, have developed novel methods to communicate with customers online. This digital transformation enabled Africa's top brands to improve their collective brand value by 28% to $50.1 billion. Building solid brands across Africa fuels economic growth, creates more active jobs in the long term (Brand Finance, 2022).

South African brands (value up by 30% to US$36.9 billion) are leading the African continent, followed by Nigerian brands (value up by 35% to US$3.2 billion), Egyptian brands (value up by 42% to US$3.1 billion), Moroccan brands (value up by 14% to US$2.6 billion) and Kenyan brands (value up by 69% to US$2.1 billion) (Brand Finance, 2022).

2.3.4 DSTV as an African Leading Brand: History, Performance and Challenges

DSTV has consistently shown remarkable resilience in the rapidly evolving digital and mobile industries by maintaining its position as the top media brand in Africa. It rose from 43rd place in the Brand Africa global rankings for 2021 to 37th place in the 2022 rankings, achieving significant recognition as the second-most popular African brand, behind MTN (Kibuacha, 2022). In the Brand Finance rankings, MultiChoice, the parent company of DSTV, has also improved from ninth place in 2021 to sixth place in 2022, demonstrating the brand's ongoing success (Brand Finance, 2022).

This section provides a comprehensive analysis of DSTV's history, market performance, success factors, marketing strategies, and operational challenges. Through this examination, the reasons for DSTV's sustained dominance in the African market will be explored, along with the challenges it faces in maintaining its position. The section will also provide insight on DSTV's marketing approaches, including how the company has changed as a result of shifts in the African market and offer a thorough review of DSTV's status as a top African brand and its potential for future expansion.

2.3.4.1 History of DSTV

MultiChoice Group's DSTV, a digital satellite television service, debuted in South Africa in 1995 (Teer-Tomaselli et al., 2019; Udoakpan & Tengeh, 2020; Skinner, 2022). Although the state-owned South African Broadcasting Corporation had little content and was extensively restricted by the government, the service attempted to offer viewers various uncensored programs (Agbaenyi& Chimezie, 2019). At first, DSTV was solely accessible to South African viewers. However, it quickly spread to other African nations, providing millions of subscribers with more than 200 channels covering a range of genres (Shapshak, 2018).

SuperSport, DSTV's first sports channel, debuted in 1998 and quickly gained popularity among local sports lovers. By incorporating new channels and services onto its platform, the firm kept growing its selection of products. It introduced DSTV Digital in 2000, a digital satellite service with superior audio and visual capabilities over the analog version. The business launched its high-definition (HD) service in 2011, giving customers access to HD channels and shows (Naspers Report, 2015).

The debut of DSTV's High Definition Channels and DSTV Mobile service, which let customers watch live TV on TV-enabled phones, made 2009 a significant year for the company (Udoakpan&Tengeh, 2020). The only Pay-TV service provider in Nigeria offered the ability for consumers to stop or fast-forward live programming once DSTV debuted its DSTV Explora decoder in the same year (Agba & Ozor, 2017).

DSTV launched its Catch Up service in 2013, allowing customers to view missed episodes of their favourite programs on demand (Naspers Report, 2015). The business also introduced the DSTV Explora decoder that year, revolutionizing the market. No other Pay-TV service provider in Nigeria had the capability that allows users to stop or fast-forward live programming like this decoder did (Agba & Ozor, 2017).

In 2014, DSTV debuted its Digital Media service, allowing users to watch live TV online on PCs, phones, and other internet-connected devices. No other Pay-TV service provider in Nigeria provides this particular style of high-quality service (Naspers Report, 2015). DSTV has developed throughout time, expanding the channels and features it offers users while raising its service's calibre.

Hence, DSTV has advanced significantly since its introduction in South Africa in 1995. With more than 200 channels covering a range of genres and providing viewers with access to several international channels, high definition service, and catch-up service, DSTV has established itself as one of Africa's leading digital satellite television providers. DSTV has solidified its place as a leader in the Pay-TV sector of the African market with its cutting-edge services and dedication to providing high-quality service.

2.3.4.2 Market performance and success factors of DSTV global and in Africa

In the rapidly evolving world of global entertainment, the market performance and success factors of DSTV is a critical consideration in studying the company's brand. The following are some high performing areas of DSTV.

a) **Subscriber base and Market Share:** DSTV has established a solid subscriber base across Sub-Saharan Africa, a significant indicator of its market performance. MultiChoice, the parent company of DSTV, reported 20.9 million subscribers in Africa in 2021. In addition, MultiChoice has a 52% share of the pay-TV market in Sub-Saharan Africa. Furthermore, the company has witnessed a 68% increase in paying subscribers on its streaming service, Showmax (MultiChoice, 2021). DSTV's dominance in premier league broadcasting in Kenya and Uganda has also contributed significantly to its market performance. The company has a reasonably inelastic demand, viewed as a positive sign for government fiscal policy (Bankole et al., 2012; Udoakpan & Tengeh, 2020; Tengeh & Udoakpan, 2021). According to Bankole et al. (2012), DSTV's market share in Nigeria is over 70%, with a significant proportion of the population considering it a "status symbol." In South Africa, where DSTV is based, the company's dominance in the pay-TV market has been reinforced by its early entry into the market and its wide variety of content offerings, including popular sports events such as the English Premier League (Udoakpan &Tengeh, 2020). DSTV's large subscriber base and market share, dominance in premier league broadcasting, and relatively inelastic demand make it a formidable player in the pay-TV market in Sub-Saharan Africa.

b) **Revenue:** Revenue is an important metric to assess a company's financial performance. In the case of DSTV, its revenue is primarily generated through subscription fees paid by its subscribers. According to MultiChoice's financial report for the first half of 2021, the company's revenue increased by 5% to ZAR 28.5 billion (approximately USD 1.9 billion) compared to the same period in 2020 (MultiChoice, 2021). This revenue growth is attributed to the increase in subscriber numbers and the number of customers upgrading their packages. DSTV offers various subscription packages, including Premium, Compact Plus, Compact, and Access, with different price points and offerings. The company has also launched new offerings such as DSTV Now, a streaming service that allows users to watch DSTV on their mobile devices, and Showmax, a subscription video-on-demand (SVOD) service. These new

offerings have contributed to the company's revenue growth. Apart from subscription fees, DSTV also generates revenue from advertising on its channels. MultiChoice's advertising revenue increased by 13% to ZAR 1.4 billion (approximately USD 95 million) in 2021's first half compared to the same period in 2020 (MultiChoice, 2021). This increase is attributed to the company's investment in local content production and the return on international sports events, which attracted more advertising spending. Therefore, an increase in subscriber numbers drives DSTV's revenue growth, customers upgrading their packages, the launch of new offerings such as DSTV Now and Showmax, and an increase in advertising revenue. These factors indicate a positive outlook for the company's financial performance in the future.

c) **Profitability:** DSTV has been profitable since its inception, thanks to its significant market share and subscriber base. The company's revenue streams include subscriptions, advertising, and content production. According to MultiChoice's 2021 financial report, the company generated a revenue of ZAR 53.4 billion (approximately USD 3.6 billion) for the year, representing a 4% increase from the previous year. The report also showed that the company's trading profit increased by 9%, reaching ZAR 9.1 billion (approximately USD 618 million). In addition, DSTV's profitability has been aided by its ability to leverage its parent company, MultiChoice's resources, including technology and infrastructure, to deliver high-quality content to its subscribers. The company has also invested in original content production, which has proven to be a profitable venture. For instance, in 2021, Showmax launched "Black Tax," a locally produced series that has been highly successful, boosting the company's profitability. Moreover, the reasonably inelastic demand for DSTV's services due to its dominance in the market has allowed the company to charge premium prices, further boosting its profitability. However, the company contends with stiff competition from other players in the market, such as Netflix and Amazon Prime, which could impact its profitability in the long term. DSTV's profitability has remained strong over the years, thanks to its significant market share, subscriber base, and investment in original content production. The company's ability to leverage its parent company's resources and charge premium prices has also boosted its profitability. However, the company needs to continue innovating and adapting to changing

market conditions to maintain its profitability in the long run (MultiChoice, 2021; Ndubuisi & Oludayo, 2020).

d) Customer Satisfaction: Customer satisfaction is critical in any business, and DSTV is no exception. The company has tried to enhance the customer experience and ensure that subscribers are satisfied with their service. MultiChoice, the parent company of DSTV, has invested in various initiatives to improve customer satisfaction. One such initiative is the DSTV Self-Service platform, which allows subscribers to manage their accounts online. Customers can perform various tasks, such as updating their personal information, checking their account balance, and making payments without contacting customer service representatives. Customers have well received this platform as it allows them to avoid the inconvenience of waiting on hold for extended periods when contacting customer service. DSTV has also implemented a customer loyalty program called DSTV Rewards, which rewards subscribers for their loyalty by providing discounts and special offers. Additionally, the company has established customer service centers across Africa to ensure that subscribers have access to support and assistance when needed. Despite these efforts, however, there have been instances of customer dissatisfaction with DSTV. One common issue is the high cost of subscriptions, which has led some subscribers to cancel their subscriptions or switch to more affordable alternatives. Additionally, there have been complaints about signal loss and technical issues that can impact the quality of the viewing experience. In response to these concerns, MultiChoice has promptly implemented measures to address technical issues, such as providing troubleshooting guides and dedicated technical support. The company has also introduced more affordable subscription packages, such as the DSTV Access package, targeted at lower-income subscribers. Overall, DSTV's customer satisfaction levels have been impacted by various factors, including the cost of subscriptions, technical issues, and the availability of alternative options. The company has tried to address these concerns, but there is room for improvement.

e) **Brand Recognition:** DSTV has a high level of brand recognition in Sub-Saharan Africa. The brand has become synonymous with pay TV and is often used interchangeably with cable TV. The company has achieved this through its extensive advertising campaigns, sponsorships, and partnerships with major events and sports leagues across the region. One

of DSTV's significant brand recognition achievements was its English Premier League sponsorship. The company has exclusive broadcasting rights to the Premier League in many Sub-Saharan African countries, making it the region's go-to platform for football fans. DSTV has also partnered with major events, such as the Africa Magic Viewers' Choice Awards, which have helped increase the brand's visibility and recognition. Moreover, DSTV has also invested in innovative technologies, such as the DSTV Now app, which allows subscribers to stream live TV and on-demand content on their mobile devices. Subscribers have received the app well, which has helped enhance DSTV's reputation as a forward-thinking and innovative brand. The high level of brand recognition has helped DSTV maintain a loyal customer base, which is essential for the company's long-term success. Additionally, it has enabled DSTV to attract new customers and expand its market share in the highly competitive pay-TV market in Sub-Saharan Africa (MultiChoice, 2021; Tengeh & Udoakpan, 2021; Udoakpan & Tengeh, 2020).

f) Market Expansion: DSTV has continued to expand its market beyond Africa to other parts of the world. In 2014, it launched its services in Europe, targeting African expatriates and migrants. DSTV also expanded its services to the Middle East in 2017, offering a platform for African content to the African Diaspora in the region. The company has also ventured into the streaming market with its platform, Showmax, available in multiple African countries. DSTV has been a dominant player in the pay-TV industry for decades until the issue of pay-TVoperators' licenses in 2007, leading to the birth of pay-TV operators such as StarSat and many others who subsequently failed to launch their services (Udoakpan & Tengeh, 2020). The expansion has allowed DSTV to tap into new markets and increase its revenue streams. The company has also established partnerships with local content producers in various countries, creating a platform for local content to reach a wider audience. Guest (2009) and Bankole et al. (2012) reported that in Dandora, Nairobi, Kenya, many DSTV pay-TVcenters have established viewing centers in several locations as businesses for viewing the European premier league. This has helped to increase its market share and brand recognition in new territories. However, the company has faced challenges in some of its expansion efforts. For example, its launch in Europe faced criticism for offering limited programming and not providing services in local languages. In some African countries, DSTV subscription

costs are prohibitively high, limiting its potential customer base. Despite these challenges, DSTV's market expansion efforts have enabled the company to diversify its revenue streams and increase its brand recognition in new territories. The company's continued expansion efforts, effective marketing strategies, and customer retention programs can further boost its market performance in the future.

g) **Content Offering:** DSTV has many channels and programming, including local and international movies, series, sports, and news. DSTV has exclusive broadcasting rights to popular content, such as the English Premier League, UEFA Champions League, and La Liga. This gives them an edge over competitors in the African market. The company has invested heavily in premium sports and movie content, a crucial selling point for its services (Holworthy, 2022). In addition, DSTV has invested in producing its original African content, including TV shows, movies, and documentaries, through its "Africa Magic" brand. This investment has helped attract and retain African audiences, contributing to DSTV's market dominance in Africa (MultiChoice, 2021; Udoakpan & Tengeh, 2020).

h) **Pricing Strategy:** Pricing is an essential factor in market performance (De Toni et al., 2022; Gómez-Prado et al., 2022), and DSTV's ability to maintain its pricing strategy while remaining competitive with other pay-TV providers is critical to its success (Kabuoh et al., 2021; Holworthy, 2022). DSTV uses a tiered pricing system that allows customers to choose from various subscription packages based on their needs and budgets. The subscription packages vary in price and the number of channels available. DSTV also offers additional services such as PVR, Catch Up, and Box Office, which customers can subscribe to at an additional cost. The pricing strategy adopted by DSTV is perceived to be affordable and competitive, considering the range and quality of the content on offer (Bankole et al., 2012; MultiChoice, 2021).

i) **Technological Innovation:** Particularly for DSTV, technological innovation is a crucial performance metric. The introduction and expansion of over-the-top television services (OTT TV), which are a supplement to pay-TV services rather than a replacement, have had an impact on traditional pay-TV operators' capacity to attract new subscribers and hold on to existing ones on a global scale (Udoakpan & Tengeh, 2020). For DSTV to do well in the

market, it must be able to innovate and adjust to shifting technological trends. To compete with other internet streaming providers, the business has introduced its own streaming platform, Showmax. The debut of Showmax Pro, a new service that includes regular Showmax video-on-demand material in addition to live TV programming, including music channels, news, and live sports streaming from Super Sport, was announced by Showmax after a year of testing. All Premier League, Serie A, La Liga, and PSL matches are available on Showmax Pro, along with various live sporting events, including the IAAF Athletics, professional boxing, and the largest marathons in the world (Idris, 2020). According to MultiChoice Media (2020), "DSTV has announced its largest offering of new products, programmes, and value bundles in over ten years. The proudly pan-African video entertainment provider is harnessing the power of technology innovation to bring the best content and an unprecedented digital user experience." DSTV has embraced technological innovation by continually improving its services and offerings to meet changing customer needs and preferences. In recent years, DSTV has introduced new services such as Catch Up, Box Office, and DSTV Now, which enable customers to stream content online. DSTV's investment in technology has also enabled it to offer high-quality pictures and sound on its channels. DSTV's customer service channels have also improved, with the company offering 24-hour customer care service, social media support, and a self-service platform. These technological advancements have helped to attract and retain customers, contributing to DSTV's profitability and market dominance (MultiChoice, 2021; Udoakpan & Tengeh, 2020). DSTV's success can be attributed to a combination of factors, including its wide range of content offerings, competitive pricing strategy, investment in technological innovation, strong brand recognition, and customer satisfaction. These factors have enabled DSTV to dominate the African pay-TV market and remain a significant player in the industry.

j) Success Factor: In Africa, Multichoice, which operates as DSTV, was given an exclusive sports right to broadcast the English premier league soccer through an immediate tender process or through auctioning on a three-year basis in 2004 (Samuel & Guchu, 2009; Bankole et al., 2012). The coincidental growth of demand for viewable football entertainment in Africa relative to the rest of the world is a factor for increasing adoption of DSTV services, with the possibility that this demand can replace sources of domestic

recreation and growth (Bankole et al., 2012). DSTV is a PayTV provider that offers services to customers, but what distinguishes them is the amount of money invested in their product. Chani reports that respondents were more inclined to choose DSTV because their branding instils trust in them when making a purchase decision (Chepchumba, 2020).

A critical assessment of Africa's geopolitics and regional power relations by Ogunnubi (2019) reveals that sports are a symbolic area in which South Africa opposes the subtleties of regional hegemony, thereby investing strategically in sports development in order to demonstrate continental leadership and actualize a covert hegemonic inclination by defining the perception of a "giant" of African sports. MultiChoice DSTV has been the sports media platform that has allowed South Africa to establish its sporting impact in Africa (Ogunnubi, 2019). According to DSTV's Uganda Chairman Steven Musoke, DSTV believes and seeks to support local content extensively, and sports are a principal part of our content through our SuperSport brand. Therefore, football is closer to our hearts" (Nsubuga, 2016). Due to its sponsorship and airing of regional sports programming under the SuperSport brands, DSTV has become a household name in Africa (Ogunnubi, 2019).

Ogunnubi (2019) argues that there is empirical evidence and notable illustrations of the socio-economic contributions of DSTV through the company's investment in the revival of the local professional football league of Africa's most popular sport in countries, including Nigeria, Ghana, Kenya, Angola, Uganda, Zambia, Zimbabwe, and Mozambique among others. Before SuperSport opted to take up broadcasting rights of the Nigerian Football Premier League, the professional league was in the shadow of its former glory days. Ogunnubi (2019) submits that by showing live matches from Nigeria's local football league on a dedicated SuperSport channel, the DSTV brand has brought the Nigerian football league to the viewing pleasure of local football enthusiasts.

Typical with other professional leagues in Africa where it is involved, SuperSport's decision to broadcast selected live league matches definitely contributed immensely in reviving the moribund leagues, reenergizing interest, and increasing the fan base of the locals who were usually more captivated by major European championships in England, Germany, Italy, France, and Spain commonly referred to as the "Big Five" (Ogunnubi, 2019). Similarly, at the start of the

Kenyan Premier League live broadcasting in 2008, DSTV invested $13.5 million to develop and market the competition (Ogunnubi, 2019).

2.3.4.3 Marketing and Operating Challenges of DSTV Globally and in Africa

The global COVID-19 pandemic has accelerated the adoption of streaming services and cord-cutting, posing a significant challenge for pay-per-view television services such as DSTV. As Holworthy (2022) notes, the increase in accessible online streaming services like Netflix, Prime Video, and Disney Plus threatens the customer loyalty of traditional pay-TV providers like DSTV. Despite the threat of cord-cutting and the emergence of cheaper streaming alternatives in South Africa, DSTV continues to increase its subscription fees year after year. Udoakpan and Tengeh (2020) argue that this strategy could backfire and lead to further cord-cutting and a decline in customer loyalty.

The Nigerian government's attempt to create competition in the pay-TV sector by entering a pact with Star Times to reduce the monopoly of Multichoice DSTV has yet to be successful. As Agba and Ozor (2017) note, four years after the emergence of Star Times, Multichoice's DStv still dominates with as much as 80% of the Pay-TV market, preventing any form of competition in Nigeria. This dominance raises concerns about the lack of competition and the potential for price gouging by DSTV. In addition to the above challenges, DSTV faces other marketing and operating challenges globally and in Africa, including the need to adapt to changing consumer preferences, technological innovations, and regulatory changes. To remain competitive, DSTV needs to embrace innovation, adopt flexible pricing strategies, and offer compelling content that meets the needs of its customers.

2.3.5 Dangote as an African Leading Brand: History, Performance and Challenges

Brands that can sustain their dominance and relevance as the African market evolves are considered significant regional players. Dangote, one of Africa's most prominent brands, has continued to assert its position as a leading player in the African market.Although Dangote was ranked in the 3rd place with brand value of US$ 263 million in 2021 (Brand Finance, 2021), it was 1st in terms of brand admiration in Africa in same year Oluwole (2021). Dangote also emerged as the leading brand that symbolizes African pride in a study where Brand Africa sought to establish which brand is a flag carrier and embodiment of rising optimism and pride in

Africa (AMA, 2022). This section delves into Dangote's history, market performance, success factors, marketing, and operational challenges. The brand's journey to its current position, its strategies for growth, and the challenges it faces will all be examined. This analysis will provide a comprehensive understanding of Dangote's position as a leading African brand. Ultimately, this section will provide insight into what has made Dangote successful, as well as the obstacles it must navigate to continue to thrive in the African market.

2.3.5.1 History of Dangote

Dangote Plc is a Nigerian multinational conglomerate founded in 1981 by Aliko Dangote (Itaman & Wolf, 2021; Ojo, 2019). It started as a small trading firm specializing in importing and selling agricultural goods, such as rice and sugar (Bijaoui & Bijaoui, 2017; Amungo & Amungo, 2020). Further, cement, sugar, salt, condiments, packaging, energy, port operations, fertilizer, and petrochemicals are just a few of the diverse and fully integrated industries that Dangote Industries Limited operates in Nigeria and throughout Africa. The company has an annual group turnover of over $4 billion (2016). By building and running large-scale manufacturing facilities in Nigeria and other African countries, we can address the “basic requirements” of the population by offering local value-added goods and services. Building local manufacturing capacity is our main priority to create jobs, stop capital flight, and boost local value addition. In 1999, the company ventured into manufacturing, with the establishment of a flour milling plant in Apapa, Lagos (Oguntayo et al., 2020) and this was followed by the acquisition of a salt refinery in 2000 and a pasta plant in 2001 (Benna, 2019; Itaman& Wolf, 2021). Dangote Flour Mills Plc, Ilorin, was established in 2005 and was installed with a capacity of 100 MT per day (Oguntayo et al., 2020).

Over the years, Dangote Plc has continued to expand its operations and diversify its portfolio. In 2005, the company established a cement plant in Obajana, Kogi State, which is now one of the largest cement plants in the world, and this was followed by the construction of cement plants in Gboko, Benue State, and Ibese, Ogun State (Agency Report, 2022; Dangote, 2023). In 2007, Dangote Plc acquired the Nigerian Textiles Mills (NTM) in Kano, which had been closed for over a decade (Renne, 2015). The company invested heavily in revamping the mill, and it is now

one of the largest textile mills in Nigeria, producing high-quality textiles for local and international markets (Ibrahim, 2014; Renne, 2015).

In 2010, the company diversified into the oil and gas sector by establishing Dangote Oil Refinery (Acheampong et al., 2016). The refinery, currently under construction in Lekki, Lagos, is expected to be the largest single-train refinery in the world, with a capacity of 650,000 barrels per day (Usman, 2022; Deloitte, 2018). The East-West Offshore Gas Gathering Pipeline System (EWOGGS) is Dangote Refinery's most significant gas project in Nigeria (Hamid-Mosaku et al., 2020). Dangote Plc has also invested in other sectors, such as real estate, telecommunications, and fertilizer production. In 2018, the company commissioned a fertilizer plant in Lagos, which has a production capacity of 3 million metric tons per annum. Today, with activities in 10 African nations, Dangote Plc is currently one of the biggest and most diverse corporations in the continent. Almost 30,000 people work for the organization, significantly boosting the economy of the nations where it conducts business (Dangote website).

2.3.5.2 Market Performance and Success Factors of Dangote Global and in Africa

a. **Market capitalization:** Dangote is one of the largest companies in Africa by market capitalization (White & Rees, 2018; Chironga et al., 2019), which is the total value of the company's outstanding shares. As of March 2023, Dangote's market capitalization was over $30 billion (Dewar et al., 2022).
b. **Revenue**: Dangote's revenue has grown significantly over the years (Etale, 2020), driven by the expansion of its operations across different sectors (Itaman & Wolf, 2019). In 2020, the company reported revenue of over $12 billion.
c. **Profitability**: Dangote has been consistently profitable with good margins in most of its businesses (Itaman& Wolf, 2021). In 2020, the company reported a net profit of over $2 billion.
d. **Stock performance**: Dangote owns the world's second-largest sugar refinery. All of his publicly traded companies made up 30 percent of the Nigerian Stock Exchange market capitalization in 2016 (White & Rees, 2018). Dangote's stock has performed well on the Nigerian Stock Exchange, where it is listed (Agbam & Udo, 2020). The company's stock has gained over 100% over the last five years. (Aklilu, 2021).

e. **Dividend yield**: Dangote has a history of paying dividends to its shareholders (FATOYE, 2021). In 2021, the company paid a dividend yield of 3.5% (Piteira, 2016).

f. **Market share**: Dangote is a dominant player in several African markets (Itaman, R., & Wolf, C. (2021), including cement, sugar, and salt. The company has a large market share in most operating markets (Itaman& Wolf, 2019). Today, Dangote Cement is Nigeria's number one cement company, with a market share above 65% (Business Post report, 2017; Ogbechie, 2018). Based in Kadawa, home to one of northern Nigeria's most extensive irrigation facilities, Dangote's tomato factory was scheduled to produce 1,200 tons of tomato paste daily (Nsehe, 2016; Dodo, 2018). At its peak, Dangote controlled 46 percent of the bulk cement market in Nigeria (Ohimain, 2014; Akinyoade& Uche, 2017). Dangote Cement controls over 70% of the Nigerian cement market and is Africa's biggest cement producer (Ezeoha et al., 2020).

g. **Growth potential**: In 1977, Aliko Dangote moved to Lagos, where he continued his rapidly growing trading business, and by the early 1980s, Dangote had become the largest importer of sugar in Nigeria (Forrest, 1994; Akinyoade & Uche, 2017). Dangote's ambitious expansion plans, such as constructing the Dangote Oil Refinery, indicate strong growth potential for the company in the coming years (White & Rees, 2018; Poon, 2014). Dangote Cement is committed to capacity expansion with the acquisition and expansion of other cement plants in Nigeria and its expansion across Africa (Ogbechie, 2018).

h. **Brand value**: Dangote is a well-known brand in Africa with a strong reputation for quality and reliability. The company's brand value is estimated at over $4 billion (Leke et al., 2018). Similarly, customer preference often varies significantly from brand to brand. Ghacem, Dangote, and Diamond cement were the most preferred brand based on attribute ratings (Bonney et al., 2022).

i. **Corporate social responsibility**: Dangote is committed to corporate social responsibility (Zakari, 2017) with significant investments in community development and social programs (Osemeke et al., 2016).

j. **Employment**: Dangote is a major employer in Africa, with over 30,000 employees across its operations. The company's employment practices and policies have been recognized as among the best in the region (White & Rees, 2018).

There are quite many factors that have helped the Dangote brand attain and maintain its leadership status.

i. **Strategic vision**: Dangote's founder, Aliko Dangote, has a clear and ambitious vision for the company's growth and expansion (Akinyoade & Uche, 2016), guiding its success over the years (Poon, 2014). Arguably, his rapid success in cement production in Nigeria and the high price of the commodity across the African continent made Dangote set his eyes on expanding his cement operations to the rest of Africa (Akinyoade & Uche, 2017). While Dangote Cement has adopted extensive expansion plans for operations on the rest of the continent, other group subsidiaries have focused their growth strategy on the domestic market (White & Rees, 2018). Dangote Cement has explored the strategic relationship between its business investment and expansion within Africa (Ogbechie, 2018). Dangote's strategic relationship with the government influenced its acquisition of Obajana and Benue Cement Companies in the Nigeria government privatization of early 2000 (Iheanachor & Ogbechie, 2010; Chris Ogbechie, 2018). The leadership demonstrated by the founder of Dangote Cement is the fundamental essence of the business's strategic development (Ogbechie, 2018). When the Nigerian government decided to privatise its loss-making cement companies during the regime of President Obasanjo, Dangote acquired a 65.96 percent stake in the Benue Cement Company "as part of the group's strategic decision to move from cement importation to local production (Akinyoade& Uche, 2017). Dangote Cement's expansion drive, which has seen the company's operation in about 10 African countries of Nigeria, Cameroon, Ethiopia, Ghana, Senegal, South Africa, Tanzania, Zambia, Congo, and Sierra Leone, is mainly dependent on its strategic imperative (Akinyoade& Uche, 2016). (Chris Ogbechie, 2018).

ii. **Diversification**: Dangote has diversified its operations across different sectors (Chironga et al., 2019), which has helped the company to mitigate risks and capitalize on opportunities in different markets (Amungo&Amungo, 2020; Boso et al., 2019). Mr. Aliko Dangote's leadership drive also galvanised Dangote Cement in its backward integration policy, capital expansion in Nigeria, and expansion drive across Africa

(Ogbechie, 2018). Dangote Group exploited its close relationship with the government and the reluctance of the foreign multinational cement companies to expand its business by aggressively investing in local cement production (Iliffe, 2011; Ezeoha t al., 2020).

iii. **Operational efficiency**: Dangote strongly focuses on operational efficiency with investments in modern equipment and technology to optimize its production processes (Ionita et al., 2013). The Dangote quarry has the highest value of blasting coefficient and drilling rate, favoring mass production within the shortest possible time (Shehu et al., 2019). Even though OECD Convention operationally restrained the foreign cement MNCs, Dangote took full advantage of Nigeria being his home country and the fact that the country was not bound by the OECD Convention (Ezeoha et al., 2022). Deals with Chinese contractors such as Sinoma and funding from Chinese state-owned banks on favorable terms have also benefited Dangote directly, allowing DIL to procure machinery at a discount and access credit for constructing its factories (Dangote Cement, 2015; 2016; Itaman& Wolf, 2021).

iv. **Market leadership**: Dangote has established itself as a market leader in several sectors, such as cement, sugar, and salt (White & Rees, 2018), giving it a competitive advantage over its peers (Nweze). Because of his close links to the government, Dangote became a major player in this industry (Akinyoade & Uche, 2017).

v. **Innovation**: Dangote has invested in research and development to develop innovative products and solutions (Teryima&Angahar, 2014), such as its low-cost cement products, which have disrupted the market (Nweze). Akinyoade & Uche (2018) show that mutual interest between Dangote and the Obasanjo government cannot, on its own, fully explain Dangote's success, which was equally supported by unique entrepreneurial skill and rapidly rising demand for cement (Itaman& Wolf, 2021).

vi. **Customer focus**: Dangote has a strong customer focus, with a commitment to delivering high-quality goods and services that satisfy the needs of its customers (Dunay et al., 2021). Dangote Sugar, for example, has led the way in the federal government's drive for backward integration in agriculture to enable the company to meet domestic consumption

demands and increase employment (White & Rees, 2018). The indigenous peoples' perception of the impact of CSR of Dangote Cement Company Plc in respect of the host communities has been used as a case study to facilitate the evaluation of the outcomes of the company's behaviours in terms of how it has met CSR expectations of the host communities in their environment, as perceived by the indigenous peoples themselves (Achua &Utume (2015).

vii. **Strong brand**: Dangote has built a strong brand reputation over the years, focusing on quality, reliability, and innovation (Lemma, 2021; Itaman& Wolf, 2021). The choice was made because the Dangote Group of Companies has several subsidiaries dominated by cement manufacturing, importing, packaging, distribution, and other solid mineral businesses such as salt (Achua &Utume, 2015).

viii. **Financial strength**: Dangote has a strong financial position, with significant reserves and access to capital to fund its expansion plans. Dangote has a strong financial position, with significant reserves and access to capital to fund its expansion plans (White & Rees, 2018). For example, in 2016, while Nigeria struggled with recession, the government agreed to give Dangote a preferential foreign exchange rate to build his $17bn oil refinery outside Lagos (White & Rees, 2018). Ankinyoade and Uche (2018) and Odijie and Onofua (2020) have highlighted Dangote's ability to co-opt opposing groups in favour of the continuation of an industrial policy when ruling coalitions changed (Itaman& Wolf, 2021). Odijie and Onofua (2020) show that Dangote has successfully co-opted opposition groups and rival civil society groups to guarantee the continuation of the BIP, of which DIL has been a major beneficiary (Itaman& Wolf, 2021).

ix. **Local knowledge**: Dangote has deep local knowledge of the markets in which it operates (Odijie, 2020), which has helped it to navigate regulatory challenges and cultural differences (Gunu& Oladepo, 2014). Another factor that aided the growth of Dangote Cement is the rapid increase in the demand for cement in the country in the recent past (Akinyoade& Uche, 2017). Dangote Group's venture into cement road construction was undoubtedly an attempt by the group to take commercial advantage of the bad roads in

Nigeria, particularly as part of the strategies for deepening its cement market in the country (Ezeoha et al., 2020).

x. **People and culture**: Dangote has a strong culture of excellence and a commitment to developing and empowering its people (Kamoche et al., 2012), thereby helping the company to attract and retain top talent (Nzeadibe, 2021). The Dangote Group is intricately linked to Aliko's belief in the potential of Nigeria and its people. He is often described as generous to different political parties, religious groups, and cultural institutions, as well as a religious, resilient, nonpartisan, determined, and passionate man (White & Rees, 2018).

2.3.5.3 Marketing and Operating Challenges of Dangote Globally and in Africa

A company of Dangote's size and investment will not be without challenges in operation and marketing. Here, we discuss some of those challenges.

a. **Intense competition**: Dangote operates in highly competitive markets (Nweze, 2021), where it faces intense competition from local and international players (Adeleye et al., 2015).
b. **Volatile commodity prices**: Dangote's operations are heavily influenced by commodity prices, which can be highly volatile, leading to significant fluctuations in revenue and profitability (Itaman& Wolf, 2021)
c. **Infrastructure deficits**: Dangote operates in regions with inadequate infrastructure (White & Rees, 2018), making it challenging to transport its products to market and increasing costs (Adewole, 2019).
d. **Regulatory challenges**: Dangote operates in countries with varying regulatory regimes (Dunay et al., 2021), which can pose challenges in terms of compliance and navigating bureaucratic processes (Adewole, 2019)
e. **Currency fluctuations**: Dangote's operations are subject to currency fluctuations (Itaman& Wolf, 2021) which can impact its revenue, profitability, and ability to access capital (Zakari, 2017). These fluctuations, too, can lead to subdued consumer spending. As Itaman& Wolf (2021) report, the anticipated effect on businesses may not materialise due to subdued consumer spending (Itaman& Wolf, 2021).

f. **Political instability**: Dangote operates in regions with varying degrees of political stability (Fiseha, A. (2017), which can pose risks to its operations and investments (Akinyoade & Uche, 2018). However, observing changes to Nigeria's political settlement since 2015, Roy (2017) argues that rent-seeking and corruption in Nigeria were not necessarily predatory, with several emerging domestic capitalists like Dangote growing their businesses in productive directions — actual rents through government involvement notwithstanding.

g. **Supply chain disruptions**: Dangote's supply chain is complex, with many moving parts (Lemma, 2021), which can make it vulnerable to disruptions from factors such as natural disasters or geopolitical events (Aroge, 2019).

h. **Environmental and social concerns**: Dangote operates in sectors that can have significant environmental and social impacts (Ojo &Oguntimehin, 2017), which can attract public scrutiny and regulatory oversight (Akinyoade& Uche, 2016)

i. **Brand reputation**: Dangote's strong brand reputation can be both a strength and a weakness (Teryima & Angahar, 2014) as it can attract high expectations from customers and stakeholders (Dunay et al., 2021), leading to reputational risks if these expectations are not met (Samuel, 2017), leading to impressions like the impact of CSR of Dangote Cement Company Plc on the host communities being low, as perceived by the indigenous peoples, in all the perspectives such as economic, environmental, philanthropy and legal (Achua &Utume, 2015). In fact, several years after Dangote Group won the core investor status of the former Benue Cement Company (BCC) privatization bid, the indigenous peoples have continued to question the corporate social responsibility of the company to the host community (Kajo &Atonko, 2011; Achua &Utume, 2015).

j. **Digital disruption**: Dangote operates in markets that are being disrupted by digital technologies (Benna, 2019), which can pose challenges in terms of adapting to changing consumer preferences and behaviours (Baiyewu, 2022).

Here are some of the operational challenges faced by Dangote globally and in Africa:

a. **Energy supply**: Dangote's operations require significant energy inputs (Itaman & Wolf, 2020), which can be challenging in regions with unreliable or expensive energy supplies (Morgan et al., 2021).

b. **Infrastructure deficits**: Dangote operates in regions with inadequate infrastructure, including roads, ports, and power which can increase costs and logistics challenges (Amungo & Amungo, 2020). White & Rees (2018) also report that factors such as poor infrastructure, corruption in Nigeria, and dated internal systems have affected Dangote's growth.

c. **Logistics challenges**: Dangote's operations involve complex logistics chains (Lemma, 2021), including transportation and storage of goods (Odunjo, 2020), which can be a challenge in regions with inadequate infrastructure (Abdul et al., 2020). In Nigeria, Dangote Industries Limited (DIL) uses highway transportation modes to convey its goods, which results in enormous trucks plying Nigeria roads (Oguntayo et al., 2020).

d. **Skilled labor shortages:** Dangote's operations require skilled labour (Abdul et al., 2019), which can be a challenge in markets with limited access to training and education (Nzeadibe, 2021).

e. **Supply chain risks**: Dangote's operations rely on inputs from suppliers (Itaman & Wolf, 2021), which can be a challenge in regions with unpredictable supply chains, such as the agricultural sector (Eyango, 2020).

f. **Regulatory compliance**: Dangote's operations are subject to varying regulatory regimes (Adeiza et al., 2021), which can pose challenges in compliance and navigating bureaucratic processes (Iheukwumere et al., 2020).

g. **Environmental and social concerns**: Dangote operates in sectors that can have significant environmental and social impacts (Adeleye), which can attract public scrutiny and regulatory oversight (Itaman& Wolf, 2019).

h. **Maintaining quality standards**: Dangote's operations require strict quality standards to meet customer expectations which can be a challenge in regions with limited access to technology and training (Nweze, 2021).

2.4 MARKETING AND SOCIO-ECONOMIC CONTRIBUTIONS OF DSTV AND DANGOTE

Companies make marketing contributions to promote their products or services and grow their customer base. Marketing contributions refer to a company's financial or resource investments toward various marketing activities or campaigns to promote its products or services. These contributions can take various forms, including funding for advertising campaigns, sponsorships of events, creation of marketing collateral, hiring marketing personnel, and investment in market research and analysis. Marketing contributions are an essential aspect of a company's overall marketing strategy, as they help to increase brand awareness, attract new customers, and retain existing ones. By investing in marketing activities, companies can improve their visibility in the marketplace, differentiate themselves from competitors, and ultimately drive revenue growth. Marketing contributions can also vary depending on the size and industry of the company. Large corporations may invest millions of dollars in marketing campaigns. At the same time, smaller businesses may focus on more targeted and cost-effective marketing efforts, such as social media advertising or email marketing. Overall, marketing contributions are a crucial investment for companies that want to remain competitive and grow their customer base.

Socio-economic contribution refers to individuals, organizations, or groups' impact on society or a community's social and economic development. It refers to how they contribute to the overall growth, progress, and well-being of their communities, both in terms of economic and social factors. Socio-economic contribution is about positively impacting society by contributing to its economic and social development. It is essential for policymakers, businesses, and individuals interested in creating sustainable and equitable societies.

2.4.1 DSTV's Marketing and Socio-Economic Contributions

MultiChoice DSTV is seriously contributing to the economy of Nigeria and is helping to minimize the unemployment rate in the country (Agbaenyi& Chimezie, 2019).

a. **Launching of New Channels**: DSTV has contributed significantly to the marketing of its brand by launching new channels that cater to the interests of various audiences, from sports lovers to movie enthusiasts and from children to adults (Geston, 2006; Holworthy, 2022; Workalemahu, 2007). Nigeria's first telenovela, Taste of Love, was made available

by DStv in early 2015 as a result of MultiChoice's efforts to combine two distinct but frequently intertwined entertainment forms: Latin American and Spanish-language telenovelas, which have long been broadcast in Nigeria via terrestrial television (Tsika, 2019).

b. **Sponsorship of Events**: DSTV has sponsored various events in Africa, including music festivals, sports tournaments, and cultural events, as part of its marketing strategy (Ogunnubi, 2019; Ajayi, 2021; Disu, 2023), thereby helping to increase brand awareness and reach new audiences (Dhurup& Rabale, 2012; Sibembe, 2020).

c. **Partnerships with Content Providers**: DSTV has established partnerships with various content providers, including movie studios, sports leagues, and TV networks which has helped ensure that the company offers high-quality content that appeals to its target audience. Udoakpan&Tengeh (2020) reports that in the South African market, Multichoice SA, which owns DStv, has combined its offering with Showmax and JOOX music streaming services, a value-add to its top-tier subscribers at no cost. (Udoakpan&Tengeh, 2020).

d. **Social Media Engagement**: DSTV has leveraged social media platforms, including Twitter, Facebook, and Instagram, to engage with its customers, respond to queries, and promote its brand. This leverage has helped to create a sense of community around the brand and increase customer loyalty.

e. **Promotional Campaigns**: DSTV has launched various promotional campaigns in the years gone by, including discounts, freebies, and other incentives. These campaigns have helped to attract new customers, retain existing ones, and increase revenue.

f. **Customer Service:** DSTV has invested in customer service and support, including a 24-hour call center, to ensure its customers receive prompt and efficient service. The investment has helped to build trust and confidence in the brand.

g. **Innovative Technology:** DSTV has embraced innovative technology, including high-definition broadcasting and on-demand services, to enhance the user experience and utility and stay ahead of the competition.

h. **Marketing Research:** DSTV has conducted market research to understand its customer's needs and preferences better, helping the company to tailor its products and services to meet the specific needs of its target audience.

i. **Celebrity Endorsements:** DSTV has partnered with various celebrities, including sports stars and entertainers, to endorse its brand and promote its products and services, thereby increasing brand recognition and appeal to a broader audience.

j. **Community Engagement:** DSTV has engaged with local communities through various initiatives, including corporate social responsibility programs, to build goodwill and contribute to social development. This goodwill has helped to create a positive brand image and enhance customer loyalty.

k. **Contribution:** DSTV, over the years, has dominated the Nigerian entertainment industry and has become number one in terms of cable services in Nigeria. As a significant force in the Nigerian television industry, DSTV provides for 90% of the viewers that watch satellite TV in Nigeria between 2005 and 2009. DSTV became the sixth-largest company listed on Lagos Stock Exchange (Ogbonnaya, Ajah, Madueke, and Chukwuma, 2017). DSTV creates job opportunities for people in the communities where it operates. These jobs range from technical, customer service, administrative and managerial positions. DSTV invests in employee training and development programs to enhance their skills and employability. The socioeconomic impact of DSTV is only partially positive, as the growth in demand for international football entertainment produced by DSTV's market access constitutes an import of audio-visual services at the expense of local football patronage as a form of recreation. (Bankole et al., 2012). Infrastructure development: The company invests in infrastructure development, such as setting up satellite broadcasting infrastructure, laying cables, and erecting masts, which in turn helps to improve communication and connectivity in the communities where it operates. DSTV also invests in local content creation in the countries where it operates, helping to promote local talent and culture and boosting the local entertainment industry. DSTV sponsors and promotes sports development in the countries where it operates including sponsoring local sports teams, hosting tournaments, and promoting sports events. While this services trade has increased the variety of entertainment or recreational choices available to global consumers, many Nigerians now prefer to watch foreign sports via digital satellite television (DSTV) (Bankole et al., 2012).

2.4.2 Dangote's Marketing and Socio-economic Contributions

Here are some marketing contributions made by Dangote:

a. **Introducing affordable products**: Dangote has introduced affordable products, such as low-cost cement and sugar (Ojo, 2019), making essential goods more accessible to low-income consumers (Itaman& Wolf, 2021).

b. **Building solid brands**: Dangote has built strong brands in sectors such as cement, sugar, and salt (Akinola, 2019), which have become household names in many markets (Akinola, 2019).

c. **Investing in research and development**: Dangote has invested in research and development to develop innovative products and solutions (Edeh & Dialoke, 2020), such as its low-cost cement products, which have disrupted the market (Paelo et al., 2020).

d. **Contributing to local economies**: Dangote's investments have contributed to the growth and development of local economies (Yusuf, 2022), creating jobs and generating economic activity (Itaman& Wolf, 2021).

e. **Developing local supply chains**: Dangote has developed local supply chains (Lemma, 2021) sourcing inputs from local farmers and producers (Balana & Fasoranti, 2022), which has helped to support local communities and build resilience (Leke, 2021).

f. **Investing in marketing and advertising**: Dangote has invested in marketing and advertising to promote its products and build brand awareness (Siwakwi, 2022) using a variety of channels such as billboards, television, and social media.(Mogaji, &Mogaji, 2021); Anaza et al., 2023).

g. **Supporting social causes**: Dangote has supported social causes such as health, education, and poverty alleviation (Kumi) through donations and partnerships with non-profit organizations, demonstrating its commitment to social responsibility (Morvaridi, 2016).

h. **Job creation**: Dangote's investments have created jobs in sectors such as cement, sugar, agriculture, and logistics (Yusuf, 2022), providing employment opportunities for thousands of people.

i. **Economic development**: Dangote's investments have contributed to the growth and development of local economies (Akinyoade & Uche, 2016), generating economic activity and supporting the development of infrastructure and services (Benna, 2019)

j. **Poverty alleviation**: Dangote has supported poverty alleviation efforts through initiatives such as affordable housing, microfinance, and agricultural development (Benna, 2019), helping to improve the lives of low-income communities (Itaman & Wolf, 2021).

k. **Education**: Dangote has invested in education (Nwaobi, 2011), establishing schools and scholarships to support access to education for children from disadvantaged backgrounds (Udo-Umoren, 2019).

l. **Health**: Dangote has supported health initiatives, including the construction of hospitals and the provision of medical equipment and supplies (Isah-Chikaji & Abdullahi, 2016) to improve access to healthcare in underserved communities (Ojo & Oguntimehin, 2017).

m. **Infrastructure development**: Dangote has invested in infrastructure development, including roads, ports, and power (White, 2015), to support its operations and contribute to the development of local economies (Dunay et al., 2021).

n. **Agriculture**: Dangote has supported agriculture development through initiatives such as training programs for farmers, the provision of inputs and equipment (Itaman & Wolf, 2019), and the establishment of processing facilities, helping to increase productivity and incomes in rural areas (Ahmed, 2011).

o. **Environmental stewardship**: Dangote has demonstrated a commitment to environmental stewardship (Oriaku, 2022), implementing sustainable practices in its operations and supporting environmental initiatives such as reforestation and clean energy (Cheruiyot, 2021).

p. **Women's empowerment**: Dangote has supported women's empowerment through initiatives such as the establishment of women's cooperatives and the provision of training and financing for women entrepreneurs (Leke et al., 2019; Ndinojuo, 2023).

q. **Philanthropy**: Dangote has demonstrated a commitment to philanthropy (Ezeoha et al., 2020), supporting charitable causes through donations and partnerships with non-profit organizations (Dunay et al., 2021), helping to improve the lives of people in need (Sagagi&Uduji).

2.5 COMPARATIVE REVIEW OF TOP 3 GLOBAL BRANDS

2.5.1 The Persons behind the Top Three Global Brands

2.5.1.1 The Person behind Apple

Apple is renowned for its cutting-edge gadgets, svelte designs, and powerful brand identity. Steve Jobs, Steve Wozniak, Ronald Wayne, and Tim Cook, the company's current CEO, are just a few of the key players who have contributed to Apple's success (Podolny & Hansen, 2020)

Co-founding Apple in 1976, Steve Jobs is widely regarded as a visionary leader who revolutionized the technology sector with his ground-breaking concepts and creations. He was renowned for his meticulous attention to detail and an unwavering pursuit of excellence, both of which contributed to Apple's positioning as a premium brand (Mary Bellis, 2019). The most enduring memory of Steve Jobs (February 24, 1955–October 5, 2011) is his role as co-founder of Apple Computers. One of the earliest pre-built PCs was made by the inventor Steve Wozniak. Along with leaving a lasting legacy with Apple, Jobs was a savvy businessman who amassed millions of dollars in wealth before age 30. He founded NeXT computers in 1984. He founded Pixar Animation Studios in 1986 after purchasing the Lucasfilm Limited computer graphics section.

Apple has gained recognition for its innovative contributions in hardware, software, and services, which have propelled the company's growth from 1997, the year Steve Jobs returned, with just 8,000 employees and $7 billion in revenue to 2019, with a workforce of 137,000 and revenue of $260 billion. However, the company's organizational design and leadership model, which have been critical in its success in innovation, is not as widely acknowledged (Podolny & Hansen, 2020). Steve Wozniak, one of Apple's co-founders, created and developed the first Apple computer. He launched the personal computer revolution and established Apple's early innovation culture. A well-known computer engineer and businessman, Steve Wozniak, and Steve Jobs co-founded Apple Computer in 1976. In order to pursue other interests, Wozniak departed Apple in 1985, but his contributions to the business and the area of computer engineering are still recognized and appreciated today. He continues to be a key player in the tech sector and a supporter of entrepreneurship, innovation, and creativity. Over the years, Apple has had several significant CEOs in addition to its founders. For instance, Jonathan Ive, who held the position of Chief Design Officer at Apple from 1996 to 2019, was in charge of designing

many of the company's most recognizable goods, such as the iPod, iPhone, and iPad. He had a crucial role in developing aesthetically pleasing and valuable devices and contributed to Apple's reputation for superior design (Snell, 2020). Tim Cook, who took over as CEO from Steve Jobs in 2011, has maintained Apple's tradition of innovation and superior design. Under his direction, Apple has increased the range of its products, introduced fresh services like Apple Music and Apple TV+, and increased its global footprint (Mickle, 2020).

2.5.1.2 The Person behind Google

Larry Page and Sergey Brin officially debuted Google in 1998 to promote Google Search, which has become the most popular web-based search engine; with assistance from Scott Hassan and Alan Steremberg, Stanford University students Larry Page and Sergey Brin created the "BackRub" search algorithm in 1996. The expanding company relocated several times before landing in Mountain View in 2003 due to the search engine's quick success. This was the start of extremely rapid growth, which saw the company go public in 2004 and soon grows to become one of the biggest media conglomerates on the planet (Wikipedia, 2023).

2.5.1.3 The person behind Microsoft

One of the most significant and influential figures in the technology sector, Bill Gates, is regarded as the co-founder of Microsoft Corporation. When Gates was a child, he was interested in computers and programming. He was born in Seattle, Washington, in 1955. He co-founded Microsoft in 1975 with Paul Allen, a friend from their youth. Many of the significant breakthroughs and advancements made by the corporation during Gates' long tenure as CEO are due to him. Bill Gates founded Microsoft. He and Paul Allen co-founded the business in 1975, and he presided as its CEO and Chairman up until 2000. Throughout his leadership, Microsoft rose to attain its position as one of the most valuable corporations in the world. It contributed to developing the personal computer sector with items like the Windows operating system and Microsoft Office. The Bill & Melinda Gates Foundation (BMGF), which focuses on global health and education programs, is another aspect of Gates' philanthropic activity that is well known. Paul Allen contributed significantly to the early technological advancement of Microsoft Corporation and was also one of its co-founders. Allen, born in Seattle, Washington, in 1953, first met Gates at Lakeside School. They collaborated on several early Microsoft projects before founding the firm in 1975. Allen, an investor and philanthropist passed away in 2018. From 2000

until 2014, Steve Ballmer served as the head of Microsoft Corporation. Ballmer, born in 1956 in Detroit, Michigan, started working for Microsoft as the 30th employee in 1980. Ballmer was instrumental in creating many of Microsoft's essential products during his tenure there, including Windows and Office. Also, he was in charge of the business's entry into the mobile and cloud computing areas.

2.5.2 The People behind the Top Three Global Brands

2.5.2.1 Apple - The People

Beyond its executive team, Apple's multicultural workforce includes engineers, designers, marketing, and salespeople. The business embraces inclusion and diversity and has tried to advance racial and gender equity in its hiring and promotion procedures. The success of Apple has been greatly influenced by its team of employees. Apple's strong culture of invention, design excellence, and attention to detail distinguishes it in technology. Its culture stems from its visionary founders and its present leadership and varied staff. Furthermore, Tasnim's (2018) research argued that according to Apple's bureaucratic study, the company has a flat, organic structure centralized from the top. The company demonstrates an excellent structural fit to the environment and technology to handle unforeseen circumstances. The culture at Apple is distinctive in that it values innovation, secrecy, and accountability while embracing the "command and control" dichotomy. The organization has a significant power imbalance, impacting open communication and decision-making authority. While Apple is renowned for its secrecy, internal organizational information is rarely publicly disseminated.

Apple is said to be bureaucratic because it contains impersonal job descriptions, a clear division of labor, well-written rules, and a hierarchy in which responsibility is distributed upward and tasks are delegated below (Jones, 2010)

According to Tasnim, 2018, the Apple organizational chart is structured so that the CEO and executive team are in charge of the company. The second level is where the CFO, COO, Legal, Retail, Software engineering, and other related officials are given authority. All senior VPs are executive team members who answer to the CEO. The functions are further broken down into sub-departments at the second level, and the senior VPs delegate responsibility to the VPs at the third level. The CEO's involvement is used to take all significant decisions and actions. Other smaller units make up the organizational operations. The CEO of Apple is in charge of the

corporation, which is separated into several departments, including Control, Global Outsourcing, Apple Online Store, Apple Care, Education, Internet Services, Marketing, and Communication (Tasnim, 2018).

2.5.2.2 The People behind Google

Like every global brand, such as Facebook and Proctor and Gamble, Google is very particular about organizational culture. Culture is the number one factor in Business process re-engineering (BPR), among other factors such as procedures, structure, and technology (Ahmad et al., 2007). The environment in which the company operates, its goals, the staff members' worldviews, and its management style all influence the organization's dominant culture. Hence, many types of organizational culture abound across different companies (Schein, 2017). Google's proficiency at handling computer hardware is one of its best-kept secrets. All of the PCs used by Google to do searches are put together and customized by Google workers. By integrating and connecting them with unique software and wiring, Google transforms affordable PCs into computational behemoths. These specialized computers perform searches quickly by segmenting queries into tiny pieces. These components are processed concurrently by comparing them to previously indexed and structured Internet copies. In short, neither the public nor any other country's commercial sectors have comparable computer networks or databases.

2.5.2.3 The People behind Microsoft

Microsoft's primary strengths are its skilled employees, a culture that values a growth attitude, and an operational philosophy that enables everybody to develop, learn, and change. We think that potential can be developed and is not fixed and that we should constantly be learning and inquiring, trying new things without hesitation. We discovered four characteristics that promote a growth attitude. Microsoft is dedicated to promoting the health and safety of its employees both at work and in their personal life, with an extensive benefits package and Occupational Health and Safety program ensuring that workers can work safely at all times.

2.5.3 The Products behind the Top Three Global Brands

2.5.3.1 The Nature of the Product -Apple

American multinational firm focusing on personal computers, consumer goods, computer software, and online services, Apple was established in 1976. At first, the business concentrated on making consumer and commercial computers. It now offers a broader range of technological goods as time goes by. Apple was the world's most prominent information technology firm and the 11th-largest corporation in the 2018 fiscal year. Apple's current product lineup includes smartphones, digital music players, tablets, and personal computers. With its screen-centric design and touch controls, the iPhone, a brand of smartphones created and manufactured by Apple, transformed the smartphone market. Since its debut in 2007, its global sales have exploded, with 218 million devices sold in the most recent fiscal year. Apple's quarterly filings reveal that between 2013 and 2019, the iPhone was responsible for more than half of the company's income. One of the pioneers in the global tablet market is the iPad, a range of tablet computers. The iPad remained topped the tablet industry with a 31.4 percent share as of the third quarter of 2019, even though its global market share has decreased since 2012 (Statista, 2023).

2.5.3.2 The Product - Google

When it comes to developing cutting-edge and practical products, Google is a market leader. Its product line includes tools for communication, productivity, advertising, and search that have all transformed how businesses run. Google has always been very innovative, and they never stop taking new risks. Google Search is the foundation of the business's success, first and foremost. Google has become equated with online information discovery because of its daily billions of searches. It is a crucial tool for companies trying to boost their internet visibility because their search algorithms continually improve to deliver the most precise and pertinent results (Wojcicki, 2011). The improvement of the user experience was central to Google's overall business strategy. Its algorithm improved Yahoo's original model by considering many variables, including page quality, the number of links, relevance to a user's search, and how much advertisers paid. Everyone wanted to use Google since it offered the best product, after all (Forbes, 2017). In addition to search, Google's advertising system, Google Ads, enables companies to connect with potential clients by displaying relevant adverts. With various

targeting choices and ad formats, Google AdWords allows companies to design highly successful marketing campaigns that increase visitors and revenue (Woodward, 2023). Google's suite of productivity tools, which includes Google Docs, Sheets, and Slides, is now the go-to option for companies trying to streamline their workflows and encourage collaboration. Teams may collaborate in real-time using these cloud-based technologies, increasing productivity and obviating the need for conventional office software.

2.5.3.3 The Product behind Microsoft

Microsoft is a multinational technology corporation that creates a variety of hardware, software, and other items. The Microsoft Windows operating system, utilized by billions of people worldwide, is one of its most well-known products. Microsoft creates a wide range of other well-known products besides Windows, such as the Microsoft Office productivity suite, the Xbox gaming system, and the Surface line of laptops and tablets Microsoft, (2023). Microsoft Office is a group of productivity tools also created by Microsoft. This package includes well-known programs like Word, Excel, and PowerPoint, which millions worldwide use to create documents, spreadsheets, and presentations. Because it enables users to access their files and programs from any location with an internet connection, the cloud-based version of Office, known as Office 365, has grown in popularity with the advent of remote work and distance learning.

2.5.4 The Places of Origin behind the Top Three Global Brands

2.5.4.1 The Place of Origin of Apple

The Apple Company was established in 1976 by Steve Jobs, Ronald Wayne, and Steve Wozniak in Cupertino, California. Since then, the business has developed into one of the most successful technology firms in the world, renowned for its cutting-edge goods and designs, such as the iPhone, iPad, and Mac (Apple, 2023). According to Walter Isaacson's book "Steve Jobs," Jobs and Wozniak's inspiration for the business came to them while they were both employed with Hewlett-Packard in the 1970s. They sought to produce a computer that was simple to use and available to the general public. Built inside Jobs' garage in Los Altos, California, the Apple 1 cost $666.66 when it was initially released (Isaacson, 2012).

2.5.4.2 The Place of Origin – Google

At Stanford University in 1995, the Google tale first began. Sergey Brin, a current student at Stanford, was chosen to give Larry Page a tour while he was considering the university for graduate study. According to some reports, they did not agree on anything during that initial meeting but had formed a partnership by the following year. They developed a search engine from their dorm rooms that used links to gauge the significance of particular Web pages. This search engine was given the name Backrub. Not long after, Backrub was renamed Google. Over the subsequent years, Google attracted the interest of Silicon Valley investors and the academic community. Google Inc. was founded when Andy Bechtolsheim, a co-founder of Sun, sent Larry and Sergey a $100,000 cheque in August 1998. The newly formed company upgraded from the dorms to their first office with this investment's help, a garage in the Menlo Park, California, suburb owned by Susan Wojcicki (employee #16 and current CEO of YouTube).

2.5.4.3 The Place behind Microsoft

It has sales locations all around the world. Microsoft runs research laboratories in Redmond, Washington, the United States, as well as Cambridge, England (founded in 1997), Beijing, China (founded in 1998), Bengaluru, India (founded in 2005), Cambridge, Massachusetts (founded in 2008), New York (2012), and Montreal, Canada (2015).

2.6 CONCLUSION

The Chapter examined the historical performances and challenges of leading in Africa. Both DSTV and Dangote are leading brands with massive market penetration and dominance in branding. This is due to many factors such marketing strategies, how the business has adjusted to changes in the African market, and a detailed analysis of the company's standing as a leading African brand and its future growth prospects.

While major challenge of DSTV is the rapid uptake of streaming services and cord-cutting caused unstable economy of countries of operations thereby making DSTV to resort to raising its subscription fees annually despite the danger of cord cutting and the rise of less expensive streaming options in South Africa.

On the other hand, Dangote's operations are significantly impacted by commodity prices, which can fluctuate significantly and cause large swings in revenue and profitability. In managing the challenges, Dangote has made necessities more accessible to low-income consumers by introducing affordable products like inexpensive sugar and cement.

CHAPTER THREE: CONCEPTUALIZATIONS, THEORIES, AND MODELS OF EMPLOYEE CUSTOMER-ORIENTED BEHAVIOURS, CUSTOMER BRAND ADMIRATION, AND BRAND LEADERSHIP

3.1 INTRODUCTION

The capacity to effectively manage and influence consumer perceptions, establish brand equity, and nurture a devoted customer base constitutes brand leadership (Amoako, 2019; Boukis & Christodoulides, 2020; Ceciliano et al., 2021; Keller & Brexendorf, 2019; Sharma, 2020). It is a critical aspect in attaining long-term corporate success through the ability of instilling employee customer-oriented behaviours, satisfying consumers, and resultantly generating brand admiration (Barros-Arrieta & García-Cali, 2021; Borodulina, 2022; Illes & Kirkup, 2019; Ngwenya, 2020).

This chapter reviews the conceptualizations, theories, and models of employee customer-oriented behaviours, customer brand admiration, and brand leadership. By investigating the multifaceted nature of these constructs, we can uncover valuable insights into the mechanisms and factors that contribute to effective brand leadership strategies. Definitions of brand leadership from different perspectives are first presented, followed by an examination of its core attributes and their significance in today's business environment. Additionally, various brand leadership models and their associated predictors are reviewed, shedding light on the theoretical frameworks proposed to explain effective brand leadership practices.

One essential attribute closely linked to brand leadership is customer brand admiration. Therefore, this chapter explores the nature of brand admiration and whether it may have a direct influence on brand leadership. The chapter investigates the value and benefits of brand admiration to organizations while examining the drivers that elicit customer admiration. Factors such as people, place, product, and person are reviewed to understand their abilities in fostering brand admiration.

Considering that brand admiration may be drawn from employees and customers, this chapter also examines the role of employee customer-oriented behaviours in influencing brand admiration and, subsequently, brand leadership. The elements of employee customer-oriented behaviour, as identified in previous models, will be explored, highlighting their significance in cultivating customer satisfaction and admiration for the brand. Further in the chapter, the social

exchange theory, social identity theory, and brand-specific leadership theory are discussed as theoretical foundations for understanding the underlying mechanisms behind the influence of employee and customer behaviours in brand admiration and leadership achievement.

3.2 THE CONCEPT, ATTRIBUTES, IMPORTANCE, AND REPORTED PREDICTORS OF BRAND LEADERSHIP

This section focuses on the concept of brand leadership, its attributes, importance, and the predictors that have been reported in previous research.

3.2.1 Definitions of Brand Leadership

Brand leadership is emerging as a critical concept in marketing and business management, although it is yet to draw significant attention from scholars and researchers. As a multifaceted concept (Afshardoost, Eshaghi & Bowden, 2023), brand leadership has been defined and examined from various perspectives, offering comprehensive insights into its different dimensions and implications. Brand leadership has been defined from two perspectives: brand management (a brand as a leader in a market) (Chang & Ko, 2014; Afshardoost et al., 2023) and internal branding/HR perspectives (a leader/employee leading brand building efforts in a firm) (Barros-Arrieta & Garcia-Cali, 2021).

3.2.1.1 Brand Leadership Defined from the Brand Management Perspective

From a brand management perspective and in which the current study is based, a commonly cited definition of brand leadership revolves around a brand's ability to influence and lead the market, establishing itself as a standard-setter and carving a distinct position in the minds of consumers (Aaker, 1996; Campbell & Price, 2021; Chiu & Cho,2021; He & Zhang, 2022; Natalia et al., 2021). Based on Aaker's (1996) first conceptualization of brand leadership as "continuous process of a brand to achieve excellence", Chang and Ko (2014, p. 67) define the concept as "consumers' perception about the relatively distinctive ability of a brand to continually achieve excellence through sufficient combinations of trendsetting and brand positioning with an industry segment". Following Kim and Lennon's (2013) assertion that consumers' perceived brand leadership encompasses the cognitive appraisal and affective state, Chiu and Cho (2019) and Afshardoost et al. (2023) state that consumers evaluate and appreciate a brand cognitively and affectively (e.g., commitment and emotional attachment to it).

Thompson (2013) describes a brand leader in a market as that which is a front-runner within its industry through providing reliable products and services at fair value, accompanied by excellent customer service, being ethical, transparent in employment and business practices, and mimics the values of consumers.

Leadership brands are often associated with technological advancements. However, in today's technologically driven society, this attribute alone can no longer distinguish leaders from other brands. To truly attain leadership status, a brand must integrate itself into the lives of consumers, making their daily tasks easier and more convenient (Thompson, 2013). The achievement of this level of integration, added to addressing consumer needs, establishes a brand as a leader in the industry. Thompson (2013) further posits that consumer also associate brand leadership with defining their industry and having widespread usage across different contexts, further enhancing the brand's perceived leadership status. These perspectives emphasize the brand's capacity to shape market trends and consistently deliver superior value and experiences to its target audience.

Chang and Ko (2014) developed a scale to measure brand leadership and found that it encompasses four salient dimensions: perceived quality, perceived innovativeness, perceived value, and perceived popularity. Perceived quality refers to the consumer's judgment of a product's overall excellence or superiority. Aaker (1996) and Johnson & Grayson (2005) emphasize the importance of product quality in establishing a brand's competence, reliability, and customer trust. Chang and Ko (2014), therefore, assert that consumers' perceived product and service quality is a key dimension of perceived brand leadership. Perceived innovativeness reflects a brand's capability to be open to new ideas and work on innovative solutions. Martin and Siehl (1983) highlight innovativeness as a significant virtue for leadership, evoking surprise, admiration, and imitation. Chang and Ko (2014) argue that firms aspiring to be brand leaders should actively acquire new technologies and employ sophisticated methods in product development. Thus, innovativeness is defined as consumers' perception of a brand's relative capacity to embrace innovative ideas and solutions. Perceived value is the evaluation of a product's value based on consumers' perceptions of what they give and receive. Butz and Goodstein (1996) emphasize the importance of improving customer value delivery as a source of competitive advantage. Perceived value is a key dimension of brand leadership, with customers

considering the quality-to-price ratio and other factors when evaluating a brand's value proposition. Finally, perceived popularity is another dimension of brand leadership. Consumers associate leading brands with higher price competitiveness, leading to a willingness to pay premium prices and showing less price sensitivity (Chaudhuri & Holbrook, 2001; Miller & Mills, 2011). It is suggested that perceived popularity captures the market size measure and should be included as a substitute for market size in the definition of brand leadership (Chang & Ko, 2014).Within the realm of luxury branding, brand leadership is associated with being perceived as successful, visionary, and up-to-date with the latest trends (Miller & Mills, 2011; Chang & Ko, 2014). This perspective focuses on consumers' assessment of a brand's leadership qualities.

Keller (2008) suggests that internal branding/HR activities by effectively aligning internal operations and resources to maximize a brand's equity will create brand resonance with customers, generate brand loyalty and resultant leadership (see also: Löhndorf & Diamantopoulos, 2014; Morhart et al., 2009; Schmidt & Baumgarth, 2018).

3.2.1.2 Brand Leadership Defined from the Internal Branding/HR Perspective

Brand leadership from the internal branding/HR perspective is the existence of leaders motivating employees, developing a successful brand building climate, achieving brand objectives, all of which lead to employee brand citizenship behaviour and ultimate favourable brand perception by customers (Barros-Arrieta & Garcia-Cali, 2021). Hasni et al. (2018) and Barros-Arrieta & García-Cali (2021) affirm that internal branding contributes to delivering the brand promise by employees, generating a positive impact on brand equity. Saleem and Iglesias (2016) affirm that brand leadership implies the existence of people within firms who act as transformational leaders that promote brand ideology and facilitate brand understanding. This definition highlights the strategic management of the brand and the orchestration of various brand-building activities to establish a position of leadership in the marketplace.

According to Shaari & Hussin (2015), brand leadership encompasses two brand-centric leadership styles: Brand-specific Transactional Leadership (BTSL) and Brand-specific Transformational Leadership (BTFL). Organizational leaders, particularly top management and supervisors are influential predictors of employees' brand attitudes and behaviours (Burmann et al., 2008; Goom et al., 2008; Kimpakorn & Dimmitt, 2007; Morhart et al., 2009; Solnet, 2006;

Vallaster & de Chernatony, 2006). Leadership style, similar to its impact on employees' job behaviour and organizational performance (Bass, 1990; McColl-Kennedy & Anderson, 2002), plays a significant role in influencing employees' brand behaviours. Vallaster and de Chernatony (2006) found that leadership influences brand commitment and brand-supportive behaviours by acting as a role model and consistently communicating brand values. They emphasize the importance of leaders' verbal communication and interactive social behaviour, such as commitment to the brand promise, trust, and enabling employees to fulfil customers' needs, in driving brand success. Building upon this foundation, Morhart et al. (2009) introduced the concept of brand leadership and proposed two brand-centric leadership styles: Brand-specific Transactional Leadership (BTSL) and Brand-specific Transformational Leadership (BTFL). BTSL is defined as a leader's approach to motivating followers to act on behalf of the corporate brand by emphasizing a contingency rationale in their minds. On the other hand, BTFL refers to a leader's approach to motivating followers by appealing to their values and personal conviction in acting on behalf of the corporate brand.

Brand leadership is also associated with driving innovation and fostering a culture of continuous improvement (Aaker & Joachimsthaler, 2000; Beverland et al., 2007; Erevelles, 2002; Gay, 2022; Hanaysha & Abdullah, 2015; Lindgreen et al., 2012). By encouraging creativity and forward-thinking, brands can anticipate customer needs, pioneer new product categories, and redefine industry norms (Ind, 2001; Kumar & Jayasimha, 2019). This perspective underscores the dynamic and proactive nature of brand leadership, highlighting the brand's ability to shape the future landscape of its market.

In the field of global branding, brand leadership involves using organizational structures, processes, and cultures to allocate brand-building resources globally, creating synergies, and developing a global brand strategy that coordinates and leverages country brand strategies (Aaker & Joachimsthaler, 1999; Chang & Ko, 2014).

3.2.2 Difference between Brand Leadership and Brand Equity

The concept brand equity is often interchangeable used in literature as brand leadership, but they are different. Brand equity focuses on the added value that consumers associate with a brand, including image, perceived quality, loyalty, satisfaction, and brand personality and awareness

that create a differential response to the brand (Keller, 2008). Brand leadership, on the other hand, emphasizes perceived competitive relationships among brands and a firm's tangible competitive advantage (Chang & Ko, 2014; Chang, Ko & Leite, 2016). For brand equity, the strength of the brand is what consumers know, believe, and feel about the brand in their minds (Keller, 2008). With brand leadership the strength of the brand is displayed in the market over other competing brands to the point of influencing other brands invisibly (i.e., through their missions and visions) and visibly (i.e., through product designs and features). An example is how much cars and smartphone brands copy the designs of leader brands (Chiu &CHO., 2021). Despite the distinction between brand equity and leadership, Chiu & Cho (2021) assert that they both lead to brand loyalty, positive word-of-mouth, and profitability. Brand leadership goes further in playing a significant role in understanding market dynamics and developing strategic perspectives. It provides insights into the perceived competitive relationships among leading and trailing brands within a specific industry segment (Chang & Ko, 2014). Brand leadership serves as a signal of a brand's position in the marketplace, helping consumers make decisions in the face of uncertainty (Chang & Ko, 2014).

3.2.3 Attributes and Importance of Brand Leadership

Thompson (2013) provides some attributes of leader brands. She highlights that brand leaders exhibit the following ten attributes (p.262):

1. **Production of durable/reliable products/services:** One fundamental attribute of brand leadership is consistently delivering durable and reliable products or services. Leading brands strive for excellence in craftsmanship, ensuring that their offerings meet or exceed customer expectations.
2. **Excellent customer service:** Brand leaders understand the importance of exceptional customer service. They prioritize customer satisfaction by offering personalized assistance, promptly addressing queries or concerns, and going the extra mile to ensure a positive customer experience. Brand leaders foster long-term relationships with their customer base through superior customer service.
3. **Value for quality:** Brands that embody leadership prioritize value for quality. They emphasize the importance of delivering products or services that provide tangible

benefits to customers. By balancing price and quality, these brands establish themselves as reliable choices for consumers seeking value in their purchases.

4. **Treats employees well/fairly:** Brand leaders recognize the pivotal role played by their employees in delivering exceptional products and services. They prioritize creating a positive work environment, treating employees fairly, and fostering a culture of respect and inclusivity. By valuing their workforce, these brands enhance employee morale and project an image of integrity and responsibility.
5. **Products/services integrated into daily life:** A hallmark of brand leadership is the seamless integration of products or services into consumers' daily lives. Leading brands anticipate customer needs and design offerings that make everyday tasks easier, more convenient, or more enjoyable. These brands establish deep connections and cultivate loyalty by becoming integral to consumers' routines.
6. **Known for technological advancements:** In an era of rapid technological progress, brand leaders stay at the forefront by embracing innovation and advancing technological frontiers. They invest in research and development, introducing groundbreaking solutions that push industry boundaries. These brands solidify their reputation as industry pioneers by consistently introducing cutting-edge technologies.
7. **Products/services make daily life more manageable:** Brand leaders excel at creating offerings that simplify and enhance the lives of their customers. Whether through intuitive user interfaces, time-saving features, or innovative functionalities, these brands understand the importance of providing solutions that address pain points and improve daily experiences.
8. **Defines its industry:** Leading brands do not merely follow industry trends; they set them. They are known for their distinctive viewpoints, innovative strategies, and forward-thinking approaches. These brands establish themselves as thought leaders and trendsetters by shaping industry standards and influencing market dynamics.
9. **Associated with ethical business practices:** Brand leaders are committed to ethical business practices. They operate with integrity, transparency, and responsibility. By adhering to ethical standards and promoting sustainable practices, these brands earn the trust and respect of consumers, stakeholders, and society.

10. **Everyone uses its products/services:** The ultimate testament to brand leadership is the widespread adoption of its products or services. Leading brands strive to reach a broad consumer base and become household names. These brands establish a pervasive presence by offering solutions that resonate with diverse audiences, creating a sense of ubiquity and cultural significance.

In terms of importance, brand leadership is crucial for building and maintaining brand equity, which in turn has myriads of benefits such as perceived risk reliever, differentiator, quality pointer, market share, premium price payment, and profits (Duh & Wara, 2023). Effective brand leadership helps to establish a strong brand identity (Ghodeswar, 2008), differentiate the brand from competitors, and create positive brand associations (Keller &Brexendorf, 2019). This, in turn, enhances brand loyalty, as consumers are more likely to stay committed to brands that consistently demonstrate leadership qualities (Ismael, 2022; Jung et al., 2021). Brands that exhibit leadership attributes are more likely to earn customer trust and loyalty (Cardoso et al., 2022; Ozdemir et al., 2020).

Brand leadership positively influences positive word of mouth (Chang, Ko and Leite, 2016), brand satisfaction, repurchase intentions (Chiu& Cho, 2021), and organizational performance (Chiang et al., 2020; Purwanto et al., 2021). Brand leadership enhances brand image among customers, investors, employees, and other stakeholders (Siyahooei et al., 2023).Effective brand leaders align internal operations and resources to maximize brand equity and customer resonance (Kelly-Payne, 2020; Rego et al., 2022). Brand leadership from the internal brand perspective inspire and motivate employees, creates brand citizenship behaviour, brand commitment, shared sense of brand purposes, productivity and resultant brand performances (Raj, 2021). Brand leadership attracts top talent, as employees are drawn to organizations with a strong brand reputation and a compelling vision (Monteiro et al., 2020). Brand leaders also exert tremendous power on consumers, including conferring psychological value to them to the point of creating the desires in consumers to affiliate with the brand (Beck, Rahinel, Bleier, 2020).

3.2.4 Brand Leadership Models and Studied/Reported Predictors

The literature on brand leadership has explored various models and predictors to understand the dynamics and factors that contribute to effective brand leadership. This subsection delves into different models and predictors that have been studied and reported, shedding light on the key factors that influence brand leadership. The examination of these models and predictors is expected to lead to a deeper understanding of the complexities and determinants of brand leadership, offering valuable insights for organizations seeking to establish themselves as leaders in their respective markets.

3.2.4.1 Thompson's (2013) Model

Thompson's (2013) model of brand leadership is a comprehensive framework that emphasizes the importance of brand citizenship in marketing and brand development. The model integrates brand leadership, brand loyalty, and ethical business practices under the concept of brand citizenship, which serves as an organizing principle for various brand-related activities. As seen in Figure 3.1, the key components of Thompson's model include organization, product, experience, and service. These components are interconnected and contribute to the overall brand experience and perception. To be a brand leader, the model recognizes the need for brands to align themselves with consumers' routines, make daily life easier and more productive, and help individuals achieve their goals.



Figure 3.1: Thompson's Model of Brand Leadership (Courtesy: Thompson (2013, p. 265)

a. **Organization*:*** The model emphasizes the importance of cross-functional collaboration within the organization. This involves integrating marketing, communications, product development, and corporate social responsibility (CSR) initiatives. By fostering collaboration and setting measurable goals, the organization can deliver an integrated brand experience and demonstrate good corporate citizenship (Thompson, 2013).
b. **Product:** The product component focuses on offering reliable, high-quality products that provide value for money. Brands need to simplify consumers' daily routines and inspire them by defining new lifestyles. The goal is to create products that not only fulfil functional needs but also address emotional and higher-order needs, making consumers feel esteemed and connected to something larger than themselves (Thompson, 2013).

c. **Experience:** The brand experience plays a crucial role in fostering loyalty and engagement. Brands should invite consumers to participate in a personal conversation, making them feel part of a larger community and encouraging co-creation. The experience should reflect the brand's personality and values, using a sincere and human tone of voice to encourage involvement and communication (Thompson, 2013).
d. **Service:** Providing honest, reliable, and easily accessible customer service is vital for brand loyalty. Brands should find ways to integrate their proposition into consumers' daily routines and acknowledge their value as both consumers and contributors. Communicating the mutual benefits of the brand's services to individual users, other stakeholders, and the corporation strengthens the brand-consumer relationship (Thompson, 2013).

The theoretical underpinnings of Thompson's model lie in the concept of brand citizenship. Brand citizenship represents the brand's commitment to ethical business practices, social responsibility, and its ability to connect with consumers on a deeper level (Abratt & Kleyn, 2023; Piehler et al., 2016; Helmet al., 2016). It unifies brand leadership, loyalty, and good corporate citizenship, allowing brands to strengthen their reputation, enhance brand equity, and increase the return on investment in CSR activities (Thompson, 2013).

Thompson's model also considers the changing landscape of marketing and brand development. The model acknowledges the shift from one-way communication to two-way dialoguing facilitated by social media and the increased influence of consumers. It also recognizes consumers' desire for brands that go beyond functional benefits and connect them to something more meaningful. Thompson (2013) argues that brands need to embrace good corporate citizenship, maintain fair employment and environmental practices, and engage in social responsibility initiatives to gain the loyalty and trust of consumers (Thompson, 2013).

Thompson's (2013) model of brand leadership aligns with the changing consumer expectations and societal trends. It recognizes the importance of brands integrating themselves into consumers' lives, fostering loyalty, and addressing wider social (including employees' well-being) and environmental concerns. By adopting a 360-degree orientation and embracing brand citizenship, organizations can create a shared sense of responsibility and empower consumers to co-create a better future through their brand choices.

3.2.4.2 Chang and Ko's (2014) Model

Chang and Ko's (2014) model of brand leadership provides a comprehensive framework for understanding and measuring the concept of brand leadership. The model consists of four dimensions: perceived quality, perceived innovativeness, perceived value, and perceived popularity. These dimensions capture consumers' perceptions of a brand's ability to achieve excellence through trendsetting, brand positioning, and competitive relationships within an industry segment.

Perceived quality is defined as consumers' judgment of a product's overall excellence or superiority. It encompasses aspects such as product performance, technical competence, reliability, and service quality. The quality of a product is crucial for building credibility, customer trust, and satisfaction. High perceived quality is associated with a competitive advantage and serves as a key dimension of brand leadership (Chang &Ko, 2014).

Perceived innovativeness refers to a brand's capability to be open to new ideas and work on new solutions. It emphasizes a brand's enduring characteristics and sustainable success. Innovativeness is closely related to being a leader in an organization, as exemplified by unconventional or innovative behaviour. Product innovativeness is a measure of the degree of newness in a new product, and firms that actively acquire and utilize new technologies are more likely to be perceived as innovative leaders (Chang and Ko, 2014).

Perceived value is another important dimension of brand leadership. While product quality and innovativeness are necessary, they are not sufficient to compete in a competitive marketplace. Improving customer value delivery is crucial for sustaining a competitive advantage. Perceived value is the evaluation of a product's value based on consumers' perceptions of what they give and receive in return. It is often measured as the ratio between quality and price. Higher perceived value leads to increased market share and positive consumer perceptions of a brand's superiority (Chang and Ko, 2014).

Perceived popularity is the dimension of brand leadership that stems from the bandwagon effect or the desire to be associated with a popular brand. Consumers may follow well-known brands without closely examining specific features or costs and benefits. Brand popularity is associated with brand recognition, awareness, and positive image. Efforts to increase market share and

enhance the brand's positive image contribute to maintaining brand popularity. Consumers may conform to market trends due to social pressure and perceive popular brands as leaders, even if they may not have the best product quality (Chang and Ko, 2014).

Chang and Ko's (2014) model addresses the conceptual void in branding research by providing a clear understanding of brand leadership and developing a reliable and valid measurement tool, the Brand Leadership Scale (BLS). The BLS captures the four dimensions of brand leadership: perceived quality, innovativeness, value, and popularity (Chang and Ko, 2014). Through rigorous scale development processes and testing, the authors demonstrated the psychometric properties and nomological validity of the BLS.

The theoretical implications of this research are significant for scholars in the field of brand management. The conceptualization of brand leadership draws from the fields of human resource management and organizational behaviour, bridging the gap between leadership concepts and brand management. The model provides a strategic perspective on competitive relationships among brands based on consumers' perceptions. The BLS offers a reliable tool for investigating potential antecedents and consequences of brand leadership, such as market share and consumer characteristics.

From a managerial perspective, the findings of this research have practical implications for product branding. The BLS enables brand managers to evaluate various aspects of brand leadership regularly. It provides critical benchmarking information to identify the strengths and weaknesses of a brand in the market. For consumers with high socio-economic status, highlighting the unique aspects of a brand, such as innovativeness and quality, may be more effective in influencing their purchase decisions. On the other hand, mass-market consumers may be more sensitive to aspects of popularity and value in their decision-making process.

Chang and Ko's (2014) model of brand leadership and the associated BLS provide a valuable framework and measurement tool for understanding and evaluating brand leadership. The model's dimensions of perceived quality, innovativeness, value, and popularity capture key aspects of consumers' perceptions and competitive dynamics within an industry segment. The model has theoretical implications for branding research and practical implications for brand managers seeking to differentiate their brands and stay competitive in the market.

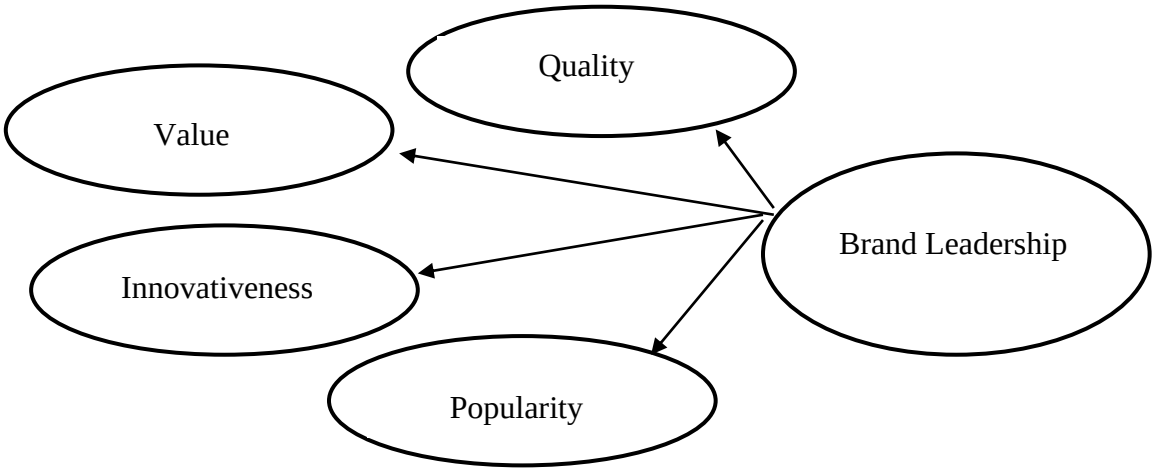


Figure 3.2: Chang and Ko's model (Source: Chang and Ko (2014, p. 76)

3.2.4.3 Chiu and Cho's (2021) Application of Chang and Ko's (2014) Model in the E-Commerce Field

Chiu and Cho (2021) conducted a study to investigate the influence of perceived brand leadership of an e-commerce website on satisfaction and repurchase intention in the context of Chinese consumers. They applied the concept of brand leadership proposed by Chang and Ko (2014), which includes the dimensions of quality, value, innovativeness, and popularity.

The study employed an online survey administered to Chinese consumers who have made purchases on e-commerce websites. They used SmartPLS 3.0 software for the analysis, specifically conducting a partial least squares structural equation modelling analysis, with the following key findings:

a. Perceived brand leadership: All factors of perceived brand leadership (quality, value, innovativeness, and popularity) had positive influences on satisfaction.
b. Satisfaction: Satisfaction significantly affected repurchase intention.
c. Repurchase intention: Value and popularity had positive influences on repurchase intention.
d. Gender differences: Gender differences were found in the proposed model. The influence of quality on satisfaction was stronger for male consumers, while the impact of popularity on satisfaction was stronger for female consumers.

e. Age differences: The influence of quality on satisfaction was stronger for consumers over 40 years old compared to younger consumers (in their 20s). The influence of innovativeness on satisfaction and repurchase intention was stronger for consumers in their 20s compared to those over 40 years old.

These findings suggest that perceived brand leadership plays a significant role in shaping consumers' satisfaction and repurchase intention in the e-commerce context. The dimensions of quality, value, innovativeness, and popularity are important factors to consider for e-commerce websites aiming to enhance customer satisfaction and encourage repeat purchases. The study also highlights the importance of understanding gender and age differences in consumer behaviour. Men and women may have different preferences and motivations in their online shopping experiences, with men being more influenced by quality and women being more influenced by popularity. Additionally, age groups may differ in their perceptions of quality and innovativeness, with younger consumers valuing these dimensions more than older consumers.

Chiu and Cho's (2019) study contributes to the literature by applying the concept of brand leadership to the e-commerce setting and considering gender and age differences in consumer decision-making. It provides insights that can help e-commerce businesses better understand and cater to the unique preferences and consumption patterns of different consumer segments.

3.2.4.4 Brand Leadership Model in the Agricultural Field (Siyahooei Et Al., 2023)

Siyahooei et al. (2023) conducted a study in Iran, with the aim of developing an organizational leadership brand model specifically for the agricultural industry, focusing on citrus products in the south of the country. The researchers identified four main elements that influence the leadership brand in the agricultural context: personal characteristics of leadership, cultural elements, brand elements, and agricultural infrastructure elements.

To establish these elements, Siyahooei et al. (2023) employed a combination of qualitative and quantitative research methods. In the qualitative phase, they conducted library studies and reviewed articles from domestic and foreign scientific sources to identify the variables affecting the leadership brand. Through this process, they identified 80 indicators related to the four elements mentioned earlier. In the quantitative phase, they distributed questionnaires to 315 managers and experts from the Ministry of Agriculture, the Farmer's House, and the Chamber of

Commerce. The participants were asked to rate the impact of each indicator on the leadership brand in the agricultural industry.

The findings of the study demonstrated that all four elements of the leadership brand, including personal characteristics and cultural elements, brand elements, and agricultural infrastructure elements, have a positive and significant effect on the leadership brand in the agricultural industry. The agricultural infrastructure elements were identified as having the highest impact on the leadership brand, while brand elements had the lowest impact.

The researchers also developed a final conceptual model based on the identified factors and conducted structural equation modelling to validate the model. The results confirmed the adequacy and fit of the proposed model. The study emphasized the importance of creating a distinctive leadership culture within agricultural organizations and aligning it with business strategies to achieve desired outcomes. By strengthening the leadership brand, agricultural organizations can establish a positive image among employees, customers, investors, and other stakeholders.

The unique aspect of Siyahooei et al. 's (2023) brand leadership model lies in its comprehensive approach to understanding the different dimensions of the leadership brand in the agricultural industry. While previous research has explored leadership brand models separately, this study provides a holistic framework specifically tailored to the agricultural context, focusing on citrus products in the southern region of the country.

Siyahooei et al.'s (2023) model contributes to the field of branding research by filling a gap in understanding the leadership brand in the agricultural industry; by identifying and categorizing the factors that influence the leadership brand, the model offers insights for agricultural organizations to develop and implement effective brand leadership strategies. The findings highlight the significance of agricultural infrastructure, personal characteristics of leadership, cultural elements, and brand elements in shaping the leadership brand in the agricultural context.

Siyahooei et al.'s (2023) brand leadership model provides a valuable framework for understanding and enhancing the brand leadership in the agricultural industry. Through a comprehensive analysis of the factors influencing the leadership brand, the model offers practical insights for agricultural organizations to develop effective leadership strategies. Like the current

study proposes, this Siyahooei's (2023) framework in Figure 3.3 shows that brand leadership is built from four areas, including people, person and product/brand attributes.Brand leadership are generated from the brand admiration of the leader's high competency (agency)(Becket al., 2020; Kervyn, Fiske, & Malone, 2022).

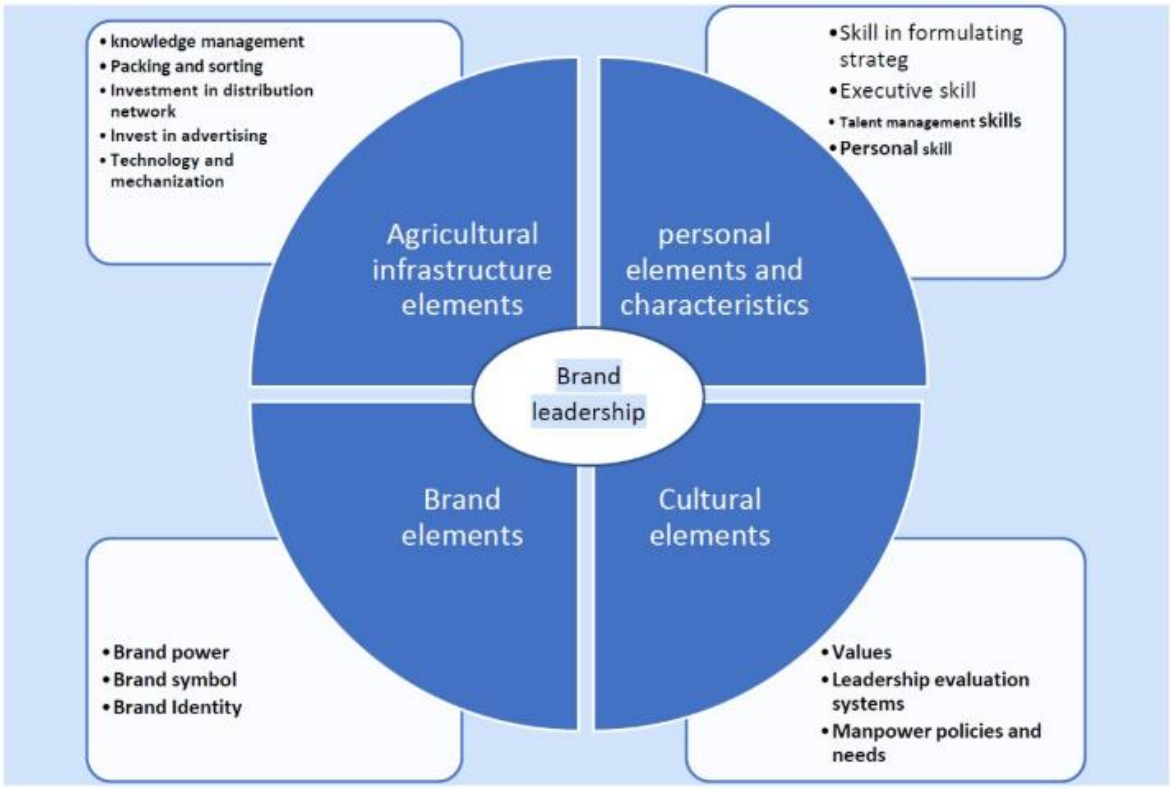


Figure 3.3: Siyahooei et al.'s (2023) brand leadership model (Source: Siyahooei et al. (2023, p. 295)

3.3 BRAND ADMIRATION AS A KEY ANDDIRECT PREDICTOR OF BRAND LEADERSHIP

Brand admiration which reflects the high regard, respect, and positive emotional connection that consumers have towards a brand (Kang, 2019) plays a pivotal role in establishing brand leadership in today's competitive marketplace (Kang, 2019; Sulhaini et al., 2020). This section delves into the definition and significance of brand admiration in relation to brand leadership. It explores its characteristics, antecedents and outcomes, one of which is brand leadership.

3.3.1 What is Brand Admiration?

Brand admiration refers to a positive emotional response that consumers experience towards a brand, characterized by feelings of respect, esteem, liking, and sometimes even awe (Kotler & Keller, 2016; Aaker, 1991; Kapferer, 2012; Doyle, 2002). This deep-seated admiration is based on the perceived quality, performance, and value of the brand (Kapferer, 2012; Keller, 2008) as well as its trustworthiness, reliability, and likability (Fournier, 1998).

Literature provides various perspectives on the meaning and significance of brand admiration. Some researchers emphasize the overall positive evaluation that consumers have towards a brand, encompassing respect, liking, and even pride (Aaker, 2010; Ries & Trout, 2001). Others focus on the emotional connection and attachment consumers develop with a brand, driven by its perceived meaning and relevance to their lives (Thompson & Hirschman, 1995). Woisetschlager & Öberseder (2007) propose that brand admiration encompasses consumers' willingness to engage in positive word-of-mouth and defend the brand against criticism, reflecting a sense of loyalty and advocacy. Additionally, Gupta and Lord (2004) suggest that brand admiration manifests as consumers' willingness to recommend the brand to others and pay a premium price for it, indicating the perceived value and uniqueness associated with the brand.

Brand admiration has a positive impact on a brand's performance and market position. It has been linked to revenue generation, cost reduction, growth facilitation, employee morale boosting, and market share protection (Park et al., 2016). By cultivating customer loyalty and advocacy, brand admiration plays a crucial role in establishing brand leadership (Kang, 2019). The influence of brand admiration extends beyond the consumer-brand relationship. Factors such as the country-of-origin image, product-country image, and category-country image contribute to brand equity and evoke emotions such as admiration (Adehn et al., 2016; Sulhaini et al., 2020). Additionally, the reputation and image of the brand's leader can contribute to brand admiration (Sayyadi, 2021).

Brand admiration represents a deep-seated emotional response of respect, esteem, and liking that consumers experience towards a brand. It is rooted in the perceived quality, performance, value, trustworthiness, and relevance of the brand. Brand admiration encompasses consumers' positive evaluations, emotional connections, loyalty, advocacy, and willingness to pay a premium price.

It plays a significant role in brand leadership, generating revenue, fostering growth, and sustaining customer loyalty and advocacy. The concept of brand admiration has implications for brand strategy and management, offering opportunities to create meaningful and lasting relationships between brands and consumers.

3.3.2 The Value/Benefits of Brand Admiration

Brand admiration brings numerous values and benefits to organizations. Admired brands tend to enjoy increased customer loyalty (Ahmad et al., 2023; Hartoyo et al., 2023; Kang, 2019; Kervyn et al., 2022; Mahmood et al., 2021; Park et al., 2016; Sulhaini et al., 2020). Customers who admire a brand are more likely to remain loyal and less likely to switch to competitors (Aaker, 1991). This loyalty contributes to long-term customer relationships, repeat purchases, and stable revenue streams (Chan et al., 2010; Dowling, 2002; Wahab et al., 2009).

Secondly, brand admiration allows organizations to command higher prices for their products or services (Keller, 2008). Admired brands are perceived as having superior value, quality, and prestige, which justifies premium pricing. Customers are willing to pay more for brands they admire, leading to increased profitability. Furthermore, admired brands tend to have greater market share compared to less admired brands (Aaker, 2010). This advantage can be attributed to the positive reputation and emotional connection that admired brands foster with their target audience. The larger market share provides organizations with a competitive edge and enhances their overall market position.

Admired brands generate increased positive word-of-mouth, which plays a crucial role in attracting new customers and increasing sales (Woisetschlager & Öberseder, 2007). Satisfied and loyal customers are more likely to recommend admired brands to others, amplifying the brand's reach and influence. Organizations that have achieved brand admiration often benefit from reduced marketing costs (Gupta & Lord, 2004). Admired brands require less investment in marketing efforts to convince consumers to choose their products or services. The positive perception and emotional connection associated with brand admiration act as powerful drivers of customer loyalty and engagement. Admired brands tend to have higher employee morale (Yoon & Park, 2009). Employees take pride in working for a brand that is widely admired and

respected. Increased morale leads to higher productivity, better customer service, and a positive organizational culture, which, in turn, contributes to the brand's success.

Additionally, admired brands tend to have higher shareholder value (Simonson &Nowlis, 2000). Investors are more likely to invest in companies with strong brands that enjoy widespread admiration. The perceived value and growth potential of admired brands attract financial support, leading to increased shareholder value. Brand admiration also contributes to an improved brand image (Thompson & Hirschman, 1995). Admired brands are associated with positive attributes such as quality, reliability, and trustworthiness. These associations create a favourable image that resonates with consumers and enhances brand perception.

Furthermore, admired brands benefit from increased brand awareness (Ries & Trout, 2001). Admired brands are more likely to be top-of-mind for consumers, increasing the chances of consideration and purchase. This heightened awareness creates opportunities for increased sales and market expansion. Brand admiration enhances brand equity, leading to a range of benefits such as increased sales, higher prices, and greater market share (Keller, 1993). The emotional connection, positive reputation, and loyalty associated with brand admiration contribute to a strong brand equity that provides a competitive advantage.

Moreover, admired brands enjoy increased brand salience (Morwitz & Fitzsimons, 2004). The visibility and recognition of admired brands are higher, making them more likely to be noticed by consumers. This salience translates into increased sales and market presence. Admired brands also benefit from reduced price sensitivity (Nakamoto & Templer, 2004). Consumers who admire a brand are less likely to be influenced solely by price and are willing to pay a premium for the brand's perceived value and superiority. Reduced price sensitivity bolsters profitability and shields brands from intense price competition.

Furthermore, admired brands are more likely to be innovative (Park & Srinivasan, 1994). The positive reputation and emotional connection associated with admiration provide a fertile ground for brand innovation, enabling organizations to introduce new and improved products or services that cater to customer needs and preferences. Admired brands offer consumers a sense of social status (Escalas & Bettman, 2005). In certain cultures, being associated with admired brands

signifies prestige, exclusivity, and social recognition. This social status serves as a valuable benefit that resonates with consumers seeking identity and belonging.

Emotional and functional benefits are also prevalent in admired brands (Fournier, 1998; Keller, 2008). Admired brands create emotional connections with consumers, evoking positive emotions such as happiness, pride, and a sense of belonging. Additionally, they provide functional benefits such as improved performance, convenience, and reliability, which contribute to customer satisfaction and loyalty. Admired brands often embrace sustainability, which resonates with consumers concerned about the environment (Brown & Dacin, 1997). Brands that demonstrate a commitment to sustainability and responsible practices are more likely to be admired, attracting environmentally conscious consumers and creating a positive brand image. Authenticity is another benefit associated with admired brands (Riezebos & Kapferer, 2007). Admired brands are perceived as genuine, trustworthy, and true to their values, which establishes a deep connection and builds long-term relationships with consumers.

Lastly, admired brands provide meaningful experiences to consumers (Pine & Gilmore, 1999). Through innovative marketing strategies and immersive brand experiences, admired brands create lasting memories and emotional connections that foster loyalty and advocacy. We conclude that brand admiration brings significant value and benefits to organizations, supported by empirical evidence. These include increased customer loyalty, higher prices, greater market share, increased word-of-mouth, reduced marketing costs, increased employee morale, increased shareholder value, improved brand image, increased brand awareness, enhanced brand equity, increased brand salience, reduced price sensitivity, increased innovativeness, increased social status, emotional and functional benefits, sustainability, authenticity, and meaningful experiences. These benefits contribute to the overall success, profitability, and market position of admired brands.

3.3.3 Reported Drivers Of Brand Admiration: Do People, Place, Products, And Person Matter?

To understand the factors that drive brand admiration, researchers have examined various determinants, including the influence of people, place, products, and person. Before delving into these categories of possible determinants there are reports of some general factors.

3.3.3.1 General Drivers of Brand Admiration

There are numerous factors reported that may contribute to brand admiration, establishing a strong foundation for successful and impactful brands. Product/service quality, reputation, innovation, sustainability, authenticity, meaningful experiences, strong brand identity, effective brand communication, positive word-of-mouth, celebrity endorsements, sponsorships, social media presence, corporate social responsibility, employee satisfaction, cultural relevance, emotional appeal, self-expression, status, trust, and longevity have all been identified as significant drivers of brand admiration (Keller, 2008; Fombrun& Van Riel, 2004; Park & Srinivasan, 1994; Brown & Dacin, 1997; Riezebos& Kapferer, 2007; Pine & Gilmore, 1999; Aaker, 1991; Woisetschlager & Öberseder, 2007; Kamins, 1990; Meenaghan, 1998).

The quality of products or services offered by a brand is a fundamental driver of admiration (Zeithaml, 1988). Brands that consistently deliver high-quality products that meet consumer needs and expectations tend to be admired. Additionally, reputation, built upon consistent delivery of value and customer satisfaction, contributes to brand admiration (Keller, 2008; Oliver, 1980; Parasuraman et al., 1988). Innovation is also a key driver, as brands that introduce novel features or functionalities captivate consumers and elicit admiration (Wind & Mahajan, 1981). Sustainability initiatives, demonstrating a commitment to environmental and social responsibility, enhance brand admiration (Keller, 2008). Authenticity, characterized by a genuine and transparent brand image, resonates with consumers and fosters admiration (Brown & Dacin, 1997).

Meaningful experiences provided by a brand play a significant role in driving admiration (Pine & Gilmore, 1999; Brown & Pine, 2003). Brands that create memorable and engaging interactions, aligning with consumer aspirations and values, are more likely to be admired. A strong brand identity, characterized by a unique and recognizable brand image, contributes to brand admiration (Aaker, 1991). Effective brand communication, through various channels, enables brands to convey their values and messages to consumers, fostering admiration (Keller, 2008).

Positive word-of-mouth, generated by satisfied customers, significantly influences brand admiration (Woisetschlager&Öberseder, 2007). When consumers share positive experiences and recommend a brand to others, it enhances brand credibility and admiration. Celebrity

endorsements and sponsorships are effective strategies that enhance brand admiration (Kamins, 1990). By aligning with influential figures and associating with positive causes, brands can expand their reach and inspire admiration.

Social media presence and engagement play a crucial role in shaping brand admiration in the digital age (Kaplan & Haenlein, 2010). Brands that effectively leverage social media platforms to connect with their target audience and foster meaningful interactions are more likely to be admired. Corporate social responsibility initiatives, showcasing a brand's commitment to social and environmental causes, contribute to brand admiration (Meenaghan, 1998). By aligning with positive societal values, brands can cultivate admiration among consumers.

Employee satisfaction and engagement also impact brand admiration (Harter et al., 2002). When employees are satisfied and passionate about their work, it translates into positive customer interactions and enhances brand admiration. Cultural relevance, emotional appeal, self-expression, status, trust, and longevity are additional drivers that influence brand admiration (Carroll, 1979; Harter et al., 2002; Holt, 2002; Fournier, 1998; Thompson & Hirschman, 1995; Escalas & Bettman, 2005; Doney & Cannon, 1997; Keller, 1993).

3.3.3.2 Influence of Product on Brand Admiration–Brand Warmth, Competency, and The 3Es Model of Brand Admiration Providing Product Factors

The 3Es Model of brand admiration, as proposed by Park et al. (2016), is a comprehensive framework that aims to understand and cultivate brand admiration to position a brand as a leader in the market. Suggesting that brand admiration emanates from trust in, love of, and respect for the brand, Park et al. (2016) provides the 3Es model that identifies three key types of brand/product benefits.The 3Es are enabling, enticing, and enriching benefits proposed to be contributing to the development of brand admiration, especially as they relate to human needs, motivations, goals and values (Jun et al., 2023).

a. **Enabling Benefits:** Enabling benefits focus on the practical and functional aspects of the brand that empowers consumers and helps them solve problems, thus assisting in conserving scarce resources, including monetary, time, and psychological resources (Jun et al., 2023).When consumers perceive that a brand enables them to achieve their goals and address their problems efficiently, they feel secure, in control, confident, and relieved

(Park et al., 2016). This aspect of the brand is closely related to building trust and brand attachment (Jun et al., 2023). Brands that offer enabling benefits empower consumers to have a frictionless brand experience, which fosters a sense of reliance and trust in the brand. As a result, consumers are more likely to develop a positive and lasting relationship with the brand (Park et al., 2013). Enabling benefits also include the brand's ability to conserve consumers' resources, such as time, money, and psychological or physical energy. Brands that efficiently solve problems and help consumers manage their resources tend to be perceived positively and earn consumer loyalty (Park et al., 2016).

b. **Enticing Benefits:** Enticing benefits are the sensory and cognitive stimulations of a brand that generates pleasurable experiences through either taste, sight, smells and other sensations (Jun et al. 2023). Brands that successfully deliver enticing benefits arouse consumers' imagination, stimulate their senses, and evoke positive emotions. This can lead to feelings of gratification, engagement, entertainment, positivity, and warmth (Park et al., 2016; Jun et al., 2023). By offering sensory and cognitive stimulation, enticing brands create positive brand experiences that enhance consumer perception and generate brand love (Krishna, 2012). The ability to create an enjoyable and upbeat experience with the brand plays a crucial role in cultivating brand admiration and fostering a strong emotional connection with consumers (Park et al., 2016).

c. **Enriching Benefits:** Enriching benefits refer to the brand's capacity to symbolically represent consumers' values and beliefs, making them feel a sense of belonging or uniqueness within a group(Jun et al., 2023). When a brand aligns with consumers' values and reflects their moral and just beliefs, it enhances their self-esteem and fosters a positive brand perception (Park et al., 2016). Brands that offer enriching benefits can inspire, connect, and validate consumers, resulting in brand admiration and respect. Additionally, enriching benefits are associated with consumers' need to signal their values to others. This provides social value and contributes to building a sense of self and identity through the brand (Coleman & Williams, 2015; Jun et al., 2023).

The 3Es Model is relevant in the context of brand leadership as it provides a strategic framework for brands to cultivate brand admiration and become powerful, admired leaders in their respective markets (Schmidt-Devlin, Özsomer, & Newmeyer, 2022). By focusing on enabling, enticing, and enriching benefits, brands can enhance their consumer-brand relationships and

build strong emotional connections with their target audience. Aaker, Garbinsky & Vohs (2012) emphasized that brand warmth and competence jointly contribute to brand admiration, and the 3Es Model provides a practical way for brands to achieve this.

Moreover, understanding the 3Es of brand benefits enables companies to develop more valuable branding strategies and make their communication efforts more effective (Kang, 2019). By examining how consumers perceive and value the 3Es in brand offerings, companies can strengthen their brand equity and foster positive consumer-brand relationships. In conclusion, the 3Es Model of Brand Leadership, which includes enabling, enticing, and enriching benefits, is a valuable framework for cultivating brand admiration and positioning a brand as a leader in the market. Implementing the 3Es model can empower brands to become powerful, admired leaders in their industry and maintain a competitive edge in the market (Kang, 2019; Schmidt-Devlin et al., 2022; Jun et al., 2023).

Another aspect of product factor that impact brand admiration is Aaker et al.'s (2012) warmth and competency. These two factors provide functional and emotional benefits to consumers, brand admiration, brand resultant behavioural (Aaker et al., 2012). Brands with warmth attribute are seen as social objects having cooperative intentions and are trustworthy, sincere, and friendly, while those viewed to be competent are perceived to be successful, intelligent, and good leaders (Aaker, 1997; Aaker et al., 2012).Band competency enhances warmth and both lead to a burst of admiration (Aaker et al., 2012). Zhang and Guo (2023) postulate that brands success can be generated from warmth and competency that drive brand admiration. El Hedhli et al. (2023) also report that warmth and competency determine brand admiration.

3.3.3.3 Place Factors and Brand Admiration - The Adehn et al.'s (2016) Model

In the ever-expanding global marketplace, the concept of a brand's place of origin and its influence on consumer perceptions has gained significant attention from scholars and marketers alike. The place and brand leadership model, proposed by Sulhaini et al. (2020), provides a framework that delves into the intricacies of brand admiration, home country image, and hedonic value dominance. Andehn et al.'s (2016) model posits that brand equity generated from the admiration of a brand is influenced by brand place factors, including basic country image,

category-country image, and the image of a product/brand's country of origin or perceived brand origin according Cho and Hwang (2020). Figure 3.4 provides Andehn et al.'s (2016) model.

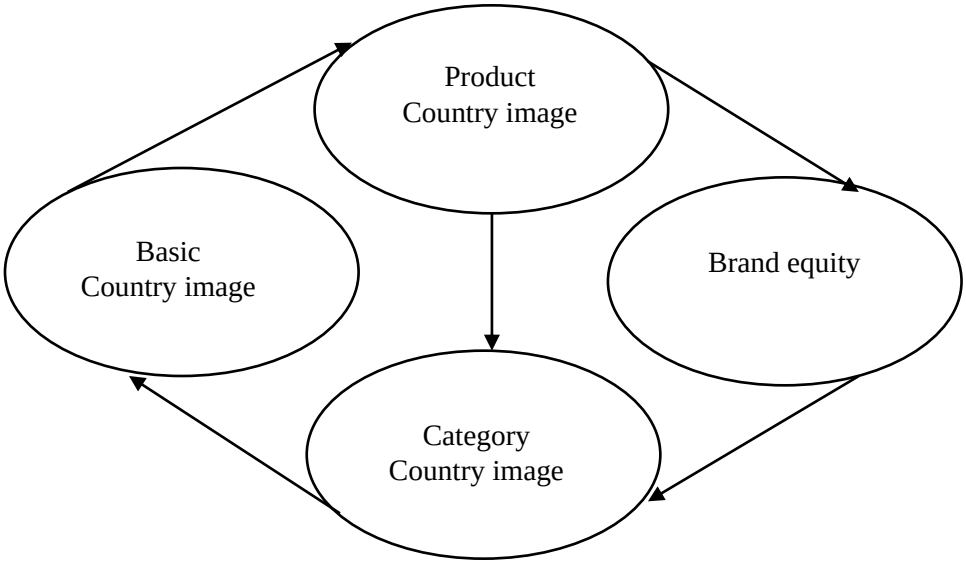


Figure 3.4: Andehn et al.'s (2016) Model (Source Andehn et al., 2016, p. 228)

Sulhaini et al. (2020) suggest that place factors evoke emotions, such as brand admiration, among consumers. Kang (2019) reinforces this notion by reporting that admired brands like Monster Energy attain market share leadership due to factors such as expanded distribution network and product availability. These findings underscore the interplay between brand emotions and equity, suggesting that emotions arising from a brand's place of origin contribute to its overall success and leadership in the market.

Brands originating from certain countries, cities, or regions have a profound impact on the decisions and behaviours of consumers, allies, investors, and visitors, as asserted by Anholt (2005, p. 118–119). Cho and Hwang (2020) also highlight the significance of the perceived place of brand origin in influencing consumer emotions. Cho and Hwang (2020) further explore the cognitive, sensory, and affective place brand associations that contribute to brand admiration, emphasizing the moderating effect of the perceived place of brand origin.

Sulhaini (2021) introduces thought-provoking insights into consumer perceptions of local and foreign brands in developing countries. Domestic consumers often lack knowledge of local brand origins and tend to favour brands perceived to originate from more developed countries. This misidentification of strong local brands compared to foreign ones results in a negative attitude

towards local brands. As Suhaini et al. (2020) note, consumers in developing countries tend to be foreign-brand admirers, associating foreign brands with higher quality and emotional value. This admiration for foreign brands may stem from feelings of national inferiority, propagated across generations, even in the era of globalization.

Despite the foreign brand admiration and defining home country image as domestic consumers' perception of their own country, encompassing cognitive and affective dimensions, Sulhaini (2006) assert that home country image influences consumers' emotional attachment to their country, their national pride, and their perception of their country's power. When young consumers in developing countries are concerned, Phau & Leng (2008)report that they are often hedonic-value seekers, seeking pleasure, happiness, and fun in their consumption choices all of which play a central role in foreign brand admiration. Furthermore, young consumers view foreign brands as offering desirable attributes, such as luxury, prestige, and social status signalling. When consumers have an inferior image of their home country, they are more likely to admire foreign brands, perceiving them as higher in quality and prestige. On the other hand, a positive home country image leads to less interest in foreign brands, as consumers believe their own country can produce high-quality products and brands (Sulhaini et al., 2020). Sulhaini et al.'s (2020) model provides an in-depth understanding of the complex relationship between a brand's place of origin and consumer admiration.

Brands associated with particular regions, cities, or geographical features evoke distinct qualities and contribute to brand admiration (Papadopoulos & Heslop, 2002). Cultural heritage, natural resources, climate, history, and culture associated with a brand's place of origin also shape consumer perceptions and drive brand admiration (Papadopoulos & Heslop, 2002). Additionally, imagery, language, food, products, aspiration, and the sense of inclusivity and diversity related to a brand's place of origin play a role in shaping consumer admiration and resultant brand leadership (Papadopoulos & Heslop, 2002; Chugh & Kaiser, 2013; Thomas & Ely, 1996; Porter & Kramer, 2011).

3.3.3.4 Person Factors, Leadership Styles and Brand Admiration: Shaari and Hussin's (2015), Chiang et al.'s (2020) and Xiong's (2023) Leadership Models

Shaari & Hussin (2015) propose a model that is aimed at exploring the relationship between transactional and transformational brand leadership and brand citizenship behaviour (BCB). The researchers define brand citizenship behaviour as employees' voluntary projection of generic behaviours that enhance the brand identity. Shaari & Hussin (2015) argue that leaders should understand, support, and consistently commit to the internal branding process of informing, clarifying brand roles, enriching brand knowledge, and ensuring that employees brand committed and delivering on promises (King & Grace, 2010). Drawing on the Social Learning Theory, Shaari & Hussin (2015) emphasize that people learn new attitudes and behaviours by observing the behaviour of others, including leaders. The researchers built on the concept of brand leadership and its impact on brand commitment and brand citizenship behaviour. They proposed two types of brand leadership styles: Brand-Specific Transactional Leadership (BTSL) and Brand-Specific Transformational Leadership (BTFL).

Brand-specific transactional leadership was defined as a leader's approach to motivating followers by emphasizing a contingency rationale, while brand-specific transformational leadership was described as a leader's approach to motivating followers by appealing to their values and personal convictions. Both leadership styles were postulated to contribute to organizational performance, with transformational brand leadership expected to stimulate extra-role brand behaviour and transactional brand leadership primarily generating in-role brand behaviour. Based on their literature review and theoretical considerations, Shaari & Hussin (2015) hypothesized that both transactional and transformational brand leadership would have a significant relationship with brand citizenship behaviour as shown in figure 3.5.

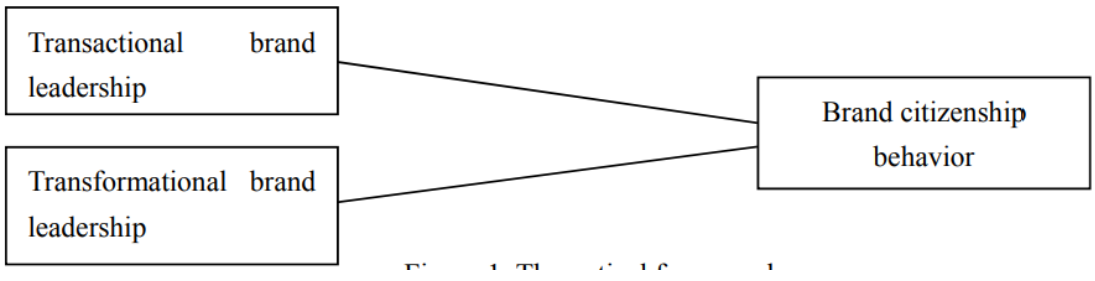


Figure 3.5: Shaari & Hussin's (2015) Model (Source: Shaari & Hussin, 2015, p. 4)

They conducted a test of their study using self-administered questionnaires distributed to employees in hotels in northern states of Malaysia. The findings of their research revealed that both transactional and transformational brand leadership had a significant positive relationship with brand citizenship behaviour. However, transformational brand leadership was found to be more dominant in explaining brand citizenship behaviour. This suggests that leaders who exhibit transformational brand leadership behaviours are more effective in encouraging employees to engage in brand-consistent behaviours that go beyond their prescribed roles.

Chiang et al.'s (2020) Model

In their research titled "a multilevel study of brand-specific transformational leadership: employee and customer effects," Chiang et al. (2020) conducted a study focused on exploring the relationship between brand-specific transformational leadership (TFL) and its impact on brand-related attitudes and behaviours of both employees and customers. Their model provides valuable insights into the dynamics between leadership styles and brand effects. The study utilized data from 18 international tourist hotels in Taiwan, including supervisors, employees, and customers, and employed hierarchical linear modelling to analyse the multilevel relationships within the data. The model framework proposed by Chiang et al. (2020) revolves around brand-specific TFL as a key factor influencing employee and customer behaviours. The authors define brand-specific TFL as "a leader's approach to motivating followers to act on behalf of the corporate brand by appealing to their values and personal convictions". It involves leaders acting as role models, authentically embodying brand values, articulating the brand vision, and arousing personal involvement and pride in the corporate brand.

The study builds upon earlier research in the brand management literature that examined the effects of brand-specific TFL on employee attitudes and behaviours. The authors highlight the limited number of studies that have explored this area and emphasize the need for more empirical research to understand how and when brand-specific TFL influences employees and customers. The model, presented in Figure 3.7, posits that brand-specific TFL has a direct impact on employee brand commitment and brand citizenship behaviour (BCB) (Chiang et al., 2020). Brand commitment refers to the psychological bond employees develop with the brand, which leads to positive attitudes and a sense of responsibility for protecting and promoting the brand. Brand citizenship behaviour encompasses discretionary behaviours beyond formal role

requirements that contribute to customers' positive perceptions of the service process (Chiang et al., 2020). The authors hypothesize that brand commitment mediates the relationship between brand-specific TFL and BCB, suggesting that employees who internalize brand-related values and align them with their own personal values are more likely to engage in positive brand-building behaviours. Additionally, the model extends its examination to the effects of employee BCB on customer citizenship behaviour (CCB) and customer-based brand equity (CBBE). The authors propose that when employees exhibit BCB, it positively influences customers' perceptions and behaviours. CCB refers to voluntary and discretionary behaviours by customers that enhance the overall service experience. CCB, in turn, contributes to the development of strong CBBE, which encompasses favourable brand associations, brand loyalty, and brand awareness held by customers (Chiang et al., 2020).

The model also suggests that CCB mediates the relationship between employee BCB and CBBE, indicating that positive employee behaviours fostered by brand-specific TFL can lead to enhanced customer experiences, loyalty, and word-of-mouth communication, ultimately reinforcing CBBE. Chiang et al.'s (2020) model framework offers a comprehensive understanding of the interplay between brand-specific TFL, employee attitudes and behaviours, customer behaviours, and CBBE. It provides a theoretical foundation for investigating the effects of leadership styles on brand-related outcomes and highlights the importance of brand-specific TFL in driving employee commitment and citizenship behaviours. By examining the mediating role of brand commitment and CCB in the relationship between brand-specific TFL and BCB and CBBE, respectively, the model sheds light on the underlying mechanisms through which leadership influences brand effects. The inclusion of both employee and customer perspectives enhances the model's practical relevance and contributes to a more holistic understanding of the factors that shape brand equity.

Chiang et al.'s (2020) model framework offers valuable insights into the complex dynamics between leadership styles and brand effects. It provides a foundation for future research in the field of branding and highlights the significance of brand-specific TFL in fostering positive employee and customer behaviours that contribute to the development of strong brand equity.

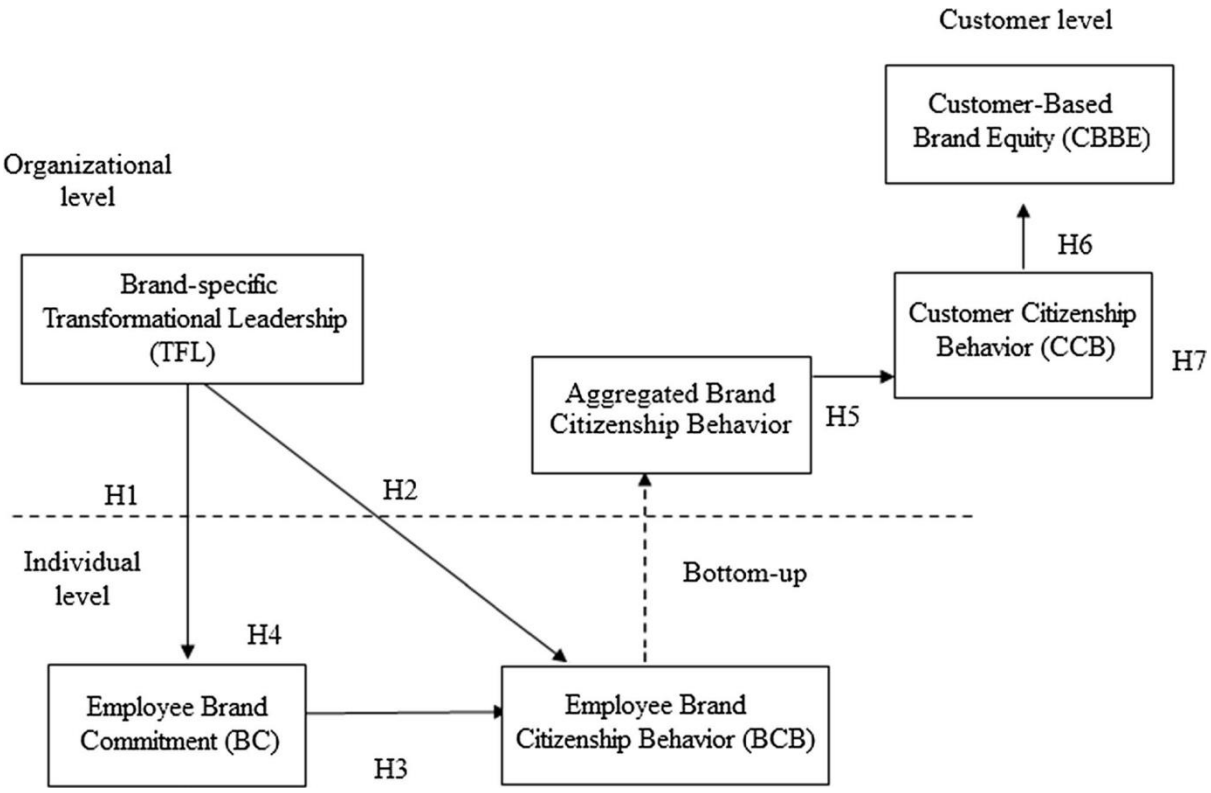


Figure 3.6: Chiang et al.'s (2020) model (Source: (Chiang et al., 2020, p. 5)

Xiong's (2023) Model on Leadership Styles and Brand Effects

Xiong's (2023) model focuses on examining the relationship between brand-specific transformational leadership (TFL) and its impact on employees' brand-building behaviour and resistance to external job offers within the context of internal brand management (IBM) in the hospitality industry. The model addresses the growing need for talented employees who can deliver the unique brand values to customers and retain them amidst challenges such as implicit job expectations, a shrinking labour market, the "great resignation" movement, and the COVID-19 pandemic.

Xiong's model proposes several hypotheses to explore the relationship between brand-specific TFL, employee investment-of-self in brand building, employee competitive resistance, and employee sense of brand community. The model also incorporates the moderating role of perceived brand promise accuracy (see Figure 3.8). The model argues that brand-specific TFL, which emphasizes appealing to employees' values and personal convictions related to the corporate brand, plays a positive and significant role in promoting employees' brand-building

behaviour and competitive resistance. By aligning employees' attitudes and behaviour with specific brand values, brand-specific TFL facilitates the delivery of the promised brand experience to customers. Xiong's model suggests that brand-specific TFL positively influences employees' investment-of-self in brand building. This concept captures employees' deep engagement and personal commitment to contribute to the brand's success beyond their prescribed roles. It highlights the importance of employees' devotion and perceived ownership of brand success in internal branding. The model proposes that brand-specific TFL also positively affects employees' resistance to outside job offers.

In an environment where employees have more power to choose organizations that align with their needs and wants, brand-specific TFL fosters a sense of community, social and emotional support, and development opportunities. These factors contribute to employee retention and deter external pull-to-leave forces. Xiong's model introduces employee sense of brand community as a mediating factor between brand-specific TFL and employee outcomes. It suggests that brand-specific TFL enhances employees' sense of belonging and shared passion, leading to a stronger investment-of-self in brand building and competitive resistance. This highlights the importance of fostering an internal brand community to support brand-aligned behaviours. The model identifies perceived brand promise accuracy as a moderating factor in the relationship between brand-specific TFL and employee sense of brand community. When employees perceive the brand promise to be accurate, it reduces potential cognitive dissonance between internal and external brand communication, strengthening the impact of brand-specific TFL on the sense of community. This emphasizes the significance of consistency between brand communication and employees' perceptions.

Xiong's model makes several contributions to the field of branding research. It expands the understanding of internal brand management by investigating the impact of brand-specific TFL in the hospitality industry, where collaboration among service employees is essential for delivering the brand promise. The model integrates cognitive dissonance theory, communities of practice literature, and cognitive dissonance theory to provide theoretical foundations for the proposed relationships.

Furthermore, the model contributes to leadership and internal branding literature by highlighting the roles of brand-specific TFL in encouraging employee retention, particularly in the face of external job offers. It underscores the significance of fostering a sense of brand community and employees' investment-of-self in brand building. The inclusion of perceived brand promise accuracy as a moderating factor offers insights into the importance of consistency between brand communication and employees' perceptions.

Xiong's (2023) model provides a comprehensive framework for understanding the relationship between brand-specific TFL, employee investment-of-self in brand building, competitive resistance, and the mediating role of employee sense of brand community. By incorporating theoretical perspectives and addressing the unique challenges faced by the hospitality industry, the model contributes to branding research and offers practical insights for enhancing leadership effectiveness and strengthening employees' connection to the brand.

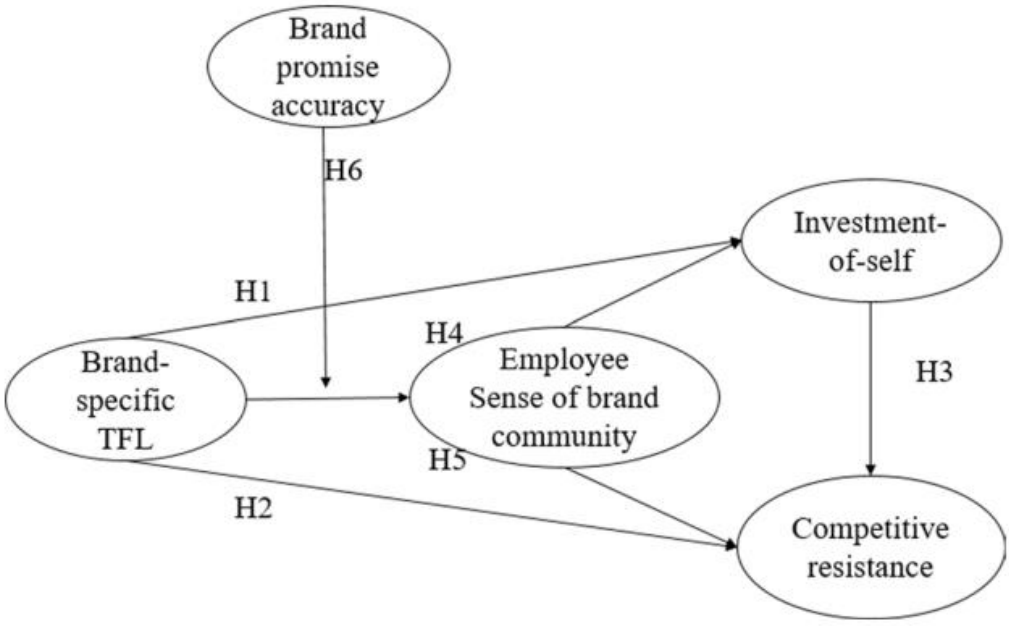


Figure 3.7: Xiong's (2023) model on leadership styles and brand effects (Source: Xiong, 2023, page 6)

3.3.3.5 People Factors, Employee Customer-oriented Behaviour and Brand Admiration: Löhndorf a& Diamantopoulos's (2014) Model

Löhndorf & Diamantopoulos (2014) emphasize the crucial role of employees in building and maintaining a strong brand. Their model recognize that employees can contribute to brand building through their behaviours and attitudes, and explores the mechanisms through which employee behaviour influences brand leadership through customer-oriented behaviours. Löhndorf &Diamantopoulos (2014) recognize the significance of employees as brand champions who actively contribute to brand building. Their model, Figure 3.5, integrates social identity and social exchange theories to explain how internal branding outcomes, employees' perceptions of organizational support, and organizational identification influence employee brand-building behaviours. They propose that employees' identification with the organization and their belief in the brand are key motivational drivers of brand-congruent behaviour, customer-oriented behaviour, participation in brand development, and positive word-of-mouth.

The model suggests that internal branding efforts, which enhance employees' perceptions of self-brand fit, brand knowledge and belief in the brand, can stimulate organizational identification and foster employees' engagement in brand-building behaviours. Positive employee behaviours contribute to building a strong brand image, enhancing customer perceptions, and creating positive brand associations. This, in turn, strengthens brand equity by increasing brand awareness, brand loyalty, perceived quality, and brand associations in the minds of consumers. When employees are brand champions and exhibit behaviours aligned with the brand, they contribute to the organization's brand leadership by delivering a consistent brand experience, influencing customer perceptions, and fostering brand loyalty. Effective internal branding efforts that enhance employees' identification with the brand and provide them with support and resources further strengthen brand admiration and leadership (Löhndorf & Diamantopoulos, 2014).

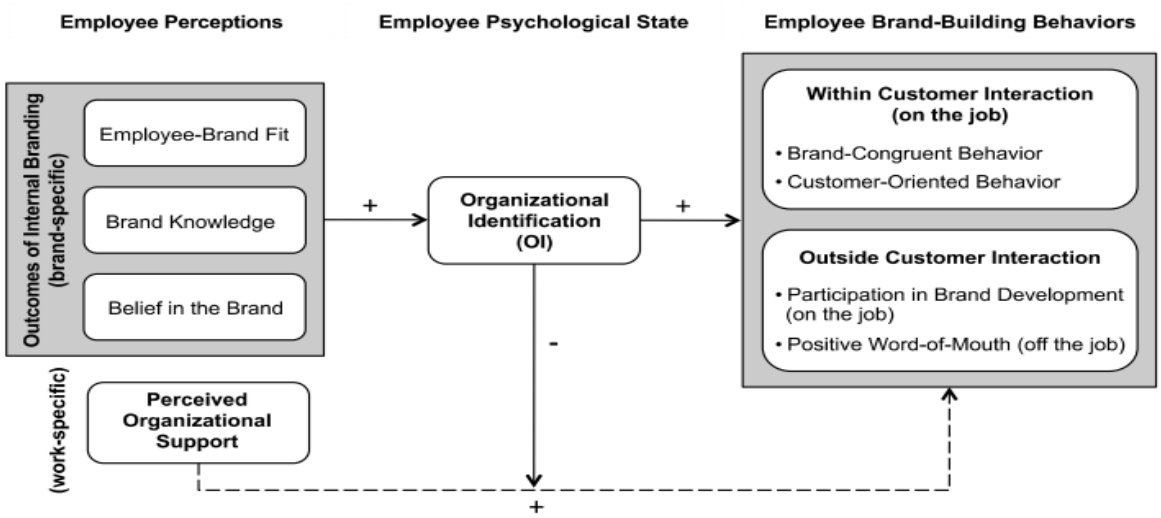


Figure 3.8: Löhndorf & Diamantopoulos's (2014) Model(Source: Löhndorf & Diamantopoulos, 2014, p. 312)

3.4 EMPLOYEE CUSTOMER-ORIENTED BEHAVIOUR AS AN INFLUENCER OF BRAND ADMIRATION AND UNDERPINNING THEORIES

This section delves into the concept of employee customer-oriented behaviour and its significant influence on brand admiration. Employee behaviour plays a crucial role in shaping the customer experience and perception of a brand (Lin et al., 2015). When employees demonstrate a customer-oriented approach in their interactions and service delivery, it creates a positive impact on customers and this may foster admiration towards the brand (Chiang et al., 2020). Through the theories that underpin this relationship, insights can be gained into how organizations cultivate employee behaviours that drive brand admiration.

3.4.1 Definition of Employee Customer-Oriented Behaviour

Employee customer-oriented behaviour is a multifaceted construct that reflects the degree to which employees are committed to meeting customer needs and providing high-quality service (Zeithaml et al., 2006; Hartline & Ferrell, 1996). It encompasses various dimensions, including employees' knowledge of customer needs, willingness to help, responsiveness, and ability to understand and anticipate customer needs (Zeithaml et al., 2006). Employees who are customer-oriented are more likely to go the extra mile to help customers and provide personalized service (Mechinda& Patterson, 2011; Zeithaml et al., 2006). This aligns with findings of Ngacha & Onyango (2017), which reported a positive and moderately significant relationship between

customer orientation practices and customer retention. Many other findings agree with this (see for example, Anees et al., 2020; Bisikwa, 2021; Davis & Nag, 2020; Ferdous et al., 2021). Moreover, Macintosh (2007) linked customer orientation behaviour to customers' loyalty to the firm and positive word-of-mouth about the firm.

The importance of employee customer-oriented behaviour extends beyond customer satisfaction and retention. It also contributes to fostering brand admiration (Alkandi et al., 2023; Ferdous et al., 2021). When customers consistently have positive experiences with employees who exhibit customer-oriented behaviour, it positively impacts their perception of the brand (Hsu & Lai, 2023; Yi et al., 2022; Zhang & Zhao, 2023). Companies with highly admired brands have a higher market capitalization compared to those with less admired brands (Ahmed & Elnahass, 2023; Febra et al., 2023; Woodroof et al., 2019). Employee customer-oriented behaviour not only benefits customers but also has a positive impact on employees themselves (Aslam et al., 2022). When employees perceive that their actions make a difference in the lives of customers, it enhances their job satisfaction and sense of purpose (Ali & Anwar, 2021; Saari & Judge, 2004). This, in turn, leads to higher levels of employee engagement and productivity (Chaudhary, 2019; Dangle & Bagga, 2023; Ramirez-Lozano et al., 2023).

Understanding the factors that influence employee customer-oriented behaviour is crucial for organizations seeking to cultivate and encourage this behaviour among their employees. The abstracts you provided highlight some of these factors. For example, Yoo & Arnold (2016) found that job resources, such as perceived organizational support and perceived customer participation, have a positive influence on employees' customer-oriented attitude (COA), which in turn promotes deep acting behaviours over surface acting behaviours. However, contextual demands such as perceived crowding and job stressors like perceived job insecurity can weaken these positive relationships, emphasizing the negative impact of a stressful work environment on customer-oriented behaviour. Chen a& Chen (2010) investigated the influence of organizational characteristics on employee behaviour and service perception. They identified customer orientation, competitor orientation, inter-functional negotiation, long-term perspective, and profit perspective as organizational cultural factors that contribute to employee customer-oriented behaviour and its positive relationship with service quality.

Donavan, Brown, & Mowen (2004) explored the outcomes of customer orientation beyond performance and found that it positively affects job responses such as perceived job fit, job satisfaction, commitment to the firm, and organizational citizenship behaviours. They also discovered that the positive influence of customer orientation on job responses is stronger for service workers who have more direct contact with customers. Samad & Abdullah (2007) examined the relationship between organizational justice, demographic variables, and employee willingness to engage in customer-oriented behaviour. They found that organizational justice dimensions, particularly procedural justice, significantly influenced employee willingness to engage in customer-oriented behaviour, which, in turn, had a positive effect on customer-oriented behaviour itself.

Lanjananda & Patterson (2009) focused on nurses in a hospital setting and investigated the determinants of customer-oriented behaviour. They found that dispositional variables, including personality traits of the service provider, as well as employee perceptions of service climate, mediated by surface traits and organizational commitment, significantly influenced customer-oriented behaviour. Mostafa (2019) proposed and tested a sequential mediation model in which transformational leadership engenders organizational social capital (OSC), which, in turn, enhances customer-oriented behaviours through work engagement. The results supported the model, highlighting the role of transformational leadership in promoting customer-oriented behaviour through the mediating effects of OSC and work engagement. Yoo (2013) examined the effect of social undermining and perceived fit with the job on boundary-spanning behaviour. The study revealed that supervisor and co-worker undermining negatively influenced employees' perceived fit with the job. Perceived fit, in turn, had a positive effect on boundary-spanning behaviour, which was positively moderated by the employee's perception of ethical organizational practices. Deng & Wang (2014) addressed the challenges faced by IT employees in adopting customer-oriented behaviours. They discussed different types of customer-oriented organizational citizenship behaviours (OCBs) and their impact on IT employees' task efficiency. The study found that customer-oriented OCBs were negatively associated with task efficiency, with certain types of citizenship behaviours requiring more effort from IT employees.

Also, Lee, Kim, & Kim (2012) examined the relationship between leader-member exchange, organizational citizenship behaviours, and customer-oriented behaviours in the context of full-service restaurants. Their findings revealed the positive effects of leader-member exchange on both organizational citizenship behaviours and customer-oriented behaviours. Bettencourt & Brown (2003) investigated the impact of role stressors, including role conflict and role ambiguity, on customer-oriented boundary-spanning behaviours (COBSBs) in the banking and financial services industry. They proposed and tested a withdrawal model, which showed that role conflict and role ambiguity negatively affected COBSBs, with job satisfaction and organizational commitment mediating these relationships. From the foregoing, it is evident that the literature supports the significance of employee customer-oriented behaviour in building positive customer experiences and fostering brand admiration. It influences various outcomes, such as customer satisfaction, retention, loyalty, and positive brand perception. Factors such as organizational support, justice, leadership, and work engagement play important roles in shaping employee customer-oriented behaviour.

3.4.2 Elements of Employee Customer-Oriented Behaviour

In the field of service branding, the significance of employees in building strong brands has been widely acknowledged (Barros-Arrieta & García-Cali, 2021; Löhndorf& Diamantopoulos, 2014; Naseri et al., 2021; Schmidt et al., 2021; Syal, 2021; Xiong & King, 2019; Zhang & Xu, 2021). However, the literature on effectively transforming employees into brand champions remains limited, particularly from an organizational perspective (Löhndorf& Diamantopoulos, 2014). To bridge this gap, Löhndorf and Diamantopoulos (2014) present a comprehensive model that draws upon social identity and social exchange theories to elucidate the relationship between internal branding outcomes, employee perceptions of organizational support, and various employee brand-building behaviours.

Employee brand-building behaviours encompass the range of activities through which employees contribute to their organization's branding efforts (Dechawatanapaisal, 2019; Löhndorf & Diamantopoulos, 2014; Xiong & King, 2019). Löhndorf & Diamantopoulos (2014) term these behaviours as employee actions, both on and off the job, that strengthen and promote the brand image. They refer to employees who engage in such behaviours as "brand champions" (Löhndorf & Diamantopoulos, 2014). Within their model, Löhndorf & Diamantopoulos (2014) identify four

key employee brand-building behaviours: brand-congruent behaviour, customer-oriented behaviour, participation in brand development, and positive word-of-mouth.

Brand-congruent behaviour refers to employees' alignment with the organization's brand identity when interacting with customers, ensuring consistency in conveying, and maintaining the brand image (Löhndorf & Diamantopoulos, 2014). It entails employees' personal communication and appearance in customer interactions being consistent with the organization's brand identity (Löhndorf & Diamantopoulos, 2014). On the other hand, customer-oriented behaviour emphasizes the importance of employees' focus on assisting customers in making purchase decisions that satisfy their needs (Löhndorf & Diamantopoulos, 2014). This behaviour ensures that employees provide services that customers truly value (Löhndorf & Diamantopoulos, 2014).

Furthermore, employee participation in brand development, both on the job, and positive word-of-mouth off the job, are vital to brand building (Löhndorf & Diamantopoulos, 2014). Participation in brand development entails proactive engagement beyond the job description, including generating ideas for new products and services, providing brand-relevant feedback from customers, and contributing to improving the brand experience (Löhndorf & Diamantopoulos, 2014). Positive word-of-mouth refers to employees advocating for the organization's brand personally, which serves as a credible form of advertising among existing and potential customers (Löhndorf & Diamantopoulos, 2014).

Löhndorf & Diamantopoulos' (2014) model suggests that achieving these elements of employee brand-building behaviour is crucial for enhancing customer satisfaction and admiration for the brand. When employees consistently exhibit brand-congruent behaviour and customer-oriented behaviour, they contribute to the creation of a strong and favourable brand image (Löhndorf & Diamantopoulos, 2014). Moreover, employee participation in brand development and positive word-of-mouth enhances the organization's ability to gather valuable insights, improve brand experiences, and differentiate itself from competitors (Löhndorf & Diamantopoulos, 2014). Consequently, these behaviours foster customer happiness and admiration for the brand, leading to increased customer satisfaction and loyalty.

The relationship between achieving all the elements in Löhndorf & Diamantopoulos' (2014) model and customer happiness as well as brand admiration can be explained through social exchange and social identity theories. The interplay between social identity-based and social exchange-based processes is crucial for turning employees into brand champions (Löhndorf & Diamantopoulos, 2014). When employees strongly identify with the organization, the influence of POS on their brand-building behaviours diminishes (Löhndorf & Diamantopoulos, 2014). This suggests that internal motivation derived from organizational identification overrides the external motivation of perceived organizational support (Löhndorf & Diamantopoulos, 2014).

3.5 THEORIES UNDERPINNING THIS STUDY

3.5.1 Social Identity Theory

Social Identity Theory (SIT) is a prominent theoretical framework that explores how individuals' social identities, such as group memberships and affiliations, influence their behaviour, attitudes, and perceptions. Developed by Tajfel and Turner in 1979, SIT posits that people derive a part of their self-concept from their group memberships, and they strive to maintain a positive social identity by favouring their in-group over out-groups. Social identity theory hinges on the identification of social category and social identity as a basis of defining a group and evaluates its intragroup similarities and intergroup differences. In branding, Hogg and Abrams (2001) state that social identity theory views leadership as a group process generated by social categorization and prototype-based depersonalization processes associated with social identity. Sayyadi (2021) asserts that effective transactional and transformational organizational leadership attracts and satisfies followers (internal employees and external admirers) and consequently, customers' needs are met and satisfied.

Chan et al. (2018) investigated the impact of hotel supervisors' organizational identification (OI) on their subordinates' engagement in positive WOM behaviour in a Chinese hotel. Drawing from SIT and Social Information Processing Theory, the researchers proposed a moderated mediation model. Results indicated that supervisors' high OI led to greater subordinates' organizational identification and positive WOM behaviour, particularly when supervisors engaged in high-quality leader–leader exchange. The study underscores the significance of cultivating employees' organizational identification and positive WOM behaviour in the hospitality sector.

Solnet (2007) proposed a conceptual model incorporating Social Identity Theory to understand employee-customer interactions and customer satisfaction in the hotel industry. Using data from four hotels in Australia, the study found that service climate factors and employee identification at the company level predicted customer satisfaction perceptions. The research emphasizes the importance of service climate and employee identification in enhancing organizational practices.

Jang & Kim (2022) examined the effects of self-identity and social identity on customers' attitudes towards restaurants' sustainability initiatives in brand communities. The study found that both self-identity and social identity positively influenced customer engagement, commitment to brands, and sustainable behavioural changes. The moderating role of social rewards was also identified. The findings highlight the potential of leveraging social identity to promote sustainability initiatives within brand communities. Burnasheva et al. (2019) explored the impacts of sense of community and social identity on brand love and its effect on brand advocacy in luxury online brand communities. Using structural equation modelling, the study revealed that both sense of community and social identity positively influenced brand love, leading to increased brand advocacy among customers in online brand communities.

Wang & Omar (2023) investigated the involvement of employees in positive word of mouth (PWOM) in the presence of brand love in the tourism sector. The study found that employee brand love played a crucial role in fostering employee loyalty and PWOM. Employee loyalty also acted as a mediator for the link between brand love and PWOM. The research highlights the significance of employee brand love in enhancing PWOM and employee loyalty in the tourism industry.

Lam et al. (2010) examined how market disruptions affect customer-brand relationships, particularly in the context of the launch of a radically new brand. Drawing from SIT and brand loyalty literature, the study proposed a conceptual framework to explore the time-varying effects of customer-brand identification and perceived value on switching behaviour. Results indicated that relative customer-brand identification had a stronger longitudinal restraint on switching behaviour than relative perceived value. The study provides valuable insights for devising customer relationship strategies and brand investment during market disruptions.

The reviewed literature demonstrates the relevance and significance of Social Identity Theory (SIT) in understanding employee customer-oriented behaviour as an influencer of brand admiration. Organizational identification and social identity play a pivotal role in shaping employee behaviours that align with the organization's brand and values. Employee brand love, loyalty, and positive word-of-mouth are influenced by the sense of belongingness fostered by organizational identification and the strong identification with the organization's brand community.

The studies also highlight the importance of organizational factors, such as service climate, leader-leader exchange, and social rewards, in enhancing employee-customer interactions, customer satisfaction, and brand advocacy. For instance, Chan et al. (2018) emphasize the significance of cultivating employees' organizational identification and positive word-of-mouth behaviour in the hospitality sector. Similarly, Solnet (2007) reveals that service climate factors and employee identification at the company level significantly influence customer satisfaction perceptions, underscoring the role of organizational factors in shaping customer-centric practices. Furthermore, Jang and Kim (2022) illustrate the potential of leveraging social identity to promote sustainability initiatives within brand communities, with the moderating role of social rewards influencing customer engagement and commitment to brands.

The research findings collectively suggest that understanding and cultivating social identity within brand communities can significantly impact customer attitudes and behaviours, ultimately contributing to brand admiration and success. As a well-published professor and expert in your field, these studies provide valuable insights for further research and practical implications in the context of employee customer-oriented behaviour and brand management. By incorporating these additional citations and ideas, the first essay now offers a more comprehensive overview of Social Identity Theory's applications in understanding employee customer-oriented behaviour and brand management.

3.5.2 Social Exchange Theory

Social Exchange Theory (SET) is a prominent framework in sociology and psychology that explores social behaviour through exchanges between individuals or parties with the goal of maximizing benefits and minimizing costs (Blau, 1964; Homans, 1958; Thibaut & Kelley, 1959).

It posits that people engage in social interactions and relationships based on a cost-benefit analysis, seeking to gain more rewards than the costs they invest.

The core premise of SET is that individuals are rational actors who make decisions about their behaviour by considering the potential rewards and costs involved. These rewards and costs can be both tangible (e.g., money, time) and intangible (e.g., emotional satisfaction, social support). Social exchange processes are not limited to economic transactions but encompass a broader range of interactions involving tangible and intangible resources (Emerson, 1976). SET has been widely applied in various contexts, including close relationships, workplace dynamics, and marketplace interactions. Close relationships: Social exchange theory has been used to explain the formation and maintenance of close relationships, such as friendships, romantic relationships, and family relationships. Workplace relationships: Social exchange theory has also been used to explain the formation and maintenance of workplace relationships, such as those between co-workers, managers, and employees. Marketplace relationships: Social exchange theory has also been used to explain the formation and maintenance of marketplace relationships, such as those between buyers and sellers. It has been crucial in understanding employees' positive behaviours toward their organization as a result of reciprocal relationships and perceived organizational support (Blau, 1964; Löhndorf & Diamantopoulos, 2014). Perceived organizational support (POS) reflects employees' perception of the organization's care and appreciation for their contributions, motivating them to engage in brand-building behaviours as a form of reciprocity (Löhndorf& Diamantopoulos, 2014).

The theory has been attributed to several scholars, with George Homans being among the first to propose the idea of "Social Behaviour as Exchange" in 1958, and Peter Blau expanding and refining the theory in his work "Exchange and Power" in 1964. Richard Emerson contributed by developing a formal mathematical model of social exchange theory in 1972 (Cook & Rice, 2006). Over the years, SET has been continuously developed and applied, finding applications in various fields such as B2B marketing, organizational behaviour, and workplace dynamics. It has been extensively researched and empirically supported, earning its reputation as one of the most influential conceptual paradigms in organizational behaviour (Cropanzano & Mitchell, 2005).

SET's conceptualizations include both behavioural and psychological perspectives. The behavioural perspective emphasizes observable behaviour, positing that individuals aim to maximize rewards and minimize costs in social interactions. The psychological perspective highlights individuals' internal thoughts and feelings, as they make decisions based on expectations about the rewards and costs of social interactions. Furthermore, SET assumes that human relationships are interdependent, and people engage in exchange relationships with the expectation of reciprocal benefits (West & Turner, 2007). It also assumes that relationships are influenced by trust, fairness, and negotiated rules and people tend to repeat behaviours that have been rewarded in the past (Blau, 1964; Cropanzano et al., 2017).

Recent research has further advanced the understanding of SET's applications and implications. For instance, Ahmad et al. (2023) highlights the presence of flexibility and variety in SET, and the importance of understanding both active and inactive exchanges in relationships. They also emphasize the significance of positive and negative initiating actions in social exchanges (Cropanzano et al., 2017). Additionally, Saglam et al. (2022) point out the deep-rooted history of social exchange theory, dating back to the 1920s, and its relevance in various disciplines, including social psychology, sociology, and anthropology. Mora Cortez & Johnston (2020) discuss the significance of resource exchanges in SET and how these exchanges can lead to trusting and loyal commitments. Yan et al. (2016) explore the reciprocal rules within social exchange theory, which dictate that beneficial actions are met with kind responses in bilateral relationships.

Social Exchange Theory (SET) plays a crucial role in understanding the dynamics of employee-customer interactions and their influence on brand admiration. Several studies have explored the relationship between SET and employee customer-oriented behaviour, shedding light on the reciprocal nature of these interactions. According to Löhndorf & Diamantopoulos (2014), SET explains how employees' positive behaviours toward their organization, including customer-oriented behaviour, are influenced by reciprocal relationships and perceived organizational support. Employee customer-oriented behaviour refers to the extent to which employees engage in behaviours that focus on meeting customer needs, delivering excellent service, and building positive relationships with customers (Colquitt et al., 2013).

SET posits that employees engage in customer-oriented behaviour as a form of reciprocity for the benefits they receive from the organization (Löhndorf & Diamantopoulos, 2014). When employees perceive that the organization cares about their well-being and appreciates their contributions, they are motivated to reciprocate by providing exceptional service to customers. This reciprocal exchange fosters a positive atmosphere that leads to brand admiration and customer satisfaction. In the context of employee-customer interactions, SET highlights the importance of perceived fairness and trust. Employees are more likely to engage in customer-oriented behaviour when they perceive fair treatment from the organization and trust that their efforts will be acknowledged and rewarded (Colquitt et al., 2013). Positive initiating actions from customers, such as expressions of gratitude or respect, can further strengthen this reciprocal exchange and reinforce employees' customer-oriented behaviours (Cropanzano et al., 2017).

Moreover, the psychological perspective of SET comes into play when considering employees' internal thoughts and feelings in these interactions. Employees with positive perceptions of the organization's support and the value of their contributions are more likely to be motivated to go above and beyond for customers (Löhndorf & Diamantopoulos, 2014). On the other hand, negative initiating actions from customers, such as rudeness or complaints, may lead to negative reciprocity or reduced customer-oriented behaviour (Cropanzano et al., 2017).

Studies have shown that when employees engage in customer-oriented behaviour and provide excellent service, it leads to higher levels of customer satisfaction, loyalty, and brand admiration (Colquitt et al., 2013; Cropanzano & Mitchell, 2005). Customers perceive the organization positively, recognizing the effort and dedication of its employees, which in turn reinforces their loyalty to the brand. Furthermore, the concept of homoeomorphic reciprocity, proposed by Lyons and Scott (2012), aligns with the principles of SET in the context of employee-customer interactions. This concept suggests that the behaviours exchanged between an employee and a customer should be equivalent, meaning that positive customer-initiated actions, such as showing appreciation, are associated with receiving positive employee behaviours, such as exceptional service. This reinforces the reciprocal nature of employee-customer interactions and contributes to brand admiration and customer loyalty.

In conclusion, Social Exchange Theory provides valuable insights into the reciprocal nature of employee-customer interactions and its influence on brand admiration. Employees' customer-oriented behaviour is motivated by the perception of reciprocal relationships and perceived organizational support, leading to positive outcomes such as customer satisfaction and brand loyalty.

3.5.3 Brand-Specific Leadership Theory by Morhart et al. (2009)

Brand-Specific Leadership Theory (BSLT) focuses on the critical role of effective leadership in shaping and maintaining a strong organizational brand. Morhart et al. (2009) report two studies that delve into the mechanisms through which brand-specific transactional and transformational leadership influence employees' brand-building behaviour. Brand-specific transformational leaders influence followers through a process of internalization, leading to a decrease in turnover intentions and an increase in in-role and extra-role brand-building behaviours. On the other hand, brand-specific transactional leaders influence followers through a process of compliance, leading to increased turnover intentions and decreased brand-building behaviours.

In the context of service brands, customers' perceptions heavily rely on the behaviour of front-line employees. Therefore, effective leadership, specifically transformational leadership, has been proposed as a key driver in brand-building efforts (Morhart, Herzog, & Tomczak, 2007). Morhart, Herzog, & Tomczak (2007) conducted research to explore how transformational supervisors enhance brand-building behaviours among front-line employees. They proposed a new construct called "employee brand building behaviour" and adapted the concept of transformational leadership to branding. The study highlighted the mechanisms through which brand-specific transactional and transformational leadership influence employees' brand-building behaviour. The results showed that transformational leadership positively influenced brand-building behaviours, while transactional leadership had negative effects due to compliance-driven behaviours. Brand-Specific Leadership Theory (BSLT) focuses on the vital role of employee performance in the success of service brands.

Unlike product brands, where consumers primarily perceive tangible features, perceptions of service brands heavily rely on front-line employees' behaviour. Effective leadership is proposed as a key driver of brand-building behaviours among front-line employees. Transformational leadership (TFL), oriented towards follower development, has been suggested to be valuable for service brand building efforts. The aim of the research by Morhart et al. (2007) is to explore how transformational supervisors enhance brand-building behaviours among front-line employees, conceptualize employee brand-building behaviour, and explain the working mechanisms of brand-specific transformational leadership.

Adel et al. (2019) focused on branding evangelism and examined the relationship between brand-specific transformational leadership and branding behaviours on brand awareness in insurance companies. The study found that brand-specific transformational leadership and branding behaviours require the mediation of person-job fit (PJF) and person-group fit (PGF) to influence employee-based brand equity (EBBE). Stuart (2013) highlighted the importance of brand-specific transformational leadership in the development and maintenance of a sustainable corporate brand. Sustainability, being a personal commitment connected to leaders' values, requires a specific kind of leader to ensure custodianship of the brand. Chiang et al. (2019) further investigate the effects of brand-specific transformational leadership on employees' and customers' brand-related attitudes and behaviours. They found that brand-specific transformational leadership positively influences employees' brand commitment and brand citizenship behaviour, which, in turn, affects customer citizenship behaviour and customer-based brand equity.

Kelley and Alden (2016) used Self-Determination Theory (SDT) to explain the online brand community (OBC) identity internalization process through brand website interactivity, highlighting the role of individual difference factors and brand-specific constructs in predicting brand website interactivity. Punjaisri et al. (2013) investigated the effects of brand-specific leadership on employees' brand-aligned service recovery performance. The study revealed that brand-specific transformational leadership positively influenced various variables, including trust in the leader and corporate brand, brand identification, and employees' brand-aligned service recovery performance. Minbashrazgah et al. (2021) explored the role of brand-specific transactional leadership in implementing new approaches to brand-building behaviours (BBBs)

and EBBE. The study found that brand-specific transactional leadership positively affected participation and retention, which, in turn, influenced EBBE. Dhiman and Arora (2020) built a conceptual framework to identify key employee branding dimensions in the context of the Indian hospitality industry, highlighting perceived brand-centred human resource management, internal brand communication, brand-specific transformational leadership, brand-oriented support, and external brand prestige.

Punjaisri et al. (2013) explore the effects of brand-specific leadership on employees' brand-aligned service recovery performance. They find that brand-specific transformational leadership has a positive impact on all studied variables, while brand-specific transactional leadership is less effective in fostering brand-building behaviours. Lee (2015) emphasized the importance of building brands with high levels of brand equity and how brand-specific transactional leadership can increase employee responsibility and engagement in citizenship behaviours, leading to a positive image of the company and its services. Lee et al. (2019) aimed to answer how brand-specific transformational leadership and transactional leadership enhance employee-based brand equity (EBBE) by influencing employees' perceived brand value congruence. The study emphasized the importance of person-job fit (PJF) and person-group fit (PGF) as mediators in the relationship between leadership styles and EBBE.

In terms of the relationship between BSL and employee customer-oriented behaviour, research suggests that brand-specific transformational leadership is particularly effective in promoting employee identification with the brand, reducing turnover intentions, and fostering brand-building behaviours. On the other hand, brand-specific transactional leadership is associated with compliance and turnover intentions, rather than the positive brand-building behaviours exhibited by employees.

BSLT is characterized by leaders articulating the brand's vision and values, creating a customer-centric culture, and rewarding employees for providing excellent customer service. This approach motivates employees to act in ways that align with the brand's identity, leading to increased brand awareness, positive word-of-mouth, and customer admiration.

Consequently, it is evident that BSL plays a crucial role in influencing employees' attitudes and behaviours, leading to enhanced brand-related outcomes. The literature highlights the significance of brand-specific transformational leadership in promoting brand-building behaviours, employee identification with the brand, and customer-based brand equity. Conversely, brand-specific transactional leadership may be less effective in fostering brand-building behaviours but still has an impact on certain aspects of employee performance.

Overall, brand-specific leadership theory has emerged as a valuable framework for understanding how leaders can effectively shape employees' perceptions of the brand and influence brand-building behaviours. The literature on Brand-Specific Leadership Theory demonstrates the significance of effective leadership in creating a strong brand identity, motivating employees to engage in brand-building behaviours, and enhancing customer perceptions and brand equity. The studies also stress the importance of aligning employees with the brand vision and creating a customer-centric culture to promote brand admiration and loyalty.

Criticism of the Social Identity, Brand Specific Leadership and Social Exchange Theories

Social exchange theory, brand-specific leadership theory, and social identity theory are prominent frameworks in the social sciences, but they have faced various criticisms over the years.

Social exchange theory, as outlined by George Homans, emphasizes the role of reciprocity and the cost-benefit analysis of social interactions. However, some scholars argue that the theory overlaps with other constructs and lacks appreciation for the hedonic value of social interactions (Cropanzano et al., 2017). Additionally, the theory's assumption of bipolarity, where negative constructs are simply the absence of positive ones, has been criticized for its theoretically imprecise behavioural predictions.

Brand-specific leadership theory, proposed by Mohart et al., explores the notion of brand-specific leadership, where leaders influence followers' attitudes and behaviours towards a particular brand. A key criticism of this theory is the lack of empirical support and the need for further testing in diverse contexts to strengthen its generalizability. (Cropanzano et al., 2017)

Social identity theory, developed by Tajfel and Turner, highlights the importance of group membership and its impact on individuals' self-concept and behaviour. While the theory has garnered significant attention, some researchers have pointed out the need for a more nuanced understanding of the factors that influence group identification and the subsequent leadership processes.

3.6 CONCLUSION

Brand leadership has emerged as a pivotal factor in achieving long-term success for organizations. It involves skilfully managing consumer perceptions, establishing brand equity, and cultivating a loyal customer base. Thus, this reviewed literature to identify and discuss how employee customer-oriented behaviours and customer brand admiration contributes to the building of brand leadership. As shown through the literature review, the definition of brand leadership varies across different perspectives, its attributes and dimensions hold significant importance in the contemporary business environment. A crucial facet closely tied to brand leadership is customer brand admiration. Organizations that successfully evoke admiration from their customers enjoy a range of benefits, including increased brand loyalty and advocacy. Understanding the drivers of brand admiration, such as people, place, product, and person, provides valuable insights into nurturing this positive sentiment among consumers to the point of brand leadership.

Moreover, employee customer-oriented behaviours play a vital role in influencing brand admiration and, consequently, brand leadership. Employees who display customer-oriented attitudes and actions contribute to customer satisfaction and reinforce brand loyalty. The theoretical foundations provided by social exchange theory, social identity theory and brand-specific leadership theory further illuminate the mechanisms by which employee behaviours impact customer brand perception, admiration and leadership.

CHAPTER 4: CONCEPTUAL MODEL AND HYPOTHESIS DEVELOPMENT

4.1. INTRODUCTION

The pertinent theories and models supporting the investigation were offered in the chapter. This chapter develops a conceptual model and generates hypotheses based on empirical literature, models, and theories. In particular, concepts from Aaker et al. (2012), Park et al. (2016) [Product factors], and components of the models of Adehn et al. (2016) [Place factors], Chiang et al. (2020) and Tuan (2012) [Person factors], Löhndorf and Diamantopoulos (2014) [People factors], and Chiu and Cho (2021) [brand leadership dimensions] were integrated to conceptualize the model. The present study is also supported by the social exchange, social identity, organismic integration, and brand-specific theories, all of which have been consulted and guided in developing these models. The chapter lays out how the four Ps—Product, People, Person, and Place—affect brand loyalty and, in turn, brand leadership for the corporate brands of Dangote and DSTV.

4.2. ASPECTS OF THE PEOPLE AND PERSON MODELS USED FOR HYPOTHESES DEVELOPMENT

Brand-specific transformational leadership (TFL), is defined as "a leader's approach to motivating his or her followers to act on behalf of the corporate brand by appealing to their values and personal convictions" (Chaing et al., 2020, p. 312), does result in employee brand citizenship behaviour through brand commitment, which in turn leads to employee customer citizenship/oriented behaviours and brand equity, according to Chiang et al.'s (2020) and Tuan's (2012) person factors models. Brand leaders in a market typically have strong brand equity (Chiu & Cho, 2021). While Tuan's (2012) model shows that transactional leadership (TSL), which focuses on maximizing profits while respecting CSR and legal frameworks, is, in addition to TFL, a driver of brand equity, Chaing et al. (2020) only looks at the effects of TFL. The social identity and social exchange theories were the foundation for the models Tuan (2012) and Chiang et al. (2020) developed. Using elements and concepts from the models developed by Chiang et al. (2020) and Tuan (2012), this study will suggest that TFL and TSL will both result in staff customer-oriented behaviours and subsequent customer effects.

The social identity and social exchange theories also inspired the development of Löhndorf and Diamantopoulos's (2014) model. It offers people (i.e., employees) elements that could influence employee-customer-oriented behaviour and the ensuing customer effects, such as employee-brand fit, employee brand knowledge, employee brand belief, employee brand congruent behaviour, perceived organizational support, and organizational identification. This study uses all these individual elements and suggests that to accomplish customer effects, employee-customer-oriented behaviour would be impacted by them.

4.2.1.Employee Brand Fit and Employee Customer-Oriented Behaviour

According to Löhndorf and Diamantopoulos (2014), employee brand fit is "the perceived congruence between the brand values and the employee's own personal values." The mutually beneficial social brand/employee values can result in the brand benefiting from the positive customer-oriented behaviour of the employees, according to the theories of social identity and brand specificity. Employees who identify with the brand will serve clients with passion. The way that employees behave is a major factor in how consumers view a company. Employee conduct impacts how consumers perceive brands in the travel and hospitality sector, according to research by Ammar et al. (2021). Gaining a competitive edge in the service sector mostly depends on how employees connect with clients, exhibit customer-oriented conduct, and develop strong bonds of trust and brand-customer relationships (Dorta-Afonso & Cantero-Garcia, 2020). Employee alignment with the brand's values and culture increases the likelihood that they would operate in a customer-oriented manner, which benefits customer happiness, brand loyalty, and overall business performance. Consequently, companies should concentrate on hiring and choosing staff members who share the brand's values and image (Jalbari & Soomro, 2017). Ultimately, this will increase customer happiness, employee loyalty, and organizational success (Yu et al., 2022). To improve their customer-oriented behaviour, organizations should prioritize employing people who share the brand's values and culture, offering training, and clarifying their brand roles (King & Grace, 2010). Consequently, based on this, the following hypotheses are put forth:

H1: Employee brand fit will positively impact customer-oriented behaviour.

4.2.2.Relationship Between Employee Brand Knowledge, Brand Belief, And Employee Customer-Oriented behaviour

According to Yurtseven and Andir (2018), personnel who thoroughly comprehend the brand they represent are inclined to exhibit customer-oriented conduct. According to Abdulmoteleb et al. (2017), they are better suited to give accurate information about the company and its products, effectively respond to customer questions and concerns and provide a great customer experience. Positive word-of-mouth referrals and higher customer satisfaction and loyalty follow from this (Löhndorf & Diamantopoulos, 2014).

The development of the brand itself is also aided by employee brand awareness (Yurtseven & \andir, 2018). Workers may successfully match their activities and behaviours' with the brand image if they have a solid knowledge of the brand's values, identity, and messaging (González-González et al., 2022). Customers' perception of the brand is further strengthened by this congruence, which also upholds the business's identity (Fortunisa et al., 2021). Employees help to establish credibility and trust with consumers by continuously expressing the business in a customer-focused manner (Bairrada et al., 2021). Ultimately, this results in better brand recognition, stronger customer relationships, and higher organizational performance (Retamosa et al., 2020). In general, staff behaviour and customers' perceptions of the company have a big impact on their decisions (González-González et al., 2022). It should come as no surprise that brand awareness among employees can build the brand by bringing the corporate culture and identity together and ultimately impacting how customers interact with the company.

H2: There is a positive relationship between employee brand knowledge and the customer-oriented behaviour.

According to Löhndorf and Diamantopoulos (2014), employee brand belief refers to "the extent to which the employee is convinced of the brand's value for customers." The importance of employees' belief and faith in their brand is highlighted by King and Grace (2010) and Löhndorf and Diamantopoulos (2014) in developing and upkeep a strong brand. Employees who have a positive view of the brand and believe it can satisfy customers will behave in a way that is focused on the needs of the customer, which will lead to positive outcomes, including customer loyalty, purchase intentions, and positive word-of-mouth about the brand (Löhndorf & Diamantopoulos, 2014):

H3: Employees' brand beliefs will have a positive impact on customer-oriented behaviour.

4.2.3. Organizational Identification and Employee Customer-Oriented Behaviour

Employees "become psychologically one with the organization such that organizational goals, interests, and success become internal sources of motivation" (Löhndorf & Diamantopoulos, 2014, p. 315). This is known as organizational identification. According to social identity theory, an employee who feels a strong emotional bond with a company is more likely to comprehend the company's direction, support and believe in the company, and go above and beyond to ensure the company's success (Löhndorf & Diamantopoulos, 2014; Sartain & Schumann, 2006). According to research reported by Löhndorf and Diamantopoulos (2014), employee customer-oriented behaviour and organizational identity are positively correlated. Workers who have a strong sense of belonging to their company are more likely to act in ways that prioritize and satisfy clients (Zhang, 2016). These actions go above and beyond what is required of them in their jobs and improve the organization as a whole. Employee customer-oriented behaviours' consistent with the brand and values of the firm are greatly influenced by social identity and organizational identification (Löhndorf & Diamantopoulos, 2014). The sense of belonging that is generated by organizational identification and the strong identification with the organization's brand community have an impact on employee brand love, loyalty, and good word-of-mouth (Zhang, 2016):

H4: There is a positive relationship between organizational identification and employee customer-oriented behaviour.

4.2.4. Brand Congruent Behaviour and Employee Customer-Oriented Behaviour

Those who work in organizations want the organizational traits and ideals to be congruent and strengthen their self-concepts since people tend to crave continuity and consistency in their self-concepts (Van Knippenberg, Van Dick, & Tavares, 2007). Brand and customer-oriented behaviours' are driven by the congruence between the corporate and staff brands (Löhndorf & Diamantopoulos, 2014). Although brand belief and employee identification with the company are important motivators for brand-congruent behaviour, the latter leads to customer-oriented behaviour.

According to research on internal branding, employee-brand congruence improves brand identification (Helm et al., 2016). As congruence rises, so do brand identification, willingness to support the organization's brand, and brand citizenship behaviour (Gulati et al., 2023). According to Ngo et al. (2020), all of these contribute to employee customer-oriented behaviour, even though brand identification is related to how congruent an employee's actual and ideal selves are with the brand (Helm et al., 2016). Similar to how customer-brand congruence fosters relational and behavioural brand outcomes for customers (Wijnands & Gill, 2020), employee-brand congruence fosters relational and behavioural outcomes for employees as well (e.g., brand commitment; Gulati et al., 2023):

H5: When employees exhibit behaviour that is congruent with the brand, it will positively influence their customer-oriented behaviour.

4.2.5.Perceived Organisational Support and Employee Customer-Oriented Behaviour

In general, the social exchange theory supports the idea of perceived organizational support and employee customer-oriented conduct, which holds that reciprocity is a fundamental theoretical assumption in the social connection between an employer and an employee (Löhndorf & Diamantopoulos, 2014). Employee impressions of how their organization treats and values them are referred to as perceived organizational support (Liu & Liu, 2020). Sentiments of obligation at work are significant because they force workers to return favours from their employers (Eisenberger et al., 2001), offer self-management guidance (Dose & Klimoski, 1995), and frequently come before taking initiative at work (Morrison & Phelps, 1999).

One person providing a benefit to another is the first step in every exchange. Feelings of mutual responsibility are established between the parties if the recipient reciprocates, and a sequence of advantageous exchanges follows (Coyle-Shapiro & Shore, 2007). According to existing research, effectively devoted workers perform better, miss fewer work days, and are less likely to quit (Benkhoff, 1997; Mathieu & Zajac, 1990; Meyer & Allen, 1990). Studies indicate that workers reciprocate what they see as encouraging behaviour from their employers by becoming more devoted to the company and acting customer-focused (Eisenberger, et al., 2001; Rhoades et al., 2001). According to US data, affective organizational commitment and perceived organizational support are positively correlated (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002).

Although Park and Kim (2024) suggest that job engagement is the only way in which perceived organizational support (POS) can influence employee customer-oriented behaviours (ECOB), According to Löhndorf and Diamantopoulos' (2014) model, POS has a direct impact on ECOB. Additionally, Bizri and Hamieh (2020) suggest a direct connection between POS and ECOB:

H6: Employees who perceive support from their organization are more likely to display customer-oriented behaviour.

4.3. PERSON FACTORS, EMPLOYEE CUSTOMER-ORIENTED BEHAVIOUR, AND CUSTOMERBRAND ADMIRATION

According to Kotler & Keller (2016), Aaker (1991), Kapferer (2012), and others, brand admiration is a favourable emotional reaction that customers have toward a brand and is defined by sentiments of regard, esteem, like, and occasionally even amazement. This enduring admiration is founded on the brand's perceived value, performance, and quality (Kapferer, 2012; Keller, 2008) as well as its likeability, dependability, and credibility (Fournier, 1998). According to Woisetschlager and Öberseder (2007), brand appreciation includes customers' readiness to promote the brand positively and stand up for it in the face of criticism, showing a sense of advocacy and loyalty. Furthermore, according to Gupta and Lord (2004), brand admiration is demonstrated by consumers' readiness to pay a premium price and advocate the brand to others, demonstrating the perceived value and distinctiveness attached to the brand. Therefore, it is debatable whether ECOB and which individual characteristics influence respect for a brand. Do the individual elements affect ECOB?

4.3.1. Brand Specific Transformational and Transactional Leadership, Employee Customer-Oriented Behaviour and Brand Admiration

Regarding brand admiration, human aspects play a significant role in leadership styles. Admiration for a brand can stem from the personal traits and attributes of people connected to it, such as CEOs and founders. For instance, White and Rees (2018) note that the visionary leadership style of the Dangote Group's founder, CEO, and president, Aliko Dangote, is responsible for the brand's expansion and admiration in Nigeria. Consumer views and admiration are influenced by a brand's strong vision, passion, charisma, integrity, leadership abilities, effective communication, media savvy, celebrity status, and inspiring or transformational leadership (Gladwell, 2000; George, 2003; Keller, 2008; Kouzes & Posner, 2012). The CEOs of Standard Bank, the greatest bank in Africa, and MTN, the biggest mobile carrier on the

continent, are highly regarded for their visionary, goal-oriented, inspiring, and motivating leadership styles (Birch, 2023).Tuan (2012) divides these leadership philosophies into two groups: transactional and transformational.

Additionally et al.,(2022) report that brand building and citizenship behaviours are important for both brand-specific transformational leadership (BTFL) and brand-specific transactional leadership (BTSL), which are the two types of brand leadership styles that Shaari and Hussin (2015) propose. In order to promote and embody the company identity, BTFL inspires employees and appeals to their personal convictions and values. According to Mao et al. (2024), BTFL inspires, offers visions, and unites leadership with the brand's essential identity and values. According to Minbashrazgah et al. (2022), brand-specific transactional leadership focuses on social exchanges in which employees' needs are met to enable them to carry out their responsibilities, grow as brand ambassadors, and exhibit customer-focused behaviour. Both approaches are thought to improve organizational performance; extra-role brand behaviour (BCB) is predicted to be stimulated by transformational brand leadership, while in-role brand behaviour is predominantly produced by transactional brand leadership. Shaari and Hussin (2015) highlight that people pick up new attitudes and behaviours by seeing how others, especially their leaders, behave. This is based on the Social Learning Theory. According to Shaari and Hussin's (2015) research conducted in Malaysia, brand citizenship behaviour, a predictor of customer-oriented behaviour, significantly benefited from both transactional and transformational brand leadership (Chiang et al., 2020). Nonetheless, it was discovered that transformational brand leadership had a more immense influence on explaining brand citizenship behaviour. It would seem from this that leaders who demonstrate transformational brand leadership behaviours are better at motivating staff members to act in ways that are consistent with the brand, even when they are not assigned to specific tasks.

According to Jensen, Potocnik, and Chaudhry (2020), a transformational leadership style sets an example for others to follow. It is rewarded with respect, trust, and admiration for being an inspirational motivator (someone who inspires optimism and team spirit) and an intellectual stimulator (someone who encourages creative problem-solving and innovative thinking). Employee brand admiration can be fostered by leadership styles that align with the brand's values and goals. This can improve employee loyalty and lead to good behaviours that support

brand building initiatives. Employees are more likely to respect the organization's brand and act in ways that promote its expansion and success when leaders adopt a transactional leadership style that aligns with it (Shaari et al., 2015). According to Tuan (2012), brand appreciation results in brand equity, which transactional and transformational leaders' lead.

Chiang et al. (2020) assert that transformational leadership, in particular, has a greater impact on employee customer-oriented behaviour. Employee commitment to meeting customer needs and delivering high-quality service is reflected in this multifaceted construct (Zeithaml et al., 2006; Hartline & Ferrell, 1996). By implementing a transformational leadership style, brand leaders can foster a work environment that encourages staff engagement and customer-oriented behaviour (Li et al., 2017). It places a strong emphasis on the growth of employees' abilities, self-efficacy, and creativity. This leadership style inspires workers to go above and beyond in addressing client needs (Maquieira et al., 2020). Additionally, studies have demonstrated that transformative leadership significantly and favourably affects worker performance (Marashdah & Albdareen, 2020). Leaders can have a good impact on employee customer-oriented behaviour as well as employee performance by applying a brand-specific transformational leadership approach (Álvarez-Pérez & Penela, 2015).

According to Marashdah and Albdareen (2020), transactional leadership is a type of leadership that emphasizes the interactions between leaders and their subordinates. This type of leadership involves setting clear objectives, rules, and incentives for workers' performance and task compliance (Zen, 2023). This leadership approach is predicated on the idea of "quid pro quo," in which workers receive rewards for reaching predetermined milestones or doing assignments effectively. Employee customer-oriented behaviour is one of the main areas where transactional leadership may make a difference (Kasyadi &Virgana, 2020). Through incentives and rewards, transactional leaders can mold and impact workers' customer-focused behaviour (Zen, 2023). Transactional executives can incentivize staff members to prioritize customer pleasure and take actions that improve the customer experience by establishing clear expectations and offering rewards for customer-oriented conduct. Additionally, transactional leaders can set up procedures and frameworks that support customer-focused conduct. For instance, they could put in place performance-based incentive programs that link staff recognition and pay to indicators of consumer happiness. Moreover, transactional leaders can help staff members comprehend the

value of customer-oriented behaviour and how it supports organizational success by offering task-relevant feedback and direction. Leaders may effectively mold staff behaviour toward a customer-centric emphasis by applying their transactional leadership abilities, which will increase customer satisfaction and loyalty (Alzoubi & Jaaffar, 2021). Employee customer-oriented behaviour can be immensely influenced by transactional leadership (Zen, 2023). Transactional leaders can incentivize staff members to put customer happiness first and take actions that improve the customer experience by using rewards, explicit expectations, and task-relevant feedback (Alzoubi & Jaaffar, 2021).

4.3.2. Employee Customer-oriented Behaviour and Brand Admiration

The concept of customer-oriented behaviour among employees comprises multiple aspects, such as their awareness of customers' requirements, their readiness to assist, their promptness, and their readiness to assist, promptness, and capacity to comprehend and predict customers' demands (Zeithaml et al., 2006). Customer-focused staff members are more likely to go above and beyond to assist clients and offer individualized care (Mechinda & Patterson, 2011; Zeithaml et al., 2006). This is consistent with research by Ngacha & Onyango (2017), which found that customer-oriented behaviours and retention had a positive and somewhat significant link (Ngacha & Onyango, 2017). This is supported by numerous further studies (see Anees et al., 2020; Bisikwa, 2021; Davis & Nag, 2020; Ferdous et al., 2021). Macintosh (2007) also connected customer orientation behaviour to client loyalty and favourable word-of-mouth regarding the business.

Beyond customer retention and satisfaction, employee customer-oriented behaviour is crucial. Additionally, it helps to cultivate admiration for the brand (Alkandi et al., 2023; Ferdous et al., 2021). Customers' perceptions of a brand are positively impacted when they consistently have favourable experiences with employees who display customer-oriented behaviour (Hsu & Lai, 2023; Yi et al., 2022; Zhang & Zhao, 2023). According to Ahmed & Elnahass (2023), Febra et al. (2023), and Woodroof et al. (2019), companies with highly admired brands have a larger market capitalization than those with less admired brands. Customer-focused behaviour on the part of employees benefits both customers and employees themselves (Aslam et al., 2022). Employee work satisfaction and sense of purpose are increased when they believe their actions impact consumers' lives (Ali & Anwar, 2021; Saari & Judge, 2004). This results in higher levels

of worker engagement, output, and brand appreciation (Chaudhary, 2019; Dangle & Bagga, 2023; Ramirez-Lozano et al., 2023). Consequently, the following theories are put forth:

H7: Brand-specific transformational leadership positively impacts employee customer-oriented behaviour.

H8: Brand-specific transactional leadership influences employee customer-oriented behaviour.

H9: Brand-specific transactional leadership impacts brand admiration.

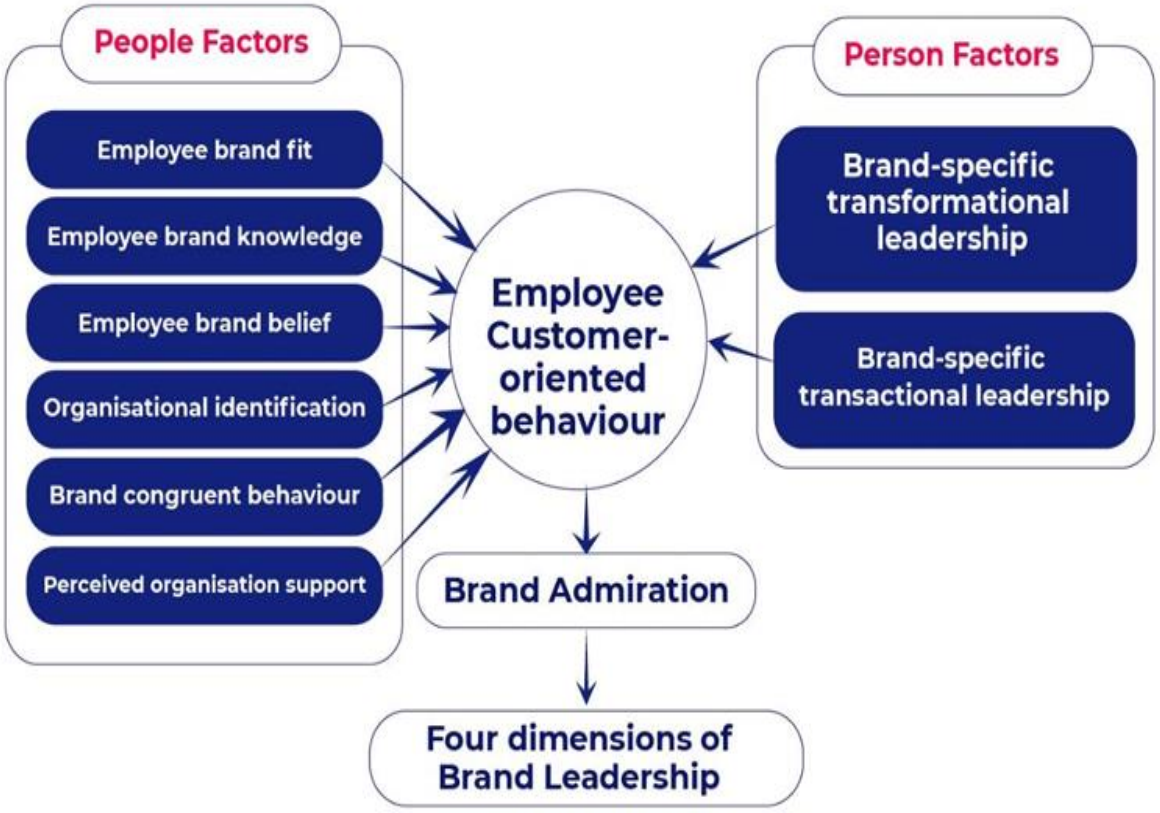
H10: Brand-specific transformational brand leadership positively influences brand admiration.

H11: Employee customer-oriented behaviour positively impacts brand admiration.

Figure 4.1 presents the hypotheses related to the employee perspective (i.e., person and people factors).

Figure 4.1

Study 1 Brand Leadership Drivers from Employee Perspective



4.4. ASPECTS OF THE PRODUCT AND PLACE MODELS USED FOR HYPOTHESES DEVELOPMENT

The product and place factors were examined using elements of the models developed by Aaker et al. (2012), Park et al. (2016), and Adehnet al. (2016), as noted in the introduction. While Park et al. (2016) contend that a brand's enabling, tempting, and enriching benefits fuel brand admiration, Aaker et al. (2012) suggest that brand warmth and competence impact brand admiration. Adehnet al. (2016) suggests that place elements, such as fundamental country image, product-country image, and category-country image, can influence brand equity, a measure of brand admiration. Availability of goods and services should be a further location consideration influencing brand appreciation.

4.4.1. Brand Competence, Warmth and Customer Brand Admiration

Brand competence refers to the perceived ability of a brand to deliver on its promises and meet customer expectations consistently. A competent brand has the skill, intelligence, and success to lead in the market. A brand with warmth is perceived as sincere, trustworthy, cooperative, and friendly (Aaker et al., 2012). Brands with both warmth and competence generate emotional outcomes, including admiration (Cuddy et al., 2008; Aaker et al., 2012). The customer brand admiration comprises customer respect for a brand based on its reputation, values, competence, warmth, and overall performance (Aaker et al., 2012; Dennis et al., 2017; Avery & Gupta, 2023). For example, when a brand is perceived as competent/skilled in delivering quality products or services intelligently, customers are more likely to admire and respect the brand (Aaker et al., 2012; AL-Fakhri & Alabdullah, 2021). The more competent a brand is perceived to be, especially in high product quality and services, the higher the likelihood that customers will admire and respect the brand (Zhang & Wang, 2020). Brand competence is a crucial factor in building customer trust and loyalty (Tammubua, 2021). Brand competence extends beyond delivering quality products and services to include brand reputation and alignment with customer values, all of which drive brand admiration (Aakee et al., 2012).

From the Social Exchange Theory perspective, brands are viewed as active relationship partners engaging in reciprocal exchanges creating interdependence with consumers (Fournier, 1998). Similar to interpersonal relationships, building customer brand admiration requires multiple satisfactory interactions with expected competence and warmth (Aaker et al., 2012). Brand

warmth creates emotional branding, a strategy that focuses on building an emotional connection with customers, which can lead to brand admiration (Ghorbanzadeh & Rahehagh, 2021, Patro & Raghunath, 2018). Similarly, emotional brand attachment positively impacts brand love (Ghorbanzadeh & Rahehagh, 2021). Taking the above points together, it can, therefore be hypothesized that:

H12: There is a positive relationship between brand competence and customer brand admiration.

H13: There is a positive relationship between brand warmth and customer brand admiration.

4.4.2. Product Enabling, Enticing, Enriching Benefits and Customer Brand Admiration

The 3E model, which includes enabling, enticing, and enhancing benefits as essential benefits received by customers who admire a brand, is proposed by consumer psychologists (Park et al., 2016; Mir & Dwivedi, 2023). Tosun and Tavsan (2024) suggest looking into the factors contributing to brand admiration, as it is a relatively new and developing concept in the literature on consumer-brand relationships. They contend that when a brand makes them happy, people will respect it. Kang (2019) and Jun et al. (2023) suggest that happiness arises from savouring the enabling, alluring, and enriching advantages.

The inherent joys of the product/brand qualities are the enabling and compelling benefits. They, therefore, relate to the product. The non-product-related enrichment advantage comes from the intrinsic joy of owning the brand (Jun et al., 2023). Brand trust, attachment, admiration, and consequent good brand engagement are generated by offering enabling benefits that meet customers' requirements, help solve issues, and conserve resources (Ningrum et al., 2020; Jun et al., 2023; Tosun & Tavsan, 2024). Customer brand adulation can be greatly impacted by brands that provide enabling benefits, including valuable and individualized customer service, aligning with customers' values and standards, and being adaptable (Surapto, 2020). Brands can foster a strong admiration among consumers by offering enabling benefits, boosting brand equity, commitment, trust, loyalty, and satisfaction (Mesta, 2019).

Positive ideas and curiosity are generated by alluring benefits that appeal to the senses of sight, hearing, taste, smell (such as scent), feeling, and many more stimulations (Jun et al., 2023). These benefits also produce enjoyable brand experiences. Since they all make customers happy,

these all result in brand admiration (Kang, 2019; Tosun & Tavsan, 2024). Customers feel good about themselves and gain symbolic/enriching benefits when they own the brand and use the enabling and alluring perks. According to Jun et al. (2023), the enrichment advantage is a powerful motivator for brand appreciation. Furthermore, according to Mir and Dwivedi (2023, p. 2), consumers who receive enriching benefits are more likely to admire the brand since they are "closely linked with the self-identity and self-esteem of the consumers." Because they "build brand trust, brand love, and brand respect respectively, they all lead to brand admiration," enabling, tempting, and enriching benefits enhance the relationship between the customer and the brand (Mir & Dwivedi, 2023, p. 2). All brands, including product, service, celebrity, corporate, entertainment, nonprofit, and place brands, "can be integral to consumers' lives, the goals they seek, the identities they build, the emotions they experience, and the resources they have at their disposal," according to Park and MacInnis (2018, p. 123). Additionally, by offering enabling, alluring, and enriching customer benefits, as well as brand admiration. It is also suggested by Park et al. (2016), Kang (2019), and Jun et al. (2023) that brand appreciation is a result of the 3Es. As a result, the following theories are put forth:

H14: There is positive relationship between the enabling benefits and customer brand admiration.

H15: Enticing benefits will positively influence customer brand admiration.

H16: Enriching benefits will positively impact customer brand admiration

4.5. PLACE FACTORS AND CUSTOMER BRAND ADMIRATION

According to Cho and Hwang (2020), the perceived brand origin (place) influences how much consumers value and stick with a brand, even when it offers enabling, enticing, and enriching benefits in terms of cognitive, sensory, and affective brand associations. Cue usage theory states that customers assess brands based on external signals like brand name, warranty, and origin and intrinsic cues like design, taste, and performance (Oduro et al., 2024).The location factors in terms of fundamental country image, product-country image, category-country image, and, as Kang (2019) added, product and service availability were supplied by Adehn et al.'s (2016) model, as previously noted. Additionally, according to Oduro et al. (2024), variables related to the nation of origin impact brand evaluations, acceptability, and appreciation. These factors include general country image, general country product image, particular country product image,

and partitioned country image. Brand appreciation can result from these place elements, such as whether customers view the brand origin as friendly and knowledgeable (Adehn et al., 2016; Jakubanecs et al., 2023). Jakubanecs et al. (2023), for instance, discovered that companies from collectivist cultures like Thailand are seen as friendly, whereas those from individualistic cultures like Norway are perceived as competent. Examining how much these location and brand origin characteristics influence brand adoration is necessary.

According to Rusko et al. (2013), prior research has suggested that place variables shape people's overall view and associations with a brand, which in turn influences customer brand appreciation. Customers may respect a brand more if it is connected to a well-known city for its rich cultural history and energetic environment, for instance, since it supports their favourable impression of that location. The place factor can potentially enhance a brand's legitimacy and genuineness. Consumers may regard a brand more highly if it is founded in a location with a solid reputation for excellence or industry knowledge.

Brands strongly associated with a particular location tend to elicit significant brand attachments from customers (Nyamekye et al., 2021). According to the social identity hypothesis, this attachment could result from a feeling of pride or affinity for the location, which is then transferred to the brand itself. Furthermore, a location's social and physical surroundings might affect a consumer's attachment to a brand (Rusko et al., 2013). Customers may link a brand with excellence and good taste, for instance, if housed in a gorgeous and well-maintained city (Nyamekye et al., 2021). Admiration for the brand may follow from this association. Moreover, location branding is essential for boosting tourism and attracting foreign capital (Rusko et al., 2013).

4.5.1.Product and Service Availability and Customer Brand Admiration

According to Park et al. (2016), the enabling benefit of the brand appreciation management framework is that it gives customers a sense of control, security, relief, and confidence that the brand will not only meet or satisfy their demands but will also always be there in the proper quantity, quality, time, and service. For this reason, Park et al. (2016) argue that the enabling advantage should enable customers to purchase the brand's goods and services with less money, time, and physical exertion. According to Kang (2019), one of the most critical components of the enabling advantage is the supply's dependability and adaptability to the point where

consumers can trust the brand, develop a bond with it, and eventually come to admire it. In order to foster consumer-brand relationships and brand admiration, product and service availability should, like any other connection, make customers feel safe, less nervous, and confident (Park et al., 2016). Rambe and Retumetse (2017) discovered that consumers' preferences and adoration for energy drink brands are shaped by their accessibility and ease of purchase. For instance, according to Kang (2019), Monster Energy is a well-liked brand with a dominant market share due to its vast distribution network and readily available goods and services. Consequently:

H17: There is a positive relationship between product and service availability and customer brand admiration.

4.5.2. Basic Country Image and Customer Brand Admiration

In marketing and international commerce, the correlation between a nation's image and the level of brand admiration among customers is crucial (Došen et al., 2018). Research has indicated that customers' attitudes and views towards companies originating from a country can be significantly influenced by that nation's image, which encompasses its cultural reputation, perceived quality of goods and services, and appeal as a travel destination (Beneke, 2018). The literature from the country of origin is still important today. For instance, Uduro et al. (2024) discovered that one of the country-of-origin elements that increases customers' positive evaluation of brands, their acceptance, and their appreciation is the basic or general national image. They did this by applying the cue usage theory. They clarify that consumers frequently use brand image as an extrinsic cue to correlate their favourable or unfavourable opinions of a nation, creating a relationship between brand image and nation-of-origin image. Customers may, for instance, have a favourable perception of a nation recognized for producing high-quality goods and services, which leads to a greater regard for brands from that nation.

Big companies like Google, Toyota, BMW, Mercedez, Disney, Apple, and Nike have attracted much admiration and success partly because of their country-of-origin image (Kang, 2019; Hartoyoa et al., 2023).Similarly, people may be less impressed with brands from a nation with a bad reputation for substandard quality or immoral behaviour. Marketers can construct their export marketing strategies and take advantage of the favorable nation brand image to impact consumers' appraisal of their brands by comprehending and managing consumers' perception of the country of origin (Nguyen et al., 2023).This is especially significant because research by Kang (2019) and Uduro et al. (2024) has demonstrated how the fundamental product country

image influences brand evaluations and subsequent appreciation. Expanding upon the previously provided rationale, it follows that:

H18: There is a relationship between a basic country image/perceived brand origin and customer brand admiration.

4.5.3.Product Country Image and Customer Brand Admiration

In the current global economy, consumer perceptions are greatly influenced by the image of a nation connected to a particular brand of good or service (Porto et al., 2021). Therefore, marketers should actively seek to manage and enhance consumers' impressions of the country of origin while also keeping this in mind. Marketers can affect consumers' opinions of products and brands and ultimately create brand admiration by comprehending and forming the product-country image (Nguyen et al., 2023). The coherence of the brand and the nation of production, consumer perceptions of the product and the nation, and brand attitude and quality are some aspects that impact this relationship (Zhang et al., 2022). Marketing professionals can exert a favourable influence on consumers' perceptions of product quality, brand attitude, and buy intention by effectively managing and boosting the image of the nation connected with their brand. Thus, marketers can enhance their chances of success in the global marketplace and cultivate client brand admiration by projecting a sound and robust picture of their product or country.

According to Oduro et al. (2024), the perception of a country image is transferred to a product image through the general country product image. This is in line with the irradiation theory, which postulates that there is subjective interlinkage between the perceptions and evaluations of specific entities and the transfer of perception/evaluation to another entity to the point that the perception dependent entity influences the evaluation of the independent entity. According to Oduro et al. (2024, p. 110), "consumers' image of a specific country shapes their perceptions of the image of a brand or product from that particular country" in explaining the irradiation theory. The concept of product country image (PCI), according to Roth and Romeo (1992, p. 480), is "the overall perception consumers form of products from a particular country, based on their prior perceptions of the country's production and marketing strengths and weaknesses." Favourable perceptions of a nation's level of inventiveness, craftsmanship, technological innovation, and design capabilities are the foundation of a favourable PCI. These perceptions

contribute to positive brand assessments and, ultimately, positive brand admiration (Kang, 2019; Oduro et al., 2024). Consequently:

H19: There is a positive relationship between the image of a product's country of origin and consumers' admiration for the brand.

4.5.4. Category Country Image and Customer Brand Admiration

According to Oduro et al. (2024, p. 110), "consumer's overall perception of particular product categories from a particular country" is the definition of category country image or specific product country image. For instance, Germany and Japan are known for producing high-quality cars, the UK, USA, and India for producing high-quality medications, Nigeria for crude oil and gas, South Africa for diamonds and gold, etc. According to Papadopoulos et al. (2018, p. 738), who define xenophilia as "a liking or even championing of "things foreign" and may even involve a commensurate level of negative feelings towards "things domestic," xenophiles enjoy and admire almost all foreign brands or those from certain foreign countries that are thought to be experts in producing such brands. Customers, for instance, favor and tend to admire Swiss watch brands as well as French and Italian fashion labels.

Miller (2024) reports that France and Italy are brand category winners for couture and fashion, with their top designers including Yves Saint Laurent, Louis Vuitton, Christian Dior, Pierre Cardin, Giorgio Armani, Prada, Gianni Versace, Stefano Gabbana, Domenico Dolce, Valentino Garavani, Guccio Gucci, etc. This goes beyond the stereotype content model, which suggests "a relationship between country-related stereotype and product and brand perceptions, preferences, admiration" (Micevski et al., 2021, p. 118). According to Micevski et al. (2021), these performances foster admiration-inducing stereotypes of talented, high-performing, and high-quality nations in the arts, culture, and fashion. Therefore, the national perception linked to a brand's category can affect customers' appreciation for that brand (Zhang et al., 2022).

H20: The more positive the category country image, the higher the level of customer brand admiration is likely to be.

4.6. BRAND ADMIRATION AND BRAND LEADERSHIP

Achieving long-term corporate success in today's fiercely competitive market has made brand leadership essential (Barros-Arrieta & García-Cali, 2021; Borodulina, 2022). Brand leadership is creating and maintaining brand equity, managing and influencing consumer perceptions, and cultivating a loyal customer base (Amoako, 2019; Boukis & Christodoulides, 2020).

One definition of brand leadership that is frequently used centers on a company's capacity to shape and steer the market, becoming recognized as a trailblazer and making a lasting impression on customers (Aaker, 1996; Campbell & Price, 2021; Chiu & Cho, 2021; He & Zhang, 2022; Natalia et al., 2021). Perceived brand leadership is defined as "consumers' perception of a brand's relatively distinctive ability to continually achieve excellence through sufficient combinations of trendsetting and brand positioning within an industry segment" by Chang and Ko (2014, p. 65). Chang and Ko (2014) state that perceived quality, perceived innovativeness, perceived value, and perceived popularity are the four key components of brand leadership. It is debatable if well-known brands like Coca-Cola, Microsoft, Apple, Google, and Amazon are as well-liked as they enjoy a competitive advantage in their product categories.

According to Park et al. (2016) and Trivedi and Sama (2020), the best brands are considered brand leaders due to the consumers' respect for them. According to Trivedi and Sama (2020), the leading brands in a certain product category enjoy a considerable lead in terms of brand equity and success. According to Kang (2019) and Sulhaini et al. (2020), brand appreciation reflects consumers' high regard, respect, and positive emotional connection towards a brand. As such, it may have a direct effect on brand leadership. It includes a greater degree of respect and loyalty than just contentment or preference. It describes customers' favourable emotional reaction to a brand and is marked by admiration, liking, respect, and occasionally even amazement (Kotler & Keller, 2016; Aaker, 1991; Kapferer, 2012; Doyle, 2002). This enduring appreciation is founded on the brand's perceived value, performance, and quality (Kapferer, 2012; Keller, 2008) as well as its likeability, dependability, and credibility (Fournier, 1998).

According to Woisetschlager and Öberseder (2007), brand appreciation includes customers' readiness to promote the brand positively and stand up for it in the face of criticism, showing a sense of advocacy and loyalty. Furthermore, according to Gupta and Lord (2004), brand appreciation is demonstrated by consumers' readiness to pay a premium price and advocate the

brand to others, demonstrating the perceived value and distinctiveness attached to the brand. Admiration also improves a brand's performance and standing in the marketplace. According to Park et al. (2016), it has been connected to generating income, cutting expenses, facilitating growth, raising staff morale, and preserving market share. Brand appreciation is essential to building brand leadership because it fosters consumer advocacy and loyalty (Kang, 2019).

Consumers' ingrained feelings of regard, appreciation, and liking for a brand are referred to as brand admiration. Its foundation is the brand's perceived value, performance, reliability, and relevancy. Consumers' favourable assessments, emotional ties, loyalty, advocacy, and readiness to pay a higher price are all included in their admiration for a brand. It has a significant impact on revenue generation, growth promotion, brand leadership, and maintaining consumer advocacy and loyalty. The notion of brand appreciation carries significance for brand strategy and management, providing chances to establish enduring and significant connections between brands and customers.

Admiration for a brand offers companies many advantages and benefits. According to several studies (Ahmad et al., 2023; Hartoyo et al., 2023; Kang, 2019; Kervyn et al., 2022; Mahmood et al., 2021; Park et al., 2016; Sulhaini et al., 2020), brands that are well regarded see an increase in consumer loyalty. Admiring customers are less likely to move to competitors and more inclined to stick with a brand (Aaker, 1991). Long-term client connections, recurring business, and steady revenue streams are all facilitated by this loyalty (Chan et al., 2010; Dowling, 2002; Wahab et al., 2009).

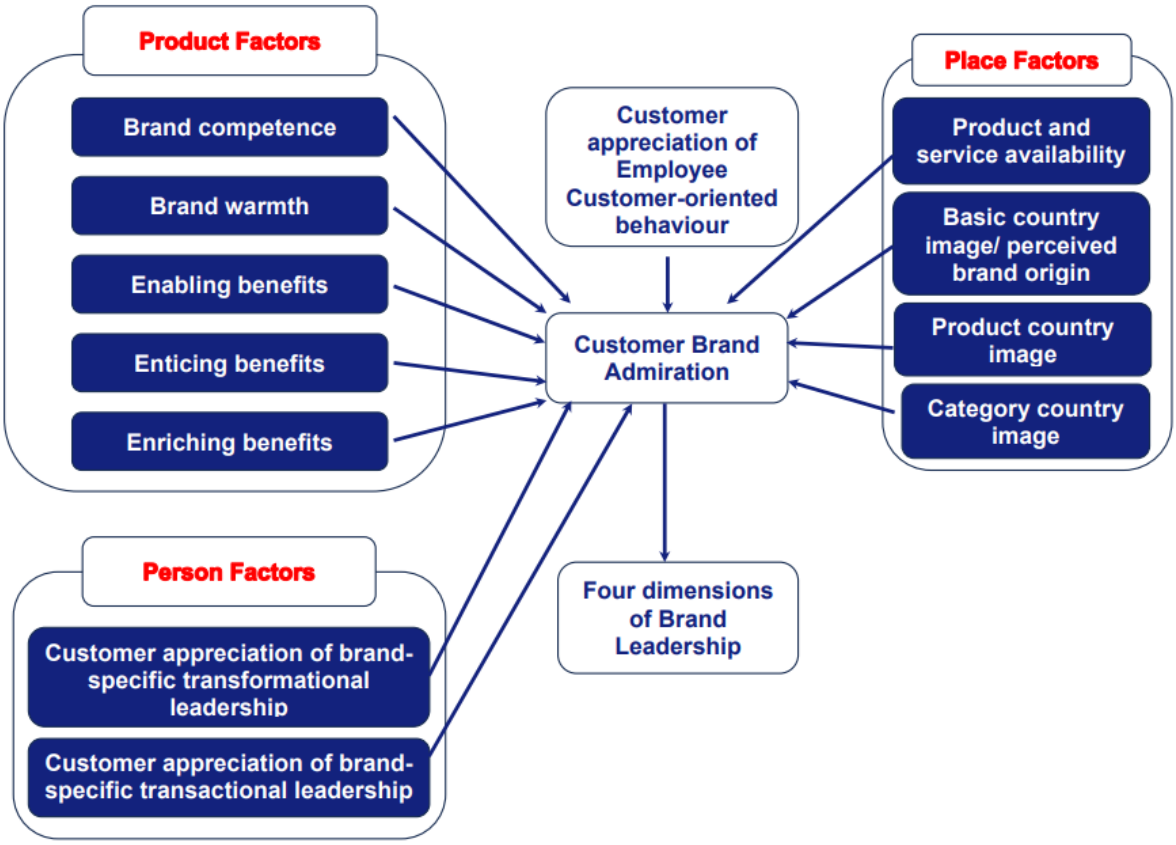
Second, companies can charge more for their goods and services when their brand is admired (Keller, 2008). Prestigious companies are justified in charging more since they are thought to offer better value, quality, and status. Brands that consumers respect can command higher prices, which boost business profitability. Additionally, compared to less-liked companies, appreciated brands typically hold a larger market share (Aaker, 2010). This benefit can be linked to the favourable image and strong emotional bond well-liked brands cultivate with their intended market. A higher market share gives businesses a competitive advantage and strengthens their standing in the market as a whole.

Positive word-of-mouth from admired businesses is more prevalent and is essential for drawing in new business and boosting sales (Woisetschlager & Öberseder, 2007). Customers who are happy and devoted to a brand are more likely to tell others about it, which increases the brand's visibility and power. Reductions in marketing expenses are frequently advantageous for companies that have attained brand appreciation (Gupta & Lord, 2004). In summary, Park et al. (2016) propose that brand appreciation includes brand love, brand respect, and brand trust, all of which contribute to a durable and sustainable relationship between the consumer and the brand, which in turn encourages consumers to keep buying the brand (Aaker et al., 2012). In all its dimensions—perceived quality, perceived innovativeness, perceived value, and perceived popularity—as well as the emotional and psychological attachment that accompanies brand admiration are factors that can predict brand leadership (Aaker et al., 2012; Park et al., 2016; Kang, 2019; Micevski et al., 2021). Consequently:

H21: Brand admiration positively influences a) brand quality, b) brand value, c) brand innovativeness and d) brand popularity dimensions of brand leadership.

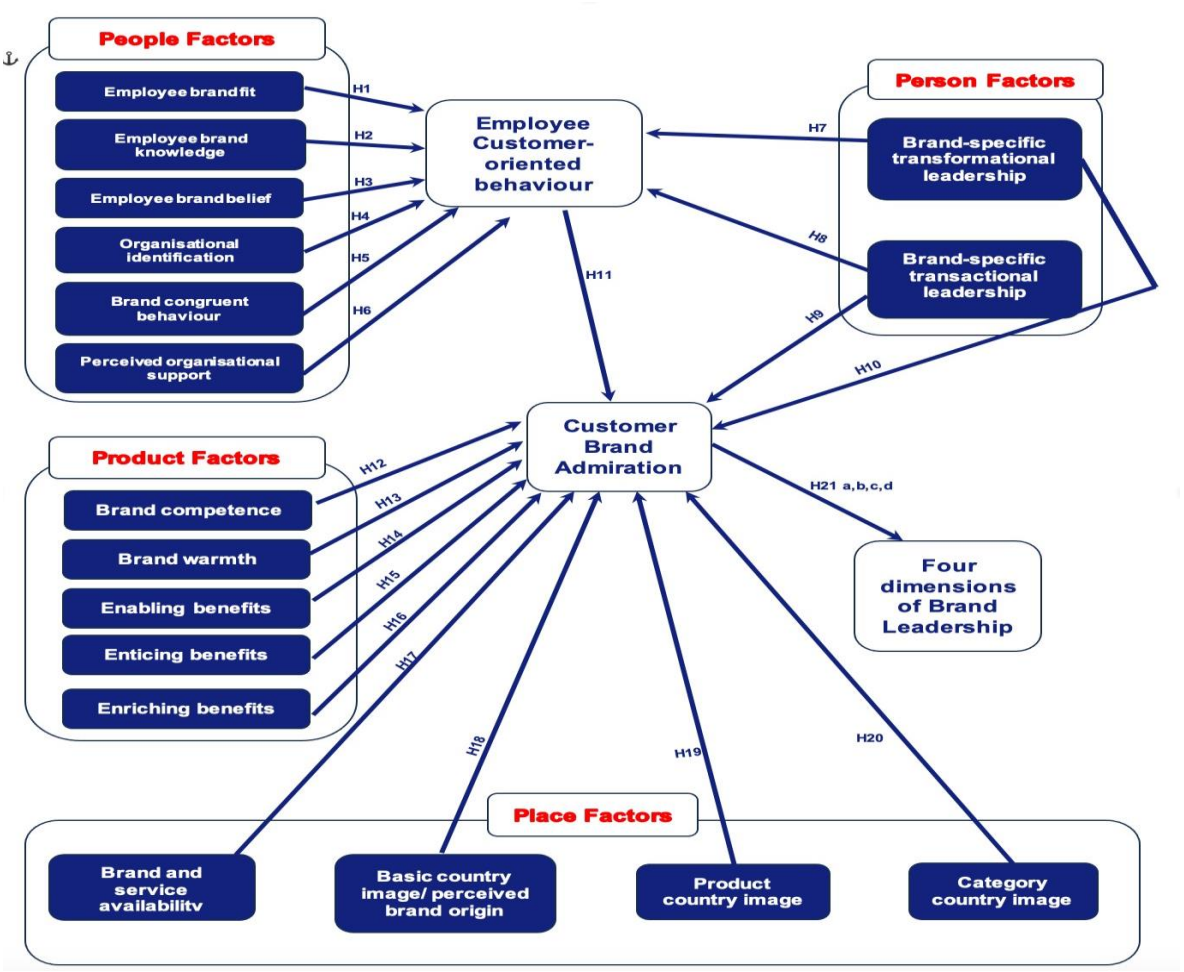
The hypotheses related to the customer perspective (i.e., product and place factors) presented in Figure 4.2

Figure 4.2 Study 2 Brand Leadership Drivers from Customer Perspective


Product Factors
Brand competence
Brand warmth
Enabling benefits
Enticing benefits
Enriching benefits
Person Factors
Customer appreciation of brand-specific transformational leadership
Customer appreciation of brand-specific transactional leadership
Customer appreciation of Employee Customer-oriented behaviour
Customer Brand Admiration
Four dimensions of Brand Leadership
Place Factors
Product and service availability
Basic country image/ perceived brand origin
Product country image
Category country image

The consolidated hypotheses for all four Ps (person, people, product and place) are presented in **Figure 4.3**

Study 2 Brand Leadership Drivers from Customer Perspective



4.7. CONCLUSION

This chapter used a variety of models, theories, and empirical literature to develop the study's hypotheses and conceptual models. The created models indicate that the four Ps—people, person, product, and place—will be considered in order to explain the four dimensions of brand leadership that arise from employee behaviour that is customer-oriented as well as customer and employee brand admiration. Additionally, it can be proven that every model and theoretical foundation used to construct the hypotheses has a pertinent relationship to the ideas examined.

CHAPTER 5: METHODOLOGY

5.1. INTRODUCTION

The four Ps—product, people, place, and occasion—that influence brand admiration and, consequently, brand leadership in two African brand leaders were investigated in this study. Aaker et al. (2012), Park et al. (2016) [for product factors], Adehn et al. (2016) [for place factors], Tuan (2012) [for person factors], Löhndorf and Diamantopoulos (2014) [for people factors], and Chiu and Cho (2019] [for the four dimensions of brand leadership] are some of the sources that are integrated into this study. An outline of the research design used to examine the twenty-one hypotheses developed for this study is given in this section. There is also a discussion of the rationale behind the choice and use of measurement scales and analytical techniques. The underlying research theory that directed the data gathering and analysis was covered in this chapter.

5.2. RESEARCH PHILOSOPHY AND APPROACHES

A research philosophy "directs the trajectory of scientific discovery and reporting" and outlines the processes of knowledge production through a methodical approach (Lim, 2023, p. 9).

A researcher's presumptions and assumptions while beginning a research effort on knowledge progress are called their research philosophy (Saunders, 2009). It describes the methods for adding to the body of knowledge on a certain subject, like developing the ideas of human motivation that already exist.

Selecting a research design, data collection techniques, analytic protocols, and how the findings will be interpreted all depend on choosing and understanding the research philosophy (Tuli, 2010; Lim, 223). This ensures that all research procedures have internal logic and consistency that provides context and validity for debates (Mingers, 2003; Johnson et al., 2007).

The research topics and techniques are partly shaped by the selected research philosophy, which can be positivism or interpretivism. While interpretivists operate under the theory that stories and narratives should be thoroughly interpreted in order to obtain deeper insights into a phenomenon, positivists approach science with the philosophy that information is derived from logical, systematic, and measurable treatments (Isaeva et al., 2015; Lim, 2023). Positivists hold that "there is a single, independent, and objective reality that exists. This "truth" is absolute and discernible through suitable scientific methods." According to Lim (2023), p. 10, the focus here

is on "uncovering and understanding the causative mechanisms or "universal laws" that govern this reality. Through the use of a logical research approach, the positivist research philosophy serves as the foundation for quantitative research (Imsiri, 2010).

Conversely, interpretivist research philosophy employs qualitative approaches to gather and analyze data for studying human behaviour through applying inductive reasoning (Best and Kahn, 2006). When using qualitative approaches, interpretivists "focus on gaining a deep understanding of how individuals make sense of their world in their own terms, rather than being concerned with uncovering general patterns or structures." As a result, people create, experience, and interpret reality in ways that are profoundly subjective, particular, and intimate (Lim, 2023, p. 13). These data analyses are based on themes. Qualitative research uses an unstructured approach with a small number of carefully chosen individuals to produce non-quantifiable insights into behaviour, motivations, and attitudes, whereas quantitative research uses a structured approach to collect data from a relatively large number of respondents (Wilson, 2012; Lim, 2023).

The type of study questions and objectives will determine whether to employ an interpretivism or positivist philosophy. For instance, a positivist philosophy is suggested because the essence of the research issue is to explain a phenomenon and examine the relationship between constructions and hypotheses (Lim, 2023). Thus, positivism was accepted with quantitative research techniques because the current study will test a model and the correlations between the variables. In particular, it employs a deductive method to test and confirm theories, models, and conjectures. Standardized data is gathered, and statistical analyses are carried out using a quantitative approach, both of which are crucial for verifying the validity and reliability of constructs (Neuman, 2014). According to Lim (2023), the chosen research philosophy influences and informs the research designs, data collection and analysis techniques, and interpretations of the findings. The research design is therefore covered in the next section.

5.3. RESEARCH DESIGN

It is crucial to summarize the primary study purpose and questions before delving into the chosen research design.

5.3.1. Recap of Main Research Objective and Questions

The study's main goal is to determine how much employee-customer-oriented behaviour and consumer brand adulation interact with the identified product, place, person, and people factors (4Ps) of brand leadership to impact brand leadership. In order to accomplish this goal, the following particular research topics were addressed:

1. To what extent do personal factors (brand-specific transactional and transformational leadership) influence employee-customer-oriented behaviour?
2. What are the impacts of people factors (employee-brand fit, employee brand knowledge, employee brand belief, employee brand congruent behaviour, perceived organizational support, and organizational identification) on employee-customer-oriented behaviour?
3. To what extent do product factors (perceived product quality, enabling, enticing and enriching benefits, warmth, and competence) influence customer brand admiration?
4. How do place factors (product and service availability, basic country image, product-country image, category-country image) impact customer brand admiration?
5. To what extent does customers' appreciation of brand-specific transformative and transactional leadership impact customer brand admiration?
6. Does brand admiration mediate the relationship between employee-customer-oriented behaviour and brand leadership?
7. What is the extent of the relationship between brand admiration and the four dimensions of brand leadership?
8. Are there significant differences in how the 4Ps impact brand leadership through brand admiration between DSTV and Dangote?

5.3.2. Research Strategy and Design

The research strategy and design are crucial choices that must be made when the theoretical framework, research objectives, and questions have been determined and formulated (Fischer et al., 2023). The design was influenced by two primary categories of research methodologies: quantitative and qualitative procedures. For this study, a quantitative research approach was chosen in light of the positivist ideology. While quantitative research strategies use surveys or experiments to collect extensive data and statistically analyse it, qualitative methods (such as focus groups, interviews, and observations) generate in-depth insights into individual

perspectives and experiences as well as complex phenomena. The quantitative analyses yield data that can be applied broadly, evaluate features, test hypotheses, and models, and identify patterns and linkages. Models are created by qualitative research and tested by quantitative research (Lim, 2023). The study design is influenced by the research strategies, which are determined by the nature of the research questions and objectives (Fischer et al., 2023).

There are three common types of study designs: causal, descriptive, and exploratory. An exploratory research design offers fresh perspectives on a subject. A descriptive research design study aims to explain a phenomenon or characterize market features. Causal research designs use experimental designs and controlled experiments to investigate cause-and-effect relationships (Neuman, 2014; Fischer et al., 2023). Given that the study aimed to explain brand leadership, a descriptive research approach was adopted.

Survey methods are mostly used in the descriptive design to gather data, which can be cross-sectional (collected at a certain point in time) or longitudinal (collected over an extended period of time). A questionnaire can be administered online or by hand using paper and pencil (Fisher et al., 2023). Surveys are crucial for obtaining unbiased viewpoints and researching public perceptions of a topic (Neuman, 2014). In order to gather information for this study, survey respondents who were DSTV and Dangote industry employees, managers, and leaders in Nigeria were asked about the conceptual model's examined constructs. In Africa, two of the most admired brands are Dangote and DSTV. The two organizations under study are well-known in Nigeria, and the researchers had access to Nigerian executives, employees, and customers. Due to the challenge of obtaining the email addresses and contact details of Dangote and DSTV leaders, staff, and consumers, data was gathered using paper and pencil surveys and internet platforms (social media).

5.3.3. Constructs Measurement

The survey used in this study was a compilation of items from scales previously available in the literature and had undergone reliability and validity tests. This part offers the utilized scales and describes the selection process based on empirical research. The study constructs that were explored, along with their operational definitions, are listed in Tables 5.1 and 5.2.

Table 5.1

This Study's Customer Constructs and their Operational Definitions

Dimensions of Constructs	Operational Definition	Main Construct
QUALITY	the perception of the relative superiority of a brand in the marketplace (Chang & Ko, 2014; Khwamwon & Sorataworn, 2021)	BRAND LEADERSHIP
VALUE	the perception of the relatively high financial value compared to costs (Chang & Ko, 2014; Khwamwon & Sorataworn, 2021)	
INNOVATIVENESS	the perception of the relative openness of a brand to new ideas and solutions (Chang & Ko, 2014; Khwamwon & Sorataworn, 2021)	
POPULARITY	the perception of the relative popularity of a brand in terms of brand awareness and consumption (Chang & Ko, 2014; Khwamwon & Sorataworn, 2021)	
BASIC COUNTRY IMAGE	the image of a product/brand's country-of-origin or perceived brand origin (Adehn et al., 2016; Cho & Hwang, 2020)	PLACE
PRODUCT COUNTRY IMAGE	the belief that a country can produce the brand/product (Adehn et al., 2016; Cho & Hwang, 2020)	
CATEGORY PRODUCT IMAGE	the belief that the product category can emanate from a country (Adehn et al., 2016; Cho & Hwang, 2020)	
PRODUCT/SERVICE AVAILABILITY	The easy access, assortment, and reach of the product/brand/service to meet demand always (Kang, 2019)	
BRAND COMPETENCE	Brands /products are viewed to possess a set of skills to execute competently with associated intelligence, success, and leadership (Aaker et al., 2012)	PRODUCT
BRAND WARMTH	Brands/products are viewed as approachable, cooperative, sincere, trustworthy, and friendly (Aaker et al., 2012)	
ENTICING	Enticing benefits are those enjoyed when brand offerings are communicated in a way that arouses the sensory and cognitive pleasurable experience with the brand/product before they are even consumed (Park et al., 2016)	
ENABLING	Enabling benefits is the functional and practical aspects of the product/brand (Park et al., 2016)	
ENRICHING	Enriching benefit is the ability of a brand to symbolically represent the values and beliefs of consumers in making a better world (Park et al., 2016)	
BRAND ADMIRATION	the "degree to which customers have a salient, personal connection with the brand, emanating from their trust in, love of, and respect for the brand" (Park et al., 2016)	BRAND ADMIRATION
CUSTOMER APPRECIATION OF TRANSFORMATIONAL	It is the degree to which customers appreciate a person behind a brand for a leader rooted with strong ethical values, instrumental in making ethical decisions and concerned with	PERSON FACTORS FOR CUSTOMERS

LEADERSHIP	end-values such as justice, liberty, equality, uplifting, motivating, and ultimately raises ethical aspirations (Tuan, 2012)	
CUSTOMER APPRECIATION OF TRANSACTIONAL LEADERSHIP	Is the degree to which customers admire a person behind a brand for being a good leader-members collaborator for economic and profitability gains while also observing legal framework (Tuan, 2012)	

Table 5.2

This Study's Employee Constructs and the Operational Definitions

Name of Variable	Operational Definition	Type of Variable	Group of Variable
EMPLOYEE BRAND FIT			PEOPLE
EMPLOYEE BRAND KNOWLEDGE	Using brand knowledge, public consumption patterns are allocated, and overall brand recognition is developed.		
EMPLOYEE BRAND BELIEF	Brand belief arises from genuine connections between a company and its clients as a result of basic commonalities of foundation of your brand loyalty.		
ORGANIZATIONAL IDENTIFICATION	The degree to which workers consider themselves as belonging to the organization and the degree to which they feel a feeling of unity with its principles, brand, and practices is known as organizational identification.		
BRAND CONGRUENT BEHAVIOUR	According to the concept of brand congruence, people feel more at ease and content when they use items or brands that align with their desired or real self-image.		
PERCEIVED ORGANIZATIONAL SUPPORT	The degree to which workers feel that their company appreciates their contributions is concerned about their welfare and meets their socio-emotional needs is known as perceived organizational support.		

52-item scales for employees and 51-item scales for customers were used to measure the constructs. The scales in Table 6 were modified by the authors.

Table 5.3

Scales Adapted in the Study and the Sources

Constructs	Scale Source	No of Items	Respondents

QUALITY	Ch Chang and Ko (2014) Khwamwon & Sorataworn, 2021)	3	Customers
VALUE	Chang and Ko (2014) Khwamwon & Sorataworn, 2021)	3	Customers
INNOVATIVENESS	Chang and Ko (2014) Khwamwon & Sorataworn, 2021)	3	Customers
POPULARITY	Chang and Ko (2014) Khwamwon & Sorataworn, 2021)	3	Customers
BASIC COUNTRY IMAGE	Adehn et al. (2016); Cho & Hwang (2020)	3	Customers
PRODUCT COUNTRY IMAGE	Adehn et al. (2016); Cho & Hwang (2020)	3	Customers
CATEGORY PRODUCT IMAGE	Adehn et al. (2016); Cho & Hwang (2020)	3	Customers
PRODUCT SERVICE AVAILABILITY	Kang, (2019)	3	Customers
BRAND COMPETENCE	Aakers et al. (2012)	4	Customers
BRAND WARMTH	Aakers et al. (2012)	4	Customers
ENTICING	Park et al., (2016)	3	Customers
ENABLING	Park et al., (2016)	3	Customers
ENRICHING	Park et al., (2016)	3	Customers
BRAND ADMIRATION	Christian et al. (2022)	4	Customers
CUSTOMER APPRECIATION OF TRANSFORMATIONAL LEADERSHIP	Jensen et al. 2019	3	Customers
CUSTOMER APPRECIATION OF TRANSACTIONAL LEADERSHIP	Jensen et al. 2019	3	Customers
	Total number of items	51	
EMPLOYEE BRAND FIT	Löhndorf and Diamantopoulos (2014)	4	Employees
EMPLOYEE BRAND KNOWLEDGE	Löhndorf and Diamantopoulos (2014)	4	Employees
EMPLOYEE BRAND BELIEF	Löhndorf and Diamantopoulos (2014)	4	Employees
ORGANIZATIONAL IDENTIFICATION	Löhndorf and Diamantopoulos (2014)	4	Employees
BRAND CONGRUENT BEHAVIOUR	Löhndorf and Diamantopoulos (2014)	4	Employees
PERCEIVED ORGANIZATIONAL SUPPORT	Löhndorf and Diamantopoulos (2014)	4	Employees
TRANSACTIONAL LEADERSHIP	Jensen et al. 2019	4	Employees

TRANSFORMATIONAL LEADERSHIP	Jensen et al. 2019	4	Employees
CUSTOMER ORIENTED BEHAVIOUR	Löhndorf and Diamantopoulos (2014)	4	Employees
QUALITY	Chang and Ko (2014) Khwamwon & Sorataworn, 2021)	3	Employees
VALUE	Chang and Ko (2014) Khwamwon & Sorataworn, 2021)	3	Employees
INNOVATIVENESS	Chang and Ko (2014) Khwamwon & Sorataworn, 2021)	3	Employees
POPULARITY	Chang and Ko (2014) Khwamwon & Sorataworn, 2021)	3	Employees
EMPLOYEE BRAND ADMIRATION	Christian et al. (2022)	4	Employees
	Total number of items	52	

The employee instrument had three demographic items and four, in addition to the core items. Demographics for the staff members included the respondent's age group, educational attainment, response category, and job title. With the exception of work situation, the same control demographic items applied to the customers.

5.3.4.Pilot Study

As Ross et al. (2020, p. 282) put it, "piloting a study can be a sensible way to identify and address potential problems inherent in the research process, test and hone research instruments, and assess the feasibility and logistics of data collection." The primary goal of this study was to find out if respondents understood the instrument items in order to address any discrepancies and to gather input on any difficulties, they may have had filling out the questionnaire. The pilot was divided into two phases. The purpose of Stage A was to promptly identify any faults in instrumentation, omissions, potential reliability issues, and any other errors that might have gone unnoticed at first. For this initial step, ten respondents were used, five of whom filled out the customer and five of whom filled out the employee instruments. At this point, some of the received criticism concerned the questionnaire's length. In order to shorten response times, the Researcher lowered the number of pieces per construct. In response to the additional concerns

expressed over a few ambiguous wordings, we reworded some things to make them more apparent.

Following the correction of the few discovered inconsistencies, Stage B was conducted to determine the validity and reliability coefficients for the instruments. For this phase, 100 responses were used. A pilot study's research subject and methodology typically dictate the appropriate sample size. However, a sample size of 30 to 50 respondents is typically considered sufficient for a pilot study. Without requiring an excessive amount of time or resources, this sample size is adequate to provide initial feedback on the viability and effectiveness of the study design (Anderson & Kelley, 2022; Bolarinwa, 2020; Hertzog, 2008; Whitehead et al., 2016). Each of the two instruments used in this study's testing of the two models was piloted with fifty respondents. It was appropriate to use a total of 100 respondents for the pilot study, given the targeted sample size for the main study was 1000 respondents.

Due to the product and service nature of the industry and its reliance on brands, we chose to pilot the employee category by administering the questionnaire to 50 workers in the hotel and hospitality sectors. This industry shares a similarity with the targeted companies regarding brand reliance, as it comprises departments dedicated to hotel services and food and beverage. In order to test the client category, we gave the questionnaire to 25 cement block manufacturers who made their blocks with Dangote cement as well as 25 football viewing center operators (10 for stage A and 30 for stage B) who watched football on DSTV.

Data from pilot stage B were subjected to reliability and validity testing in order to evaluate the instrument's quality of measure before a full-scale investigation. According to Sekaran and Bougie (2009), validity is evaluating how well an instrument measures the concept, whereas reliability is assessing an instrument's consistency in measuring the concept (Creswell, 2012; Sekaran & Bougie, 2009). Reliability was assessed using composite reliability and Cronbach alphas, while validity was assessed using convergent and discriminant validity (Sekaran & Bougie, 2009).

Critical metrics used to evaluate the internal consistency, reliability, and convergent validity of constructs in a research study include Cronbach's alpha, composite reliability (rho_a), composite reliability (rho_c), and average variance extracted (AVE) (Collins, 2007). The degree of correlation between items within a single concept is evaluated using Cronbach's alpha. A higher

Cronbach's alpha score (often above 0.7) indicates greater internal consistency among the items, suggesting that the items are assessing the same underlying construct. Both the measurement error and the shared variation among items are taken into consideration by Composite Reliability (rho_a). It evaluated the degree to which the components in a construct correlate with one another, much like Cronbach's alpha. However, when measurement errors are not taken to be constant across items, composite reliability is frequently chosen. Rho_c, or Composite Reliability, uses a formula different from rho_a. It also considered the error variance and the variation explained by the latent construct. The decision between rho_a and rho_c, which are frequently used interchangeably, is contingent upon the researcher's inclination and the specifics of the study. The measure of variance captured by a construct's elements relative to the variation resulting from measurement error is called Average Variance Extracted (AVE). It shows how well the items within a construct converge to measure the underlying construct and is a sign of convergent validity. Generally, AVE values greater than 0.5 signify adequate convergent validity (Collins, 2007).

Two items in two constructs—country image and the quality dimension of brand leadership (e.g., BLQ3)—had low Cronbach alphas and AVE following the pilot study's reliability and validity tests. One thing was removed from every construct. The suggested Cronbach alpha (0.70) and AVE (0.50) were obtained from a retest.

5.3.5. Sampling Design

Since time and funding are typically limited in research studies, gathering data from a subset of the broader sample population is crucial. The sampling design method involves a few steps (Lakens, 2022). The procedures used for this research are covered in the next two subsections.

5.3.5.1. Deciding on the target population, sampling frame and sampling unit

The target population, consisting of individual members of a larger group that satisfy certain study requirements or have characteristics of interest, must be established to acquire accurate and trustworthy information or data (Lakens, 2022). Male and female Nigerians between the ages of 18 and 65 who have worked for, managed, led, or otherwise used the services and goods of the Dangote and DSTV brands made up the study's target group. The sample frame included respondents from Nigeria, the home of Dangote and DSTV, two of Africa's biggest brands.

People who had worked for, managed, led, or used the goods or services of these two businesses made up the sample unit. Respondents who fit inside the intended sample unit were selected using a screening question.

5.3.5.2. Selection of the sampling technique

Both probability and non-probability strategies are available for researchers to choose from. The choices made are determined by the research goals, the amount of time available, and the available funds. The probability technique employs a random selection process wherein each response has a predetermined probability of being chosen. Each respondent has a one in a hundred chance of getting chosen, for instance, if the target population is 100 (Lakens, 2022). Even while Asiamah, Mensah, and Oteng-Abayie (2022) acknowledge the representativeness of a sample selected using a probability technique, they are concerned that most of the time, the true number of respondents is either unknown or anonymous. This makes it difficult to perform a probability sample; instead, the non-probability approach is a possibility. While the representativeness of the non-probability sampling technique is debatable, it mitigates the time and expense constraints in collecting data. Convenience and judgmental procedures are two popular non-probability techniques. Members of the sample population are purposefully chosen through judgmental sampling if they possess the characteristics or traits of respondents that the researcher needs (Asiamah et al., 2022).

Any reachable, available, and willing respondents from the intended demographic are chosen for the study by convenience sampling. Another method is nested purposive sampling, in which a convenience sample is taken together with some pertinent characteristics representative of the broader population (Asiamah et al., 2022). Asiamah et al. (2022) define nested purposive sampling as representative if it is large enough to accommodate all statistical analysis methods. Using a nested purposive non-probability strategy, the study's sample was chosen based on characteristics similar to those of all Dangote and DSTV employees and consumers in terms of age, income, occupation, and educational background. In order to collect data from participants, the study used both paper-and-pencil questionnaires and online surveys that leveraged social media platforms. A corporate brand analysis was conducted on the Nigerian Dangote sector, including all of its product lines.

5.3.5.3. Sample size determination

The number of people in the sample population, the kind of analysis to be done, or general guidelines are frequently used to determine the sample size (Malhotra, 2012). This study relied on Fox, Hunn, and Mathers (2007), who proposed that an approximate sample size of 400 respondents was recommended when the population was infinite due to the unreliable information regarding the total number of employees and clients of DSTV and Dangote. Siddiqui (2013) advises choosing a sample size based on the analysis approach. For a structural equation modeling analysis, more than 400 respondents are required for a model having more than fifteen constructs. Given that two businesses were the subject of the study, a survey with an expected 1000 respondents—500 for each company—was conducted among the employees and consumers. We asked these individuals if they would be willing to participate in the study, and we respected their privacy by not requesting any personal information.

5.3.6. Ethical Considerations

Utilizing real data to produce research conclusions was one of the ethical considerations for this study. For example, the researcher took care to prevent plagiarism and unlawful depiction of other authors' conclusions through impersonation when collecting secondary data through the literature review. The researcher ensured that the study was referenced correctly for this reason. Additionally, the researcher ensured that all the data used in the study was legitimate and backed up by references and citations. Accordingly, the literature was chosen using reliable, official sources (Newcomer et al., 2015).

When it came to the primary data collection, the researcher ensured that the survey participants understood the study's goals, what it involved, and how their answers would be utilized, stored, and kept anonym5ous (Horstkötter & de Wert, 2020). This was accomplished by giving consent forms and participant information sheets to each chosen participant. Additionally, the researcher gave her email address to address any questions they might have had about their role and confidentiality in the study (Doody & Noonan, 2013). Only the researcher could access the digital format in which the replies were saved. The respondents' information was kept private and used exclusively to produce the study's conclusions in a widely applicable environment. As Ponterotto (2010) suggested, the participants' privacy was also preserved by maintaining the anonymity of their personal data (such as name and/or age) throughout the study.

The University of the Witwatersrand Ethics Committee reviewed the data collection procedure, determined whether consent was obtained from the two companies under study, and whether the questionnaire questions posed little to no risk to respondents, approved the researcher's application for ethics clearance. The ethics clearance protocol number H23/01/22 was used to acquire the clearance. Data collection was permitted under this clearance.

5.3.7.Data Collection

This study employed a descriptive research design, which called for the employment of two data collection methods. These methods are longitudinal and cross-sectional. Cross-sectional data collection is a technique that is frequently employed in social science studies and is thought of as a one-shot study. It gathered data on components in different contexts but at a specific time period. Data from the same sample are gathered over an extended period of time for longitudinal research (Kumar, 2019). Considering the temporal and financial limitations inherent in longitudinal research (Kumar, 2019), this study employed a cross-sectional data gathering method.

As previously indicated, because this was a primary data collection method, the components were measured using previously used scales that had undergone reliability and validity testing. For instance, the people factor scale was derived from and modified from Lohndorf and Diamantopoulos (2014), while the product factor scale was taken from Aaker et al. (2012) and Kang's (2019) research. As in earlier research, the components were assessed using a 5-point Likert scale. 1 represented "strongly disagree," and 5 represented "strongly agree" on the instrument.

The general or human resource managers of each participating organization, as well as their social media accounts on LinkedIn and WhatsApp, were the channels used to contact the participants. Before the survey questionnaire was given out, consent papers were provided for respondents to fill out. First, they were given access to the approved information page for reading.

There were possible restrictions for respondents who fell into more than one category because there were four types of respondents: Dangote employees, DSTV employees, Dangote consumers, and DSTV customers. As a result, these respondents were advised that they could complete the forms up to three times, selecting a new response category each time. Since it was

believed that no respondent would work for both Dangote and DSTV simultaneously, no respondent was expected to fall into any of the four response groups.

The period of time from May 3 to August 15, 2023, was used for data collection. 1,009 survey questionnaires were completed; however, some of the responses were from respondents who did not meet the eligibility requirements. The primary criteria concerned whether the respondents were Nigerian citizens and/or clients of DSTV and Dangote. Because the instrument was designed to stop respondents from filling out any more forms after selecting any of the exclusion responses, 246 respondents did not meet the eligibility requirements and were consequently deleted from the datasheets. Consequently, 763 copies of the questionnaire were chosen to be used in the ensuing data processing procedures.

5.4. DATA ANALYSIS

Descriptive statistics were first used in the analyses to determine the sample's characteristics and build means. After that, the measurement model's validity and construct reliability were evaluated. While reliability assesses the degree of consistency in measuring stated variables, validity assesses the instrument's capacity to test its intended performance (Kumar, 2019). Convergent (factor loadings and AVE) and discriminant (correlation matrix) validities were used to pass the validity test. A structural model was evaluated following the execution of the measurement model and the acquisition of the necessary model fits validity, and reliability.

Structural equation modelling, or SEM, was utilized to test the model and the hypotheses because the investigation was multivariate. Covariance-based SEM (CB-SEM) and partial-least square SEM (PLS-SEM) are the two forms of SEM. Although Henseler et al. (2014) suggest that each has advantages and disadvantages of its own and can be utilized in tandem with one another, the PLS-SEM was used for this investigation. Hair et al. (2019) state that PLS-SEM is better appropriate when the research goal is to forecast some key constructs or uncover drivers of a construct or constructs, as opposed to CB-SEM, which evaluates model structures and validates theories. PLS-SEM is also a better fit when testing large models with relatively small sample sizes. Additionally, mediators and moderators are automatically tested by PLS-SEM (Hair et al., 2019). The PLS-SEM was employed in consideration of these merits. Multi-group analyses will

also be conducted to examine whether there are significant differences in how the studies 4Ps impact brand leadership through brand admiration between DSTV and Dangote.

5.4.1.Data Preparation and Measurement Model

Data preparation and transformation started with coding each survey item response. Next, the data was transformed in Google Sheets by replacing each response with the corresponding Likert score. Finally, the data was converted into CSV files, which were then fed into SMARTPLS 4.0 for all analyses. A confirmatory factor analysis that evaluates the factor loadings and structure, as well as the notions of validity and reliability, is used to evaluate the measurement model. As previously noted, Cronbach's alpha and composite reliability were used to evaluate the reliability (Hair et al., 2019). Factor loadings, the heterotrait-monotrait ratio (HTMT), the average variance extracted (AVE) (convergent validity), and the Fornell-Larcker Criterion (discriminant validity) were used to evaluate the validity.

According to Hair et al. (2019), to verify reliability, a Cronbach α and composite reliability of 0.70 are advised. Nevertheless, the opacity of the requirement that the lowest permissible level be 0.7 is up for question in the literature. Although there is a justification for this boundary score, Lance, Butts, and Michels (2006) point out that there are certain exceptions to the general norm. According to Berthoud (2000), a score of 0.6 α is considered satisfactory. According to Taber (2018), some scholars argue that a low α value does not always indicate that a scale lacks reliability. These contributions make it abundantly evident that there are situations in which a 0.7 Cronbach α threshold is not necessary. Therefore, there could be other explanations for reduced Cronbach α scores that do not suggest a breach in reliability. Both the measurement error and the shared variation among items are taken into consideration by Composite Reliability (rho_a). It evaluates the degree to which the components in a construct correlate with one another, much like Cronbach's alpha. However, when measurement errors are not taken to be constant across items, composite reliability is frequently chosen. Rho_c, or Composite Reliability, uses a formula different from rho_a. It also considers the error variance and the variation explained by the latent construct. The decision between rho_a and rho_c, which are frequently used interchangeably, is contingent upon the researcher's inclination and the specifics of the study.

The measure of variance captured by a construct's elements relative to the variation resulting from measurement error is called Average Variance Extracted (AVE). It shows how well the items within a construct converge to measure the underlying construct and is a sign of convergent validity. In order to demonstrate good convergent validity, AVE values and factor loadings should typically be greater than 0.5 (Hair et al., 2019). It is recommended that values for the HTMT be less than 0.85, but in extreme instances, not less than 0.85 or less than 0.90. It is advised that the square root of the AVE values be more than the highest correlation coefficients of the constructs with other investigated components for the Fornell-Larcker Criterion, which also assesses discriminant validity (Hair et al., 2019).

5.4.2. Structural Model

The purpose of the structural model is to evaluate the connections between the recognized constructions. It also puts the theories in the conceptual framework to the test. The structural equation model is the primary technique for data analysis. In particular, SMART PLS 4.0.9.5 uses the Partial Least Squares Structural Equation Modelling (PLS-SEM) instead of the Covariance based SEM (CB-SEM). The software has gained popularity since its inception in 2005 because of its easy-to-use interface, advanced reporting capabilities, and free access to academics and researchers. Researchers also find the PLS-SEM method intriguing since it is a "causal-predictive approach to SEM" and allows for estimating complicated models with several components and elements (Hair et al., 2019, p. 11). Hair et al. (2019) suggested metrics and broad principles for evaluating research outcomes based on PLS-SEM application. These recommendations cover the following topics: (a) prediction-based testing of a theoretical framework; (b) intricate structural models including several constructs, indicators, and/or model linkages; and (c) research involving latent variable scores for subsequent analysis. Path coefficients are evaluated for a structural model using the PLS-SEM to determine the direction and strength of the links between the constructs. These coefficients are essential for putting the study's hypotheses to the test. Each path's statistical significance was evaluated to see whether the data supported the proposed linkages.

a. *Method of Bootstrapping:* The pathways' significance was evaluated, and their confidence intervals were estimated using the bootstrapping technique. The sampling technique made it possible to estimate the standard errors, t-values, and p-values more accurately. To guarantee reliable statistical results, 5,000 bootstrap samples were created (Hair et al., 2019).

b. *R-squared Quantities:* The variance in the model explained by the endogenous constructs is shown by the R-squared values. Comprehension of the model's predictive capacity and the percentage of variability in the dependent constructs can be ascribed to the independent constructs requires comprehending these values. Values of 0.25, 0.50, and 0.75 are regarded as weak, moderate, and considerable, respectively, according to Hair et al. (2019).

c. *Model Fit and Predictive Relevance:* While the test of model fit is not necessary for the PLS-SEM utilized in this work, other scholars recommend using indicators like SRMR, d_ULS (Squared Euclidean distance), Chi-square, d_G (Geodesic distance), and NFI to evaluate model fit. The suggested threshold for the most used SRMR is $0.05 \leq \text{SRMR} \leq 0.10$ (Baki, 2017). Evaluating model fit contributes to confirming the validity of the suggested links. The model's capacity to predict endogenous constructs can be understood through predictive relevance measures like Q^2. Hair et al. (2019, p. 15) advise that Q^2 values larger than zero are meaningful, and values higher than 0, 0.25, and 0.50 depict the PLS path model's small, medium, and large predictive accuracy.

d. *Interpretation of Results:* The t- and p-values are used to determine whether a hypothesis is supported. According to Hair et al. (2019), t-values of 2.54 ($p \leq 0.01$), 1.96 ($p \leq 0.05$), and 1.65 ($p \leq 0.09$) are indicated to be significant at 90%, 95%, and 99% confidence levels, respectively. Hair et al. (2019) advise ($p \leq 0.05$) at 95% confidence level for choosing p-values for PLS-SEM; nevertheless, Duh and Pwaka (2023) also took 1.65 ($p \leq 0.09$) into consideration.

5.5. CONCLUSION

This chapter investigated the influence of the four Ps—product, price, promotion, and place—on brand admiration and brand leadership, focusing on two prominent African brands, Dangote and DSTV. It outlined the theoretical framework guiding the mixed-methods approach employed for

data collection and analysis. Quantitative data were gathered through surveys, while qualitative insights were derived from interview conversations. The study's sample frame encompassed respondents from Nigeria, the base of operations for both Dangote and DSTV. The survey instrument comprised items drawn from established scales with proven validity and reliability, as evidenced by prior empirical research and publications. Ethical considerations, including the use of authentic data and the avoidance of manipulation to influence findings, were central to the study's design. Data collection spanned from May 3, 2023, to August 15, 2023, yielding 1,009 completed survey questionnaires. However, it's important to note that responses from ineligible participants were excluded from the final analysis.

CHAPTER 6: PRESENTATION OF RESULTS

6.1. INTRODUCTION

The research findings of this study are presented in this chapter. The measurement model and the structural model were the two stages of the data analysis, with the preference for applying the PLS-SEM as explained in the previous chapter. The measurement model examines the validity and reliability of the constructs. The structural model tests the linkages between the constructs in the conceptual model in the second step of the data analysis. Descriptive statistics were employed first in the data analyses process to understand the demographic data and calculate means and standard deviations. Smart PLS Version 4 was used for PLS-SEM, while IBM SPSS Version 29 was used for descriptive statistics.

6.2. DESCRIPTIVE STATISTICS

Descriptive statistics were collected regarding the ages, positions held within the organization, and educational attainment of both Dangote and DSTV customers and workers. The results are shown in Table 6.1.

Table 6.1

Demographic Analysis of Respondents

Dangote Customer				**DSTV Customer**			
Description		Frequency	Percentage	Description		Frequency	Percentage
Age	18-25	81	38.8	Age	18-25	128	34
	26-40	79	37.8		26-40	109	28.9
	41-50	39	18.7		41-50	86	22.8

	51-60+	10	4.8		51-60+	54	14.3
Total		209	100%	Total		377	100%
EDU	Undergraduate	104	49.8	EDU	Undergraduate	201	53.3
	Postgraduate	77	36.8		Postgraduate	136	36.1
	Diploma	15	7.2		Diploma	30	8.0
	High School Cert (Waec)	10	4.8		High School Cert (Waec)	6	1.6
	Other	3	1.4		Other	4	1.1
Total		209	100%	Total		377	100%
Dangote Employees				**DSTV Employees**			
Description		Frequency	Percentage	Description		Frequency	Percentage
Age	18–24,	19	13.3	Age	18–24,	21	12.4
	25–34	51	35.7		25–34	77	45.6
	35–44	42	29.4		35–44	40	23.7
	45–54	25	17.5		45–54	25	14.8
	55–64+	6	4.2		55–64+	6	3.6
Total		143	100%	Total		169	100%
Position	Senior Manager	7	4.9	Position	Senior Manager	9	5.3
	Junior-Middle Level Manager	9	6.3		Junior-Middle Level Manager	10	5.9
	Accounting/Marketing/ Finance Personnel	4	2.8		Accounting/ Marketing/ Finance Personnel	4	2.4
	Technicians	27	18.9		Technicians	28	16.6
	Sales Employees	81	56.6		Sales Employees	99	58.6
	Other	15	10.5		Other	19	11.2
Total		143	100%	Total		169	100%
EDU	Undergraduate Degree	34	23.8	EDU	Undergraduate Degree	37	21.9
	Post Graduate Degree	54	37.8		Post Graduate Degree	75	44.4
	Diploma/	11	7.7		Diploma/	12	7.1

	Certificate				Certificate		
	WAEC/GCE	37	25.9		WAEC/GCE	37	21.9
	Others	7	4.9		Others	8	4.7
Total		143	100%	Total		169	100%

Table 6.1 displays the demographic characteristics of respondents under Dangote and DSTV. The majority of respondents for both DSTV and Dangote are between the ages of 18 and 40, indicating that these two businesses employ a large number of creative, tech-savvy young folks from Generation Y. This age range is important since it indicates that the respondents are currently employed by both organizations.

The majority of employees in both organizations own degrees, both undergraduate and graduate, and they tend to provide accurate answers to the questionnaire. Because of the technical nature of the firm, fewer people with this degree of education hold managerial positions, with the majority holding technical positions.

6.2.1.Descriptive Analysis of Constructs

The descriptive analysis of the means and standard deviations of the constructs for Dangote and DSTV, as well as from the viewpoints of customers and employees, is presented in this part. Table 6.2 displays the calculated outcomes.

Table 6.2

Descriptive Analysis of Constructs

Construct	**Dangote Customer**		**DSTV Customer**	
	Mean	Standard Deviation	Mean	Standard Deviation
BLQ – Brand Leadership Quality	4.1	0.869	3.77	1.030
BLI -Brand Leadership Innovativeness	4.03	0.707	3.65	0.780
BLP – Brand Leadership Popularity	4.21	0.645	3.90	0.632
BLV -Brand Leadership Value	3.82	0.901	2.98	1.092
ENA- Enabling benefit	3.98	0.809	3.37	0.976
ENR–Enriching benefit	3.87	0.880	3.29	0.967
ENT- Enticing benefit	3.90	0.843	3.56	0.969
BC – Brand Competence	4.25	0.651	3.74	0.971
BW – Brand Warmth	4.05	0.623	3.62	0.971

BCI – Basic Country Image	3.27	0.989	3.53	0.756
CPI–Category Product Image	4.04	0.771	3.39	1.001
PSA- Product &Service Availability	4.30	0.951	3.89	0.877
PCI – Product Country Image	3.64	0.747	3.34	0.700
CAP – Customer Appreciation of employee customer-oriented behaviour	3.72	0.797	3.35	0.873
CABSTS – Customer Appreciation of Transactional Leadership	3.78	0.569	3.56	0.632
CABSTF – Customer Appreciation of Transformational Leadership	3.62	1.008	3.47	0.879
BAD – Brand Admiration	4.22	0.809	3.67	0.878
	Dangote Employees		**DSTV Employees**	
EBF- Employee Brand Fit	4.00	0.786	4.11	0.762
EBK – Employee Brand Knowledge	4.11	0.781	4.17	0.763
EBB- Employee Brand Belief	3.43	1.021	4.12	0.700
OI – Organisational Identification	3.55	0.991	4.96	0.657
BCB – Brand Congruent Behaviour	3.81	0.879	4.00	0.879
POS -Perceived Organisation Support	3.75	0.887	4.03	0.810
TSL – Transactional Leadership	3.56	0.998	3.95	1.001
TML- Transformational Leadership	3.66	0.812	4.08	0.740
COB – Customer Oriented Behaviour	4.02	0.673	4.01	0.781
BLQ – Brand Leadership Quality	3.78	0.876	4.34	0.675
BLV – Brand Leadership Value	3.52	0.997	3.99	0.766
BLI – Brand Leadership Innovativeness	4.22	0.678	4.22	0.705
BLP – Brand Leadership Popularity	4.19	0.762	4.16	0.801
EBAD – Employee Brand Admiration	4.19	0.775	4.17	0.875

Yin, Othman, Sulaiman, Mohamed-Ibrahim, and Razha-Rashid (2016) pointed out that in order to determine the overall central tendency of the responses, one should use the median of the Likert scale in relation to the sample mean that was computed. Because this survey uses a five-point Likert scale, responses above 2.5 indicate that the respondents agree with the statements measuring the constructs. The central or midpoint of the scale is 2.5. The customers of DSTV and Dangote had mean scores of 2.98-390 and 3.27-4.30, respectively, as Table 8 demonstrates.

According to the computed means above the study's 5-point Likert scale median, all of the statements measuring the study's components are agreed upon by the respondents.

6.3. MEASUREMENT MODEL ASSESSMENT WITH CONFIRMATORY FACTOR ANALYSIS (CFA)

The section assesses the measurement model in terms of reliability, validity, and model fit**.**

6.3.1. Reliability and Convergent Validity Results for Dangote and DSTV Customers and Employees

Reliability data utilizing Cronbach alpha and composite reliability, as well as part of validity (convergent and with respect to extracted average variance), are shown in Tables 6.3 and 6.4.

Table 6.3

Dangote and DSTV Customer Constructs' Reliability and Convergent Validity (AVE)

	Dangote				DSTV			
	C_alpha	(rho_a)	(rho_c)	(AVE)	C_alpha	(rho_a)	(rho_c)	(AVE)
BAD	0.904	0.905	0.933	0.777	0.908	0.910	0.942	0.845
BC	0.822	0.823	0.918	0.849	0.902	0.909	0.939	0.836
BCI	0.844	0.982	0.877	0.705	0.939	0.839	0.921	0.854
BLI	0.781	0.823	0.867	0.684	0.899	0.940	0.951	0.907
BLP	0.804	0.835	0.883	0.716	0.846	0.932	0.937	0.882
BLQ	0.923	0.925	0.951	0.866	0.934	0.934	0.968	0.938
BLV	0.929	0.975	0.954	0.873	0.867	0,968	0.937	0.882
BW	0.809	0.836	0.877	0.644	0.828	0.838	0.921	0.853
CABSTF	0.873	0.900	0.940	0.887	0.914	0.974	0.956	0.916
CABSTS	0.846	0.939	0.924	0.859	0.917	0.935	0.960	0.922
CAP	0.872	0.974	0.912	0.775	0.849	0.849	0.930	0.869
CCI	0.816	0.837	0.890	0.729	0.793	0.832	0.877	0.705
ENA	0.891	0.897	0.932	0.821	0.852	0.888	0.908	0.766
ENR	0.934	0.942	0.958	0.883	0.861	0.878	0.915	0.783
ENT	0.825	0.825	0.919	0.851	0.904	0.912	0.954	0.912
PCI	0.885	0.964	0.923	0.800	0.920	0.924	0.949	0.862
PSA	0.797	0.814	0.882	0.715	0.921	0.921	0.962	0.927

Keys: **BAD**- Brand Admiration, **BC**- Brand Competence, **BCI**-Basic Country Image, BLI- Brand Leadership Innovativeness, BLP- Brand Leadership Popularity, **BLQ**- Brand Leadership Quality, **BLV**-Brand Leadership Value**, BW**- Brand Warmth, **CAP**- Customer Appreciation of employee customer-oriented behaviour, **CABSTF**- Customer Appreciation of Transformational

Leadership, **CAP**- Customer Appreciation, **CPI**-Category Product Image, **CCI**- Category Country Image, **ENA**- Enabling, **ENT**-Enticing, **PCI** -Product Country Image, **PSA**- Product Service Availability.

According to Hair et al. (2019), scores between 0.60 and 0.70 represent the lowest bound of acceptability, whereas values more than 0.7 suggest a better degree of measuring scale dependability. As shown in Table 9, the results for Cronbach's alpha (α), composite reliability (rho.a and rhoc), and for both the Dangote and DSTV samples ranged from 0.797 to 0.974. These findings suggest that the constructs are reliably measured using these scales. The recommended threshold of 0.5 was met for convergent dependability as measured by average variance extracted (AVE), as indicated by all the data for both firms in Table 6.3.

Table 6.4

Dangote and DSTV Employees Constructs' Reliability and Convergent Validity (AVE)

	Dangote				DSTV			
	C_alpha	(rho_a)	(rho_c)	(AVE)	C_alpha	(rho_a)	(rho_c)	(AVE)
BCB	0.790	0.791	0.880	0.712	0.953	0.971	0.977	0.955
BLI	0.893	0.935	0.901	0.756	0.886	0.854	0.909	0.835
BLP	0.925	0.973	0.963	0.929				
BLQ	0.887	0.984	0.929	0.813	0.925	0.929	0.964	0.930
BLV	0.943	0.919	0.971	0.944	0.943	0.921	0.970	0.942
COB	0.903	0.914	0.932	0.774	0.903	0.922	0.932	0.774
EBAD	0.890	0.892	0.881	0.654	0.890	0.901	0.920	0.743
EBF	0.809	0.951	0.877	0.706	0.809	0.951	0.877	0.706
OI	0.878	0.925	0.912	0.722	0.804	0.891	0.882	0.718
POS	0.844	0.867	0.903	0.756	0.844	0.867	0.903	0.757
TSL	0.819	0.819	0.917	0.847	0.905	0.937	0.954	0.912

Keys: **BCB**- Brand Congruent Behaviour, BLI- Brand Leadership Innovativeness, **BLP** – Brand Leadership Popularity, **BLQ**- Brand Leadership Quality, **BLV**- Brand Leadership Value, **COB**- Customer Oriented Behaviour, **EBAD**- Employee Brand Admiration, **EBF** – Employee Brand Fit, **OI** – Organisational Identification, **POS**-Perceived Organisational Support, **TSL**- Transactional Leadership

Table 6.4 demonstrates that the employees' data met the recommended reliability figures of 0.70+ for both Cronbach alpha and composite dependability and for both nations, with a range of figures of 0.790 to 0.977.

6.3.2. Convergent Validity from Factor Loadings

The convergent validity from factor loadings is based on items with factor loadings below 0.5 in the figures. For both Dangote and DSTV employees, some items and constructs were deleted to achieve the recommended factor loadings. These figures show that the factor loadings are all above the accepted figure of 0.50, and many are above the recommended 0.70

6.3.3. Discriminant Validity and Variance Inflation Factor (VIF) for Dangote and DSTV Customers and Employees

6.3.3.1. Discriminant validity

Hair et al. (2019) and Ringle et al. (2023) suggest that the Heterotrait-Monotrait ratio (HTMT) is the preferred method to assess discriminant validity because it is thought to be more rigorous and reliable than the Fornell-Larcker Criterion; this section presents the discriminant validity as computed by HTMT. Additionally, only the HTMT data are reported in Hair et al. (2019) and Ringle et al. (2023). As a result, this study will comply with and present the HTMT data about Dangote and DSTV for both customers and workers.

Table 6.5

Dangote Customers Heterotrait-Monotrait ratio (HTMT)

	BAD	BC	BCI	BLI	BLP	BLQ	BLV	BW	CABSTF	CABSTS	CAP	CCI	ENA	ENR	ENT	PCI	PSA
BAD																	
BC	0.894																
BCI	0.225	0.249															
BLI	0.545	0.409	0.537														
BLP	0.548	0.410	0.232	0.664													
BLQ	0.715	0.621	0.300	0.796	0.700												
BLV	0.369	0.397	0.437	0.631	0.658	0.528											
BW	0.618	0.776	0.567	0.770	0.435	0.611	0.757										
CABSTF	0.101	0.024	0.166	0.194	0.120	0.145	0.187	0.194									
CABSTS	0.590	0.600	0.296	0.506	0.214	0.590	0.431	0.720	0.191								
CAP	0.422	0.275	0.238	0.493	0.236	0.613	0.398	0.559	0.171	0.523							
CCI	0.704	0.809	0.358	0.407	0.342	0.574	0.358	0.577	0.233	0.611	0.299						
ENA	0.752	0.708	0.421	0.721	0.421	0.764	0.530	0.798	0.191	0.670	0.548	0.767					
ENR	0.733	0.730	0.349	0.630	0.323	0.692	0.544	0.788	0.263	0.806	0.667	0.730	0.902				
ENT	0.744	0.853	0.540	0.828	0.559	0.813	0.781	0.907	0.184	0.667	0.533	0.657	0.870	0.898			
PCI	0.342	0.312	0.599	0.428	0.105	0.311	0.207	0.609	0.232	0.561	0.494	0.323	0.411	0.471	0.442		
PSA	0.757	0.806	0.188	0.511	0.764	0.675	0.580	0.506	0.048	0.332	0.212	0.572	0.523	0.451	0.703	0.136	

Table 6.6

Dangote Employee HTMT

	BCB	BLI	BLQ	BLV	COB	EBAD	EBF	OI	POS	TML	TSL
BCB											
BLI	0.523										
BLQ	0.739	0.842									
BLV	0.227	0.574	0.215								
COB	0.616	0.501	0.837	0.218							
EBAD	0.121	0.124	0.107	0.099	0.086						
EBF	0.332	0.249	0.539	0.175	0.617	0.152					
OI	0.402	0.183	0.474	0.262	0.724	0.150	0.814				
POS	0.899	0.386	0.831	0.254	0.758	0.130	0.612	0.710			
TML	0.302	0.620	0.558	0.232	0.442	0.099	0.522	0.567	0.457		

Table 6.7

DSTV Customers HTMT

	BAD	BC	BCI	BLI	BLP	BLQ	BLV	BW	CABSTF	CABSTS	CAP	CCI	ENA	ENR	ENT	PCI	PSA
BAD																	
BC	0.809																
BCI	0.818	0.614															
BLI	0.862	0.865	0.710														
BLP	0.620	0.659	0.608	0.854													
BLQ	0.759	0.742	0.573	0.901	0.896												
BLV	0.758	0.711	0.582	0.774	0.502	0.615											
BW	0.902	0.866	0.698	0.845	0.588	0.636	0.857										
CABSTF	0.394	0.359	0.305	0.345	0.273	0.325	0.331	0.420									
CABSTS	0.848	0.638	0.595	0.724	0.511	0.726	0.595	0.750	0.353								
CAP	0.901	0.754	0.677	0.809	0.565	0.744	0.771	0.897	0.395	0.818							
CCI	0.535	0.491	0.610	0.701	0.638	0.755	0.386	0.407	0.228	0.637	0.458						
ENA	0.839	0.730	0.735	0.870	0.806	0.904	0.715	0.730	0.348	0.891	0.807	0.807					
ENR	0.906	0.807	0.713	0.814	0.700	0.802	0.732	0.833	0.318	0.811	0.849	0.664	0.907				
ENT	0.891	0.779	0.699	0.821	0.634	0.786	0.737	0.864	0.349	0.855	0.864	0.564	0.839	0.902			
PCI	0.485	0.507	0.685	0.544	0.468	0.510	0.413	0.409	0.234	0.448	0.392	0.612	0.558	0.526	0.463		
PSA	0.776	0.816	0.612	0.876	0.823	0.844	0.564	0.768	0.321	0.562	0.722	0.577	0.742	0.698	0.633	0.437	

Table 6.8 DSTV Employees Heterotrait-Monotrait Ratio (HTMT) – Matrix

	BCB	BLP	BLQ	BLV	COB	EBAD	EBF	OI	POS	TSL
BCB										
BLP	0.246									
BLQ	0.531	0.574								
BLV	0.414	0.631	0.875							
COB	0.246	0.155	0.430	0.231						
EBAD	0.143	0.066	0.053	0.171	0.083					
EBF	0.308	0.192	0.647	0.606	0.339	0.092				
OI	0.908	0.195	0.523	0.367	0.182	0.085	0.404			
POS	0.595	0.496	0.810	0.548	0.328	0.229	0.739	0.666		
TSL	0.467	0.137	0.549	0.400	0.227	0.155	0.729	0.443	0.950	

Franke and Sarstedt (2019) suggest that the Heterotrait-Monotrait ratio (HTMT) matrix is among the best tests for discriminant validity. They further corroborate this by stating that for the HTMT matrix to pass the discriminant validity test, its values must be below the crucial value of 0.9. Nevertheless, generally speaking, HTMT values should fall between 0.85 and 0.95, not above 1 (Ringle et al., 2023). Based on the data presented in Tables 6.5, 6.6, 6.7 and 6.8, the HTMT levels of both Dangote and DSTV's staff and consumers fall within the acceptable range. Discriminant validity was thus proven.

6.3.3.2. Variance Inflation Factor (VIF)

According to Ringle et al. (2023), the variance inflation factor (VIF) is used to evaluate the multicollinearity between the indicators of the constructs to ensure that there is no strong correlation between them that could lead to erroneous correlations between the constructs and inflated regression results. Figures less than five are the suggested VIF (Ringle et al., 2023). Nonetheless, other researchers contend that VIF<10 is appropriate (Hair et al., 1995, for example).

Table 6.9

Variance Inflation Factor for Dangote and DSTV Customers and Employees

Dangote customer VIF		**DSTV customer VIF**		**Dangote employees VIF**		**DSTV employee VIF**	
BAD1	2.179	BAD1	2.378	BCB3	5.805	BCB1	1.545
BAD2	2.781	BAD3	4.138	BCB4	5.805	BCB2	2.157
BAD3	2.985	BAD4	3.646	BLI2	2.718	BCB3	1.521
BAD4	2.933	BC2	3.879	BLI3	2.718	BCB4	2.746
BC1	1.952	BC3	2.570	BLQ1	3.855	BLP1	1.447
BC4	1.952	BC4	2.898	BLQ2	3.855	BLP2	1.447
BCI1	1.542	BCI1	2.007	BLV2	4.919	BLQ1	4.166
BCI2	2.983	BCI3	2.007	BLV3	4.919	BLQ3	4.166
BCI3	3.248	BLI1	2.998	COB1	2.928	BLV1	1.212
BLI1	2.388	BLI2	2.998	COB2	2.103	BLV2	1.212
BLI2	2.315	BLP1	2.161	COB3	3.968	COB1	2.961
BLI3	1.289	BLP2	2.161	COB4	2.516	COB2	2.186
BLP1	1.757	BLQ2	4.323	EBAD1	2.017	COB3	2.238
BLP2	2.196	BLQ3	4.323	EBAD2	2.301	EBAD1	2.066
BLP3	1.628	BLV1	2.408	EBAD3	3.033	EBAD2	2.919
BLQ1	3.735	BLV2	2.408	EBAD4	2.878	EBAD3	3.129
BLQ2	3.392	BW1	2.000	EBF2	1.556	EBAD4	2.680
BLQ3	3.319	BW2	2.000	EBF3	1.941	EBF2	1.550
BLV1	4.268	CABSTF1	3.436	EBF4	2.314	EBF3	2.397
BLV2	3.866	CABSTF3	3.436	OI2	2.579	EBF4	2.608
BLV3	3.258	CABSTS1	3.515	OI3	2.607	OI1	2.503
BW1	2.844	CABSTS2	3.515	OI4	1.352	OI2	1.501
BW2	3.657	CAP1	2.190	POS1	4.538	OI3	1.402
BW3	1.919	CAP3	2.190	POS3	1.419	OI4	2.776

BW4	1.576	CCI1	1.848	POS4	4.764	POS1	1.941
CABSTF1	2.508	CCI2	1.680	TML1	1.000	POS2	1.687
CABSTF2	2.508	CCI3	1.582	TML3	3.147	POS3	1.360
CABSTS1	2.164	ENA1	2.988	TSL2	3.147	POS4	1.770
CABSTS2	2.164	ENA2	1.625			TSL1	1.443
CAP1	1.826	ENA3	2.874			TSL2	2.704
CAP2	3.139	ENR1	1.807			TSL4	2.683
CAP3	3.026	ENR2	2.590				
CCI1	1.828	ENR3	2.904				
CCI2	1.781	ENT2	3.119				
CCI3	1.808	ENT3	3.119				
ENA1	2.819	PCI1	4.834				
ENA2	2.368	PCI2	4.371				
ENA3	2.804	PCI3	2.569				
ENR1	3.829	PSA1	3.673				
ENR2	3.742	PSA3	3.682				
ENR3	4.452						
ENT2	1.969						
ENT3	1.969						
PCI1	2.224						
PCI2	2.953						
PCI3	2.653						
PSA1	3.122						
PSA2	3.207						
PSA3	1.270						

Except for BCB 3 and BCB 4, which are over 5 but within the recommended level of <10 by Hair et al. (1995), Table 15 demonstrates that all VIF numbers met the required criteria of <5.

6.3.4.Test of Model Fit

The results of the model fit test display an estimated model. The estimated model is based on a total effect scheme and considers the model structure, whereas the saturated model evaluates the correlation between all constructs (Henseler et al., 2014); the estimated model is regarded as a more constrictive version of the fit than values calculated using the saturated model in light of this background data. As a result, the saturated model's values are typically regarded as a good fit choice. While Ringle et al. (2023) raise doubts about the applicability of the model fit concept to PLS-SEM applications generally, some researchers (Hu & Bentler, 1999, for example) recommend using SRMR, which should have a value of less than 0.10 or 0.08. The findings of SRMR are shown in Tables 6.10 and 6.11

Table 6.10

Model Fit Customers

	Dangote Customers		DSTV Customers	
Method	Saturated model	Estimated model	Saturated model	Estimated model
SRMR	0.094	0.143	0.071	0.107
d_ULS	10.877	24.942	4.161	9.421
d_G	8.655	9.745	3.742	4.626
Chi-square	7152.114	7707.632	7016.677	8088.817
NFI	0.498	0.459	0.650	0.596

Table 6.11

Model Fit Employees

Method	Dangote Employees		DSTV Employees	
	Saturated model	Estimated model	Saturated model	Estimated model
SRMR	0.085	0.255	0.086	0.191
d_ULS	7.371	26.472	6.665	18.124
d_G	n/a	n/a	3.602	4.226
Chi-square	infinite	Infinite	1705.484	1900.433
NFI	n/a	n/a	0.480	0.420

Tables 6.10 and 6.11 present computed values from the Dangote and DSTV consumers, respectively, ranging from 0.094 to 0.071, based on the SRMR values from the saturated model. From the viewpoint of the workers, DSTV is valued at 0.086 and Dangote at 0.085. These values fall between Hu and Bentler's (1999) suggested criteria of 0.08 and 0.10. Thus, the models' data pass the model fit test. Ringle et al.'s critique of other model fit computation methods is available (2023). For example, when calculating model fit for complicated models like the one employed in this work, the NFI's use of an incremental fit measure is a significant drawback.

6.4. THE STRUCTURAL MODEL

The measurement model, which essentially evaluates the caliber of the data gathered, is qualified by evaluating its validity, reliability, and model fit. Since all the measurement model parameters currently meet the quality standards, the structural model is tested in the following stage.

The structural model is created using the Smart PLS 4 bootstrapping procedure, which typically computes the statistical significance of the path coefficient, R2, t-values, and p-values and permits testing of the proposed linkages in the conceptual model. Duh, and Pwaka (2023) demonstrate that associations are likewise significant at 90% (t-value >1.65; p-value ≤ 0.09), despite Ringle et al. (2023) suggesting that they are at 95% (t-value >1.96; p-value ≤ 0.05) and

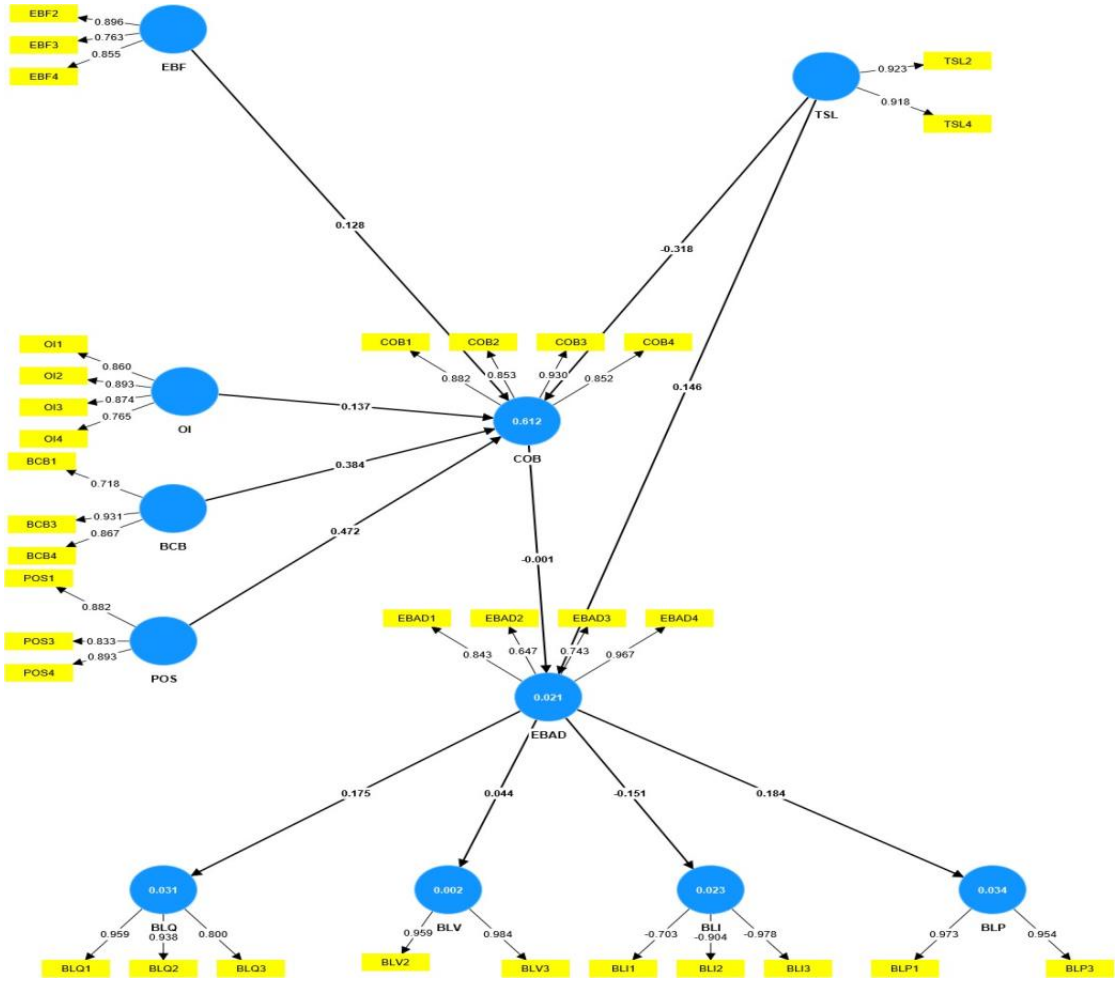
99% (t-value >2.54; p-value ≤ 0.01) confidence levels. These three levels, therefore, were used to evaluate the relevance of the associations in this investigation.

According to Legate et al. (2023), sample sizes of at least 251 at 99% confidence and 155 at 95% confidence level are required for path coefficients of between 0.11 and 0.20 to be considered significant. The significance of the associations in the employee samples for DSTV (sample size: 147) and Dangote (sample size: 143) is intriguing to observe. Four assessments were conducted regarding Dangote and DSTV personnel as well as customers.

6.4.1.Dangote Employees

Figure 6.1

Structural Model of Dangote Employees



Source: Reseasercher

Table 6.12

Dangote Employees Hypotheses

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
PEOPLE FACTORS					
Employee brand fit (EBF)-> Customer-oriented behaviour (COB) (H1)	0.128	0.113	0.112	1.143	0.253
Employee brand Knowledge (EBK)-> Customer-oriented behaviour (COB) (H2)	Brand knowledge was deleted from further analyses because of poor factor loadings.				
Employee brand belief (EBB)-> Customer-oriented behaviour (COB) (H3)	Brand belief was deleted from further analyses because of poor factor loadings.				
Organizational identity (OI)-> Customer-oriented behaviour (COB) (H4)	0.137	0.078	0.201	0.681	0.496
Brand congruent behaviour (BCB) ->Customer-oriented behaviour(COB) (H5)	0.384	0.566	0.366	1.047	0.295
Perceived Organizational support (POS) -> COB (H6)	0.472	0.426	0.272	1.737	**0.083**
PERSON FACTORS					
Brand specific transformational leadership (TML) -> COB (H7)	TML was deleted from further analyses because of poor factor loadings.				
Brand specific transactional leadership (TSL) -> COB (H8)	-0.318	-0.448	0.381	0.834	0.404
Brand specific transactional leadership (TSL) -> Employee brand admiration (EBAD) (H9)	0.146	0.165	0.165	0.884	0.377
Brand specific transformational leadership (TML) ->EBAD (H10)	TML was deleted from further analyses because of poor factor loadings.				
Customer-oriented behaviour (COB) -> EBAD (H11)	-0.001	-0.033	0.191	0.007	0.994
Employee brand admiration (EBAD) ->brand quality leadership (BLQ) (H21a)	0.175	0.129	0.203	0.864	0.388
Employee brand admiration (EBAD) ->brand value leadership (BLV) (H21b)	0.044	-0.064	0.141	0.310	0.756
Employee brand admiration (EBAD) ->brand innovation leadership (BLI) (H21c)	-0.151	-0.058	0.236	0.639	0.523
Employee brand admiration (EBAD) ->brand popularity leadership (BLP) (H21d)	0.184	0.125	0.210	0.878	0.380

With the exception of H6, which was significant with ($\beta = 0.472$, $p < 0.09$), none of the hypotheses were significant given the small sample size of 143 Dangote employees and the

number of constructs. This indicates that Dangote employees' perceptions of the organization's support greatly influence their customer-focused behaviour.

6.4.2. DSTV Employees

Table 6.13 DSTV Employees Hypotheses

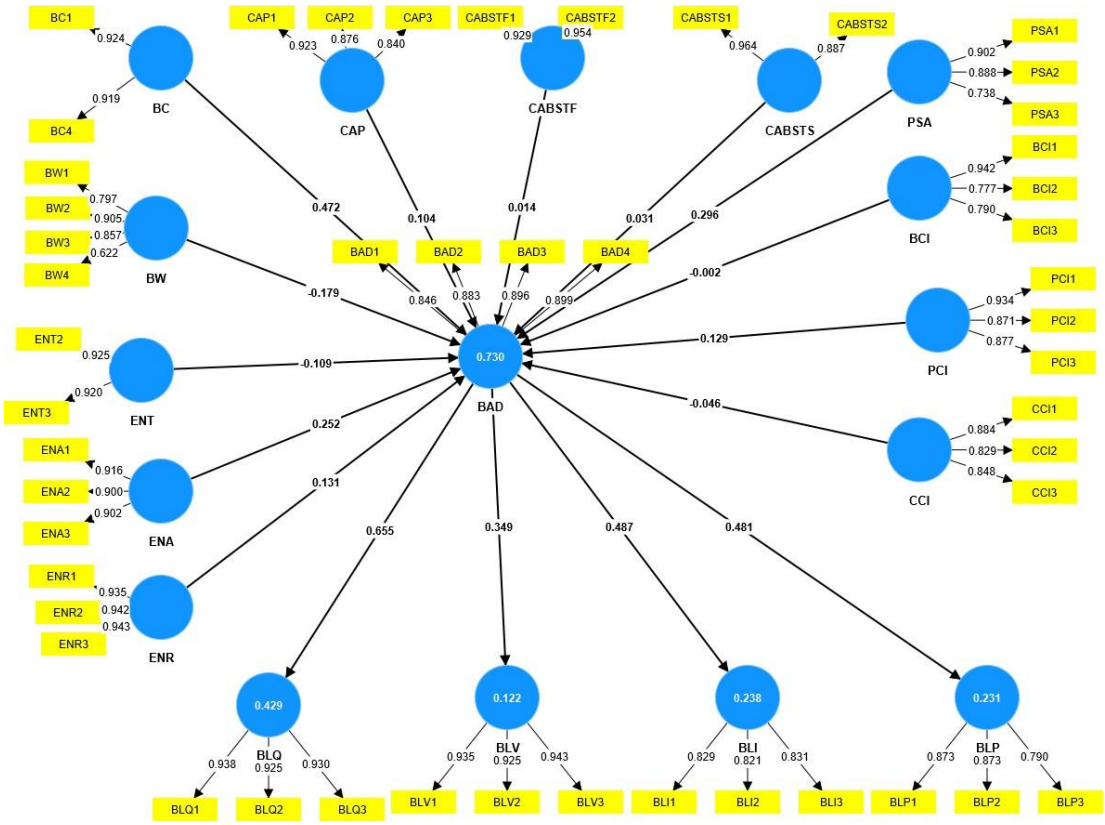
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
PEOPLE FACTORS					
Employee brand fit (EBF)-> Customer-oriented behaviour (COB) (H1)	0.272	0.258	0.086	3.141	0.002
Employee brand Knowledge (EBK)-> Customer-oriented behaviour (COB) (H2)	-0.310	-0.283	0.139	2.233	0.026
Employee brand belief (EBB)-> Customer-oriented behaviour (COB) (H3)	0.463	0.463	0.120	3.873	0.000
Organizational identity (OI)-> Customer-oriented behaviour (COB) (H4)	0.190	0.206	0.167	1.140	0.254
Brand congruent behaviour (BCB) ->Customer-oriented behaviour (COB) (H5)	0.156	0.146	0.131	1.113	0.266
Perceived Organizational support (POS) -> COB (H6)	0.354	0.296	0.198	1.789	0.074
PERSON FACTORS					
Brand specific transformational leadership (TML) -> COB (H7)	TML was deleted from further analyses because of poor factor loadings.				
Brand specific transactional leadership (TSL) -> COB (H8)	-0.431	-0.408	0.175	2.462	0.014
Brand specific transactional leadership (TSL) -> Employee brand admiration (EBAD) (H9)	0.126	0.160	0.162	0.804	0.272
Brand specific transformational leadership (TML) ->EBAD (H10)	TML was deleted from further analyses because of poor factor loadings.				
Customer-oriented behaviour (COB) -> EBAD (H11)	0.020	0.040	0.132	0.304	0.801
Employee brand admiration (EBAD) ->brand quality leadership (BLQ) (H21a)	0.650	0.650	0.036	18.267	0.000
Employee brand admiration (EBAD) ->brand value leadership (BLV) (H21b)	0.584	0.582	0.031	19.087	0.000
Employee brand admiration (EBAD) ->brand innovation leadership (BLI) (H21c)	0.749	0.748	0.026	29.029	0.000
Employee brand admiration (EBAD) ->brand popularity leadership (BLI) (H21d)	0.536	0.536	0.045	12.024	0.000

Given that the DSTV employee sample size was larger (169) than the Dangote sample size (143), more significant hypotheses were generated. Regarding the people component, brand fit ($\beta = 0.272$, $p < 0.01$) (H1), brand knowledge ($\beta = -0.310$, $p < 0.05$) (H2), brand belief ($\beta = 0.463$, $p < 0.01$) (H3), and perceived organizational support ($\beta = 0.354$, $p < 0.01$) (H6) all had a significant impact on employee customer-oriented behaviour. Regarding individual characteristics, customer-oriented behaviour was adversely and significantly impacted by brand-specific transactional leadership ($\beta = -0.431$, $p < 0.01$), whereas transformational leadership was excluded from additional analysis due to an inadequate factor loading issue. While brand admiration was not significantly impacted by employee customer-oriented behaviour, it was significantly impacted by all other dimensions of brand leadership, with $\beta = 0.650$, $p < 0.01$) for quality, $\beta = 0.584$, $p < 0.01$) for brand value, $\beta = 0.749$, $p < 0.01$) for innovativeness, and $\beta = 0.536$, $p < 0.01$) for popularity.

6.4.3.Dangote Customers

Figure 6.2

Structural Model of Dangote Customers



Source: Researcher

Table 6.14

Dangote Customers Hypothesis

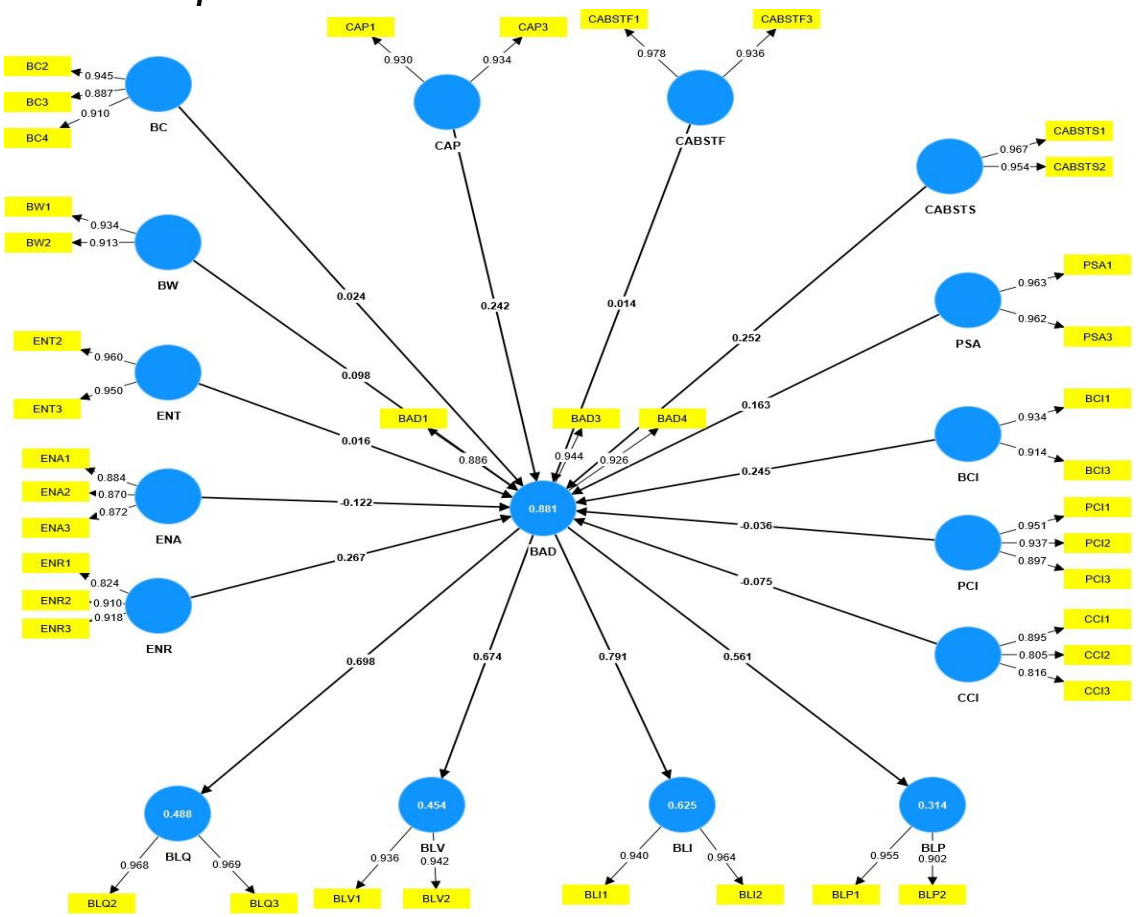
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
PERSON FACTORS					
Customer appreciation of brand-specific transactional leadership (CABSTS) ->brand admiration (BAD) (H9)	0.031	0.019	0.064	0.481	0.631
Customer appreciation of brand-specific transformational leadership (CABSTS) ->brand admiration (BAD) (H10)	0.014	0.003	0.047	0.294	0.768
PEOPLE FACTOR					
Customer appreciation of employee customer-oriented behaviour (CAP) -> BAD (H11)	0.104	0.106	0.081	1.279	0.201
PRODUCT FACTORS					
Brand competence (BC) -> Brand admiration (BAD) (H12)	**0.472**	**0.449**	**0.101**	**4.682**	**0.001**
Brand warmth (BW) -> BAD (H13)	-0.179	-0.159	0.109	1.639	0.101
Enabling benefits (ENA) -> BAD (H14)	**0.252**	**0.260**	**0.104**	**2.415**	**0.016**
Enticing benefits (ENT) -> BAD (H15)	-0.109	-0.131	0.109	0.999	0.318
Enriching benefits (ENR) -> BAD (H16)	0.131	0.141	0.142	0.926	0.354
PLACE FACTORS					
Product and services availability (PSA) -> BAD (H17)	**0.296**	**0.303**	**0.075**	**3.972**	**0.000**
Basic country image (BCI) -> BAD (H18)	-0.002	0.000	0.070	0.035	0.972
Product country image (PCI) -> BAD (H19)	**0.129**	**0.126**	**0.062**	**2.065**	**0.039**
Category country image (CCI) -> BAD (H20)	-0.046	-0.038	0.077	0.602	0.547
BRAND ADMIRATION &LEADERSHIP					
Brand admiration (BAD) ->brand quality leadership (BLQ) (H21a)	**0.655**	**0.659**	**0.045**	**14.463**	**0.001**
Brand admiration (BAD) ->brand value leadership (BLV) (H21b)	**0.349**	**0.347**	**0.099**	**3.542**	**0.001**
Brand admiration (BAD) ->brand innovativeness leadership (BLI) (H21c)	0.487	0.501	0.059	8.247	0.000
Brand admiration (BAD) ->brand popularity leadership (BLP) (H21d)	**0.481**	**0.484**	**0.059**	**8.188**	**0.001**

The Dangote customer results in Table 6.14 demonstrate that staff customer-oriented behaviour and the two leadership philosophies had no discernible effects on brand adoration for the person and people elements. Regarding product aspects, enabling benefits ($\beta = 0.252$, $p < 0.01$) and brand competency ($\beta = 0.472$, $p < 0.01$) had a substantial impact on brand appreciation. Product and service availability ($\beta = 0.296$, $p < 0.01$) and product country image ($\beta = 0.129$, $p < 0.05$) are the place factors that affected brand appreciation. All four brand leadership dimensions—quality ($\beta = 0.655$, $p < 0.01$), brand value ($\beta = 0.349$, $p < 0.01$), innovativeness ($\beta = 0.487$, $p < 0.01$), and popularity ($\beta = 0.481$, $p < 0.01$)—were strongly impacted by brand admiration.

6.4.4.DSTV Customers

Figure 6.3

Structural Model of DSTV Customers



Source: Researcher

Table 6.15

DSTV Customers Hypotheses

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
PERSON FACTORS					
Customer appreciation of brand-specific transactional leadership (CABSTS) ->brand admiration (BAD) (H9)	0.252	0.250	0.042	5.949	0.000
Customer appreciation of brand-specific transformational leadership (CABSTS) ->brand admiration (BAD) (H10)	0.014	0.014	0.021	0.669	0.504
PEOPLE FACTOR					
Customer appreciation of employee customer-oriented behaviour (CAP) -> BAD (H11)	0.242	0.241	0.041	5.860	0.000
PRODUCT FACTORS					
Brand competence (BC) -> Brand admiration (BAD) (H12)	0.024	0.029	0.052	0.457	0.648
Brand warmth (BW) -> BAD (H13)	0.098	0.097	0.037	2.622	0.009
Enabling benefits (ENA) -> BAD (H14)	-0.122	-0.123	0.048	2.532	0.011
Enticing benefits (ENT) -> BAD (H15)	0.016	0.015	0.057	0.273	0.785
Enriching benefits (ENR) -> BAD (H16)	0.267	0.265	0.038	7.047	0.000
PLACE FACTORS					
Product and services availability (PSA) -> BAD (H17)	0.163	0.163	0.034	4.773	0.000
Basic country image (BCI) -> BAD (H18)	0.245	0.243	0.036	6.863	0.000
Product country image (PCI) -> BAD (H19)	-0.036	-0.035	0.029	1.233	0.218
Category country image (CCI) -> BAD (H20)	-0.075	-0.074	0.031	2.441	0.015
BRAND ADMIRATION & LEADERSHIP					
Brand admiration (BAD) ->brand quality leadership (BLQ) (H21a)	0.698	0.698	0.041	16.869	0.000
Brand admiration (BAD) ->brand value leadership (BLV) (H21b)	0.674	0.673	0.030	22.581	0.000
Brand admiration (BAD) ->brand innovativeness leadership (BLI) (H21c)	0.791	0.791	0.028	28.223	0.000
Brand admiration (BAD) ->brand popularity leadership (BLP) (H21d)	0.561	0.562	0.052	10.874	0.000

According to Table 6.15, staff customer-oriented conduct and brand-specific transactional leadership style are two people factors that have a substantial impact on brand appreciation (β = 0.252, p < 0.01) and (β = 0.242, p < 0.01)—regarding product aspects, brand enrichment benefits (β = 0.267, p < 0.01) and brand warmth (β = 0.096, p < 0.01) had a favorable effect on brand appreciation. Enabled benefits have a negative and significant impact on brand adoration (β = -0.122, p < 0.01). When it came to place considerations, the availability of goods and services (β = 0.162, p < 0.01) and the general perception of the nation (β = 0.245, p < 0.01) had a positive and substantial impact on brand adoration. Brand admiration was negatively and significantly impacted by the category national image (β = -0.075, p < 0.01). All four brand leadership dimensions—quality (β = 0.698, p < 0.01), brand value (β = 0.674, p < 0.01), innovativeness (β = 0.791, p < 0.01), and popularity (β = 0.561, p < 0.01)—were strongly impacted by brand admiration.

6.4.5.Models' Explanatory Powers for Dangote and DSTV Customers and Employees

The R2 values, which indicate the strength of the correlations in a PLS-SEM path model, can be used to calculate the models' explanatory power from the calculated route models. Table 6.16 and Table 6.17 include the R2 results. According to Hair et al. (2019), R2 figures with values close to 0.25, 0.50, and 0.75, respectively, do have poor, moderate, and significant explanatory capabilities.

Table 6.16

R^2 Dangote and DSTV Customers

	Dangote Customers		DSTV Customers	
	R-square	R-square adjusted	R-square	R-square adjusted
Customer brand admiration	0.730	0.714	0.881	0.877
Brand innovativeness leadership	0.238	0.234	0.625	0.624
Brand popularity leadership	0.231	0.227	0.314	0.314
Brand quality leadership	0.429	0.426	0.488	0.486
Brand value leadership	0.122	0.118	0.454	0.453

Table 6.16 demonstrates how well the model explained brand admiration for both Dangote and DSTV customers, with an explanatory power of 73% for DSTV and 87.7% for Dangote. The model provided a reasonable explanation for the brand popularity, quality, and value of DSTV, and a highly explicative explanation for the brand innovativeness. For Dangote, the brand's innovativeness, popularity, and value characteristics provided little explanation for its brand leadership. Regarding the brand quality aspect of brand leadership, it was mediocre.

Table 6.17

R^2 Dangote and DSTV Employees

	Dangote Employees		DSTV Employees	
	R-square	R-square adjusted	R-square	R-square adjusted
Customer brand admiration	0.023	0.009	0.224	0.220
Brand innovativeness leadership	0.034	0.021	0.024	0.020
Brand popularity leadership	0.031	0.017	0.001	0.001
Brand quality leadership	0.002	0.002	0.013	0.011
Brand value leadership	0.612	0.584	0.133	0.131

Table 6.17 which presents data on Dangote and DSTV employees, indicates that most of the model's explanatory powers were relatively low. The only exception was the brand value component of brand leadership, which had 61.2% explanatory power for Dangote.

6.4.6 Multigroup Analyses for customers

Multi-group analyses were conducted to examine whether there are significant differences in how the studied 4Ps impacted brand leadership through brand admiration between DSTV and Dangote. The results are in Table 6.18 for customers and Table 6.19 for employees.

Table 6.18 MGA Analysis for Customers between DSTV and Dangote

	Difference (Dangote - DSTV)	1-tailed (Dangote vs DSTV) p value	2-tailed (Dangote vs DSTV) p value	Difference (Dangote - DSTV)	t value (|Dangote vs DSTV|)	p value (Dangote vs DSTV)
BAD -> BLI	-0.378	1.000	0.000	-0.378	6.166	0.000
BAD -> BLP	-0.111	0.913	0.174	-0.111	1.357	0.176
BAD -> BLQ	-0.058	0.820	0.360	-0.058	0.914	0.362
BAD -> BLV	-0.383	1.000	0.000	-0.383	3.671	0.000
BC -> BAD	0.435	0.000	0.000	0.435	5.150	0.000
BCI -> BAD	-0.201	0.994	0.011	-0.201	2.597	0.010
BW -> BAD	-0.256	0.979	0.041	-0.256	2.156	0.032
CABSTF -> BAD	-0.021	0.633	0.733	-0.021	0.372	0.710
CABSTS -> BAD	-0.115	0.948	0.104	-0.115	1.601	0.111
CAP -> BAD	-0.181	0.982	0.036	-0.181	2.202	0.029
CCI -> BAD	-0.005	0.529	0.942	-0.005	0.065	0.948
ENA -> BAD	0.329	0.002	0.003	0.329	2.788	0.006
ENR -> BAD	0.041	0.381	0.763	0.041	0.292	0.771
ENT -> BAD	-0.253	0.961	0.079	-0.253	1.778	0.077
PCI -> BAD	0.137	0.021	0.042	0.137	2.055	0.041
PSA -> BAD	0.075	0.153	0.306	0.075	1.015	0.311

Table 6.18 shows that while there are many significant differences in many of the relationships between DSTV and Dangote, there are no significant differences in the following relationships

1)Brand admiration and popularity and quality brand leadership

2)Transformative leadership and brand admiration

3)Customer appreciation of transactional leadership and brand admiration

4)Category country image and brand admiration

5)Enriching benefits and brand admiration

Table 6.9 MGA for Employees

	Difference (Dangote Employee - DSTV)	1-tailed (Dangote Employee vs DSTV) p value	2-tailed (Dangote Employee vs DSTV) p value
COB -> EBAD	-0.152	0.832	0.337
EBAD -> BLI	-0.140	0.814	0.372
EBAD -> BLP	-0.167	0.828	0.343
EBAD -> BLQ	-0.180	0.847	0.305
EBAD -> BLV	-0.065	0.709	0.583
EBB -> COB	0.225	0.175	0.350
EBF -> COB	0.085	0.250	0.500
EBK -> COB	-0.188	0.793	0.415
OI -> COB	0.080	0.318	0.635
POS -> COB	-0.016	0.558	0.884
TML -> COB	0.103	0.351	0.701
TSL -> COB	-0.149	0.639	0.722

6)Enticing benefits and brand admiration

7)Product and services availability and brand admiration

6.4.6 Multigroup Analyses for Employees

Table 6.19 shows that there are no significant differences for the employee model.

6.5. CONCLUSION

The findings in this chapter demonstrate how, in part, brand admiration explains brand leadership when considering the four Ps of brand leadership: people, person, product, and place. However, many items were removed, and many hypotheses were found to be not significant due to the low sample sizes obtained for both the Dangote and DSTV staff samples. This supports the claim made by Legate et al. (2023) that sample sizes can be problematic when testing models.

CHAPTER 7: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

The previous chapter presented the results of the data analyses. This chapter discusses the findings of the research study by linking and synthesising the results to literature. All the proposed theoretical and empirical objectives were corroborated with the research findings to enrich theoretical and empirical literature. Discussions are made of the results of testing the conceptual model and hypotheses. Conclusions are drawn, recommendations made and theoretical, contextual, and practical contributions are discussed.

7.2 DISCUSSION ON THE ACHIEVEMENT OF THEORETICAL OBJECTIVES

The section provides the main findings and discusses the theoretical objectives in relationship to extent they corroborate with previous literature. The main goal of this section is to assess and evaluate the extent to which the objectives were achieved and the extent to which they support and refute literature.

7.2.1 Achievement of Theoretical Objective 1

The first theoretical objective was to discuss literature on the history, performances, and challenges of leading brands in Africa. The extensive literature in Chapter 2 achieved this objective by articulating branding aspects, manufacturing branding and service brands. The literature first examined the characteristics of a leading brand, examples of global leading brands, characteristics of leading brands in Africa. It then covered global brands leading in Africa, African brands leading in Africa, focusing on DSTV and Dangote, and the challenges they face. It was found that leading brands are characterized by strong brand recognition, a strong and consistent brand message, a unique product or service offering, excellent customer service, a clear purpose and mission, and a commitment to corporate responsibility (Kim et al., 2019; Mandler, 2019). Mandler (2019) expanded that leading brands strive to create a positive brand image through consistent messaging and engaging content, and they also focus on providing an exceptional customer experience. In line with the nine elements of the brand “atomic model”, De Chernatony & Riley (1998) posits that brands start with a unique name that is frequently connected to a corporate reputation or social responsibility. Furthermore, different scholars have explained the characteristics of leading brands to also include quality signal or perceived quality (Holt et al., 2004), global myth(Holt et al., 2004), corporate social

responsibility (Holt et al., 2004; Ille, 2009), communication(Kent & Allen, 1994; Grace & O'Cass, 2002; Holt et al., 2004; Ille, 2009), customer-based brand equity (Keller, 1993), brand loyalty (Fournier & Yao, 1997; Dekimpe et al., 1997), brand admiration(Garanti, 2019, Kang, 2019; Park et al.,2016), brand personality (Aaker, 1997; Keller, 1993; Wu & Chen, 2019), brand innovation (He & Ge, 2022; Steenkamp, 2017), brand trust (Chaudhuri and Holbrook 2001; Delgado-Ballester et al., 2003), brand associations(Braun & Zenker, 2010; Aaker, 1991; Keller, 1993) and brand awareness (Marrs, 2023).

Chapter 2 also assessed examples and rankings of global leading brands. The four topmost brands in 2022 and 2023 according to the ranking agents (e.g. Interbrand, BrandFinance, Kantar etc.,) enlisted Apple, Microsoft, Google, Amazon, and Apple topping the list. Unsurprisingly, 20 of the global brands leading in Africa did not originate from Africa, except MTN (Brand Africa, 2022). African brands occupy only 17 of the positions in a list of 100 most admired brands in Africa (Kibuacha, 2022). However, African brands increased from 13 in 2021 to 17 in 2022 on the list, increasing their share by four percent. MTN, Dangote and DSTV were the highest ranked African brands leading in Africa (Kibuacha, 2022). Interestingly, South African brands continued to dominate the African ranking, accounting for 41% of all African brands (7 out of 17 ranked brands in 2022). Four Nigerian brands were among the top 100 (GeoPoll, 2022). The rest of the list was a split between Ghana (i.e. Kasapreko drinks, 31), Tanzania (i.e. Azam, 86), among others. South African brands (aggregate value went up by 30% to US$ 36.9 billion) were leading the African continent, followed by Nigerian brands (value up by 35% to US$ 3.2 billion), Egyptian brands (value up by 42% to US$ 3.1 billion), Moroccan brands (value up by US$ 2.6 billion) and Kenyan brands (value up by 69% to US$ 2.1 billion) (Brand Finance, 2022).

Lastly, Chapter 2 examined the history, performance and challenges of African leading brands. First, DSTV has consistently shown remarkable resilience in the rapidly evolving digital and mobile industries by maintaining its position as the top media brand in Africa. It rose from 43rd place in the Brand Africa global rankings for 2021 to 37th place in the 2022 rankings, achieving significant recognition as the second-most popular African brand, behind MTN (Kibuacha, 2022). In the Brand Finance rankings, MultiChoice, the parent company of DSTV, improved from ninth place in 2021 to sixth place in 2022, demonstrating the brand's ongoing success (Brand Finance, 2022).

MultiChoice Group's DSTV, a digital satellite television service, debuted in South Africa in 1995 (Teer-Tomaselli et al., 2019; Udoakpan & Tengeh, 2020; Skinner, 2022). DSTV has advanced significantly since its introduction in South Africa in 1995. With more than 200 channels covering a range of genres and providing viewers with access to several international channels, high-definition service, and catch-up service, DSTV has established itself as one of Africa's leading digital satellite television providers. DSTV has established a solid subscriber base across Sub-Saharan Africa, a significant indicator of its market performance. MultiChoice, the parent company of DSTV, reported 20.9 million subscribers in Africa in 2021. In addition, MultiChoice has a 52% share of the pay-TV market in Sub-Saharan Africa. Furthermore, the company has witnessed a 68% increase in paying subscribers on its streaming service, Showmax (MultiChoice, 2021).

According to Bankole et al. (2012), DSTV's market share in Nigeria is over 70%, with a significant proportion of the population considering it a "status symbol." According to MultiChoice's financial report for the first half of 2021, the company's revenue increased by 5% to ZAR 28.5 billion (approximately USD 1.9 billion) compared to the same period in 2020 (MultiChoice, 2021). This revenue growth was attributed to the increase in subscriber numbers and the number of customers upgrading their packages. Apart from subscription fees, DSTV also generates revenue from advertising on its channels. MultiChoice's advertising revenue increased by 13% to ZAR 1.4 billion (approximately USD 95 million) in 2021's first half compared to the same period in 2020 (MultiChoice, 2021).

In spite of all the aforementioned, DSTV has its own challenges. The global COVID-19 pandemic has accelerated the adoption of streaming services and cord-cutting, posing a significant challenge for pay-per-view television services such as DSTV. As Holworthy (2022) notes, the increase in accessible online streaming services like Netflix, Prime Video, and Disney Plus threatens the customer loyalty of traditional pay-tv providers like DSTV. Also, the Nigerian government has attempted to create competition in the pay-TV sector by entering a pact with Startimes to reduce the monopoly of Multichoice DSTV. In addition to the above challenges, DSTV faces other marketing and operating challenges globally and in Africa, including the need to adapt to changing consumer preferences, technological innovations, and regulatory changes (Agba & Ozor, 2017).

On the other hand, Dangote, one of Africa's most prominent brands, has continued to assert its position as a leading player in the African market. Although Dangote was ranked in the 3rd place with brand value of US$ 263 million in 2021 (Brand Finance, 2021), it was 1st in terms of brand admiration in Africa in same year Oluwole (2021). Dangote also emerged as the leading brand that symbolizes African pride in a study where Brand Africa sought to establish which brand is a flag carrier and embodiment of rising optimism and pride in Africa (AMA, 2022).

Dangote Plc is a Nigerian multinational conglomerate founded in 1981 by Aliko Dangote (Itaman & Wolf, 2021; Ojo, 2019). It started as a small trading firm specializing in importing and selling agricultural goods, such as rice and sugar (Bijaoui & Bijaoui, 2017; Amungo & Amungo, 2020). Further, cement, sugar, salt, condiments, packaging, energy, port operations, fertilizer, and petrochemicals are just a few of the diverse and fully integrated industries that Dangote Industries Limited operates in Nigeria and throughout Africa. The company has an annual group turnover of over $4 billion (2016). Dangote is one of the largest companies in Africa by market capitalization (White & Rees, 2018; Chironga et al., 2019), which is the total value of the company's outstanding shares. As of March 2023, Dangote's market capitalization was over $30 billion (Dewar et al., 2022).

However, a company of Dangote's size and investment have some resilience but challenges in operation and marketing are becoming evident. For example, Dangote operates in highly competitive markets (Nweze, 2021), where it faces intense competition from local and international players (Adeleye et al., 2015), and Dangote's operations are heavily influenced by commodity prices, which can be highly volatile, leading to significant fluctuations in revenue and profitability (Itaman & Wolf, 2021). Furthermore, Dangote operates in regions with inadequate infrastructure (White & Rees, 2018), making it challenging to transport its products to market, thus, causing increased operation costs (Adewole, 2019). In addition, Dangote operates in countries with varying regulatory regimes (Dunay et al., 2021), which poses challenges in terms of compliance and navigating bureaucratic processes (Adewole, 2019).Dangote operates in regions with varying degrees of political stability (Fiseha, 2017), which can pose risks to its operations and investments (Akinyoade & Uche, 2018). Lastly, Dangote operations require significant energy inputs (Itaman & Wolf (2021), which can be

challenging to operate in such regions with unreliable or expensive energy supplies (Morgan et al., 2021).

7.2.2 Achievement of Theoretical Objective 2

The second theoretical objective was to discuss literature on the conceptualizations, theories, and models of employee customer-oriented behaviours, customer brand admiration, and brand leadership. The conceptual definitions of brand leadership from the brand management and internal/HR perspectives, the underpinning theories and empirical literature on brand management, brand admiration and employees' customer-oriented behaviour were expounded in this chapter. This objective was achieved through the extensive literature in Chapter 3.

From a brand management perspective, brand leadership revolves around a brand's ability to influence and lead the market, establishing itself as a standard-setter and carving a distinct position in the minds of customers (Aaker, 1996; Campbell and Price, 2021; Chiu and Cho, 2019; He and Zhang, 2022; Natalia et al, 2021). On the other hand, brand leadership from the internal brand/HR perspective revolves around effectively aligning internal operations and resources to maximize a brand's equity that creates brand resonance with customers, generate brand loyalty and resultant leadership (Lohndorf & Diaantopoulos, 2014; Morhart et al, 2019; Schidt & Baumgarth, 2018). According to Shaari & Hussin (2015), brand leadership encompasses two brand-centric leadership styles: Brand-specific transactional leadership (BTSL) and brand-specific transformational leadership (BTFL). Organizational leaders, particularly top management and supervisors are influential predictors of employees' brand attitudes and behaviours (Buramann et al, 2008; Goom et al, 2008; Kimpakorn & Dimmitt, 2007; Morhart et al, 2009; Solnet, 2006; Vallaster & de Chernatony, 2006).

The literature further examines different brand leadership models and studied/reported predictors. First, Thompson's (2013) model integrates brand leadership, brand loyalty and ethical business practices under the concept of brand citizenship. Key components of Thompson's model include organization, product, experience and service. On the other hand, Chang & KO's (2014) model consists of four dimensions: perceived quality, perceived innovativeness, perceived value, and perceived popularity. These dimensions capture consumers' perceptions of a brand's ability to achieve excellence through trendsetting, brand positioning, and competitive

relationships with an industry segment. Lastly, Siyahooei et al (2023) model identified four main elements that influence the leadership brand in the agricultural context: personal characteristics of leadership, cultural elements, brand elements and agricultural infrastructure elements.

Chapter 3 covered conceptualizations, theories, and models of employee customer-oriented behaviours, customer brand admiration, and brand leadership. Different scholars demystified brand admiration is as a positive emotional response that consumers experience towards a brand, characterized by feelings of respect, esteem, liking, and sometimes even awe (Kotler & Keller, 2016; Aaker, 1991; Kapferer, 2012; Doyle, 2012). It is a deep-seated admiration based on the perceived quality, performance, and value of the brand (Kapferer, 2012; Keller, 2008) as well as its trustworthiness, reliability, and likeability (Fournier, 1998). Furthermore, admired brands tend to enjoy increased customer loyalty (Ahamad et al, 2023; Hartoyo et al, 2023; Kang, 2019; Kervyn et al, 2022; Mahmood et al, 2021; Park et al, 2016; Sulhaini et al, 2020. Customers who admire a brand are more likely to remain loyal and less likely to switch to competitors (Aaker, 1991). This loyalty contributes to long-term customer relationship, repeat purchases, and stable revenue streams (Chan et al., 2010; Dowling, 2002; Wahab et al., 2009). Admired brands tend to have greater market share compared to less admired brands (Aaker, 2010), higher employee morale (Yoon & Park, 2009) and reduced marketing costs (Gupta & Lord, 2004).

Furthermore, Chapter 3 assesses the reported drivers of brand admiration which include people, place, products and person. Suggesting that brand admiration emanates from trust in, love of, and respect for the brand, Park et al. (2016) provides the 3Es model that identifies three key types of product/brand benefits. The 3Es are enabling, enticing and enriching benefits proposed to be contributing to the development of brand admiration, especially as they relate to human needs, motivations, goals and values (Jun et al., 2023). Andehn et al.'s (2016) model posits that brand equity generated from the admiration of a brand is influenced by brand place factors, including basic country image, category-country image, and the image of a product/brand's country of origin or perceived brand origin. For the person factors, Shaari & Hussin (2015) emphasize that people learn new attitudes and behaviours by observing the behaviour of others, including leaders. They proposed two types of brand leadership styles: brand-specific transactional leadership (BSTL) and brand-specific transformational leadership (BTFL). While Chiang et al.'s (2020) model focuses on the relationship between brand-specific transformational leadership

(TFL) and its impact on brand-related attitudes and behaviours of both employees and customers, Xiong's (2023) model on leadership styles and brand effects focuses on examining the relationship between brand-specific transformational leadership (TFL) and its impact on employees' brand building behaviour and resistance to external job offers within the context of internal brand management. Meanwhile, the people factors, based postulations by Lohndorf and Diamantoulos' (2014) model assume that employees' identification with the organization and their belief in the brand are key motivational drivers of brand-congruent behaviour, customer-oriented behaviour, participation in brand development, and positive word-of-mouth. The model suggests that internal branding efforts, which enhance employees' perceptions of self-brand fit, brand knowledge and belief in brand, can stimulate organizational identification and foster employees' engagement in brand-building behaviours.

Lastly, Chapter 3 explains the different theoretical underpinnings that guide the current study. First, social identity theory developed by Tajfel and Turner (1979) was explained. The theory posits that people derive a part of the self-concept from their group memberships, and they strive to maintain a positive social identity by favouring their in-group over out-group. Second, social exchange theory (Blau, 1964; Homans, 1958; Thobaut & Kelly, 1959) was dissected. Social exchange theory posits that people engage in social interactions and relationships based on a cost-benefit analysis, seeking to gain more rewards than the costs they invest. The core premise of the theory is that individuals are rational actors who make decisions about their behaviour considering the political rewards and costs involved. Explained in the context of this current study, perceived organizational support (POS) reflects employees' perception of the organization's care and appreciation for their contributions, motivating them to engage in brand-building behaviours as a form of reciprocity (Lohndorf and Diamantopoulos, 2014).Third, brand-specific leadership theory of Morhart et al. (2009) was expounded in the context of this study. The theory focuses on the critical role of effective leadership in shaping and maintaining a strong organizational brand. Morhart et al. (2009) talk of brand-specific transactional and transformational leadership's influence on employees' brand building behaviour

7.2.3 Achievement of Theoretical Objective 3

The last theoretical objective was to review the research methods literature and discuss the appropriate data collection and analysis methods. This objective was accomplished in Chapter 4. The chapter articulated research philosophies, approaches, research strategies, sampling techniques, data collection and analysis procedures as guided by the research onion.

A research philosophy identifies the processes of development of knowledge through systematic approach and "directs the trajectory of scientific discovery and reporting" (Lim, 2023). According to Saunders (2009), research philosophy is a set of presumptions and beliefs that a researcher adopts while starting a research project on the advancement of knowledge. The research philosophy, which can be positivism or interpretivism, assists in shaping the formulation of research questions and methodology. Thus, since the current study tested models and the relationships between the variables, a positivism philosophy was adopted with quantitative research strategies. Specifically, it uses the deductive approach, whereby it tested and validated theories, models and hypotheses. There are two main types of research strategies (quantitative and qualitative strategies) that guide the design. Three types of research designs are common: exploratory, descriptive and causal research designs. Considering that this study sought to explain phenomenon, that is, brand leadership, descriptive research design was used.

The descriptive design mainly uses survey methods to collect data which can be cross-sectional (at a particular point in time) or longitudinal data (over a long period of time). The survey can be administered either online or through the paper-and-pencil method using a questionnaire (Fisher et al., 2023). For this study, survey on the studied constructs was adopted. This study's survey instrument was a collection of items taken from scales that already existed in the literature and have been tested for reliability and validity. The constructs were measured with 52-items scales for employees and 51-items scales for customers. In addition to the core items, the employee instrument had four demographic items, while the customer instrument had three demographic items.

For this study, a nested purposive non-probability method was used in a way that the sample was selected using criteria that resembles all the workers and customers of Dangote and DSTV in terms of ages, income levels, profession and educational backgrounds. A nested purposive sampling technique, according to Asiamah et al. (2022) refers to whereby a sample is drawn with

a convenience sampling but with some relevant criteria that resemble the general population. This current study adopted the use of online surveys (using social media spaces) and paper-and-pencil questionnaires. Sample size determination is often guided by the total number of the sample population, the type of analyses to be conducted or with a rule of thumb (Malhotra, 2012). Since the total number of workers and customers of DSTV and Dangote were not accurately known, this study leaned on Fox, Hunn & Mathers (2007) who suggested that when the population was infinity, an approximately 400 respondents was advisable. Thus, an estimated 1000 respondents (500 for each company) were surveyed. For a descriptive research design that is appropriate for this study, a cross-sectional design was used, considering the time and cost constraints associated with longitudinal studies.

Being a primary data collection, the constructs were measured from previously used scales that have been tested for reliability and validity. For example, the scale to measure the people factors were obtained and adapted from Lohndorf & Diamantopoulos (2014) and the scale for the product factor was adapted from Aaker et al. (2012) and Kang's (2019) studies. The constructs were measured with a 5-point Likert scale as did the previous studies. The data collection was conducted from May 3 to August 15, 2023.

Lastly, analysis was done with descriptive statistics to calculate the construct means and the characteristics of the sample. Construct reliability and validity and the measurement model was then assessed. Validity measures the ability of the instrument to test what it is set out to do while reliability measures the degree of consistency in measuring stated variables (Kumar, 2019). The test of validity was achieved through convergent (factor loadings and AVE) and discriminant (correlation matrix) validities. After conducting the measurement model and getting the required model fits, reliability and validity, the structural model was assessed.

Considering the multivariate nature of the study, structural equation modelling (SEM) was used to test the hypotheses and the model. There are two types of SEM: covariance-based SEM (CB-SEM) and Partial-least square SEM (PLS-SEM). While each one has its own merits, demerits and can be used to complement each other as suggested by Henseler et al. (2014), this study preferably used the PLS-SEM. PLS-SEM is also more appropriate when large models are tested, and the sample sizes are not very large. PLS-SEM also automatically tests mediators and

moderators (Hair et al., 2019). With these alignments with the current study, the PLS-SEM was used.

7.3 DISCUSSION ON THE ACHIEVEMENT OF EMPIRICAL OBJECTIVES

The empirical objectives were achieved in Chapter 7. The main empirical objectives of the study was to examine the extent which4Ps:product (enabling, enticing and enriching benefits, warmth and competence), place(product and service availability, basic country image, product-country image, category-country image), person(brand-specific transactional and transformational leadership), and people (employee-brand fit, employee brand knowledge, employee brand belief, employee brand congruent behaviour, perceived organizational support and organisational identification)impact four dimensions of brand leadership (brand quality, value, innovativeness and popularity influence through the interplay of employee-customer-oriented behaviour and customer brand admiration. To achieve these empirical objectives, an integrated conceptual model and hypotheses were developed with twenty one (21) hypotheses which had to be tested using customer and employee data from Dangote and DSTV. The summary of the results tested with PLS-SEM and for both companies are in Figure 7.1 and Figure 7.2.

Figure 7.1

Dangote Results

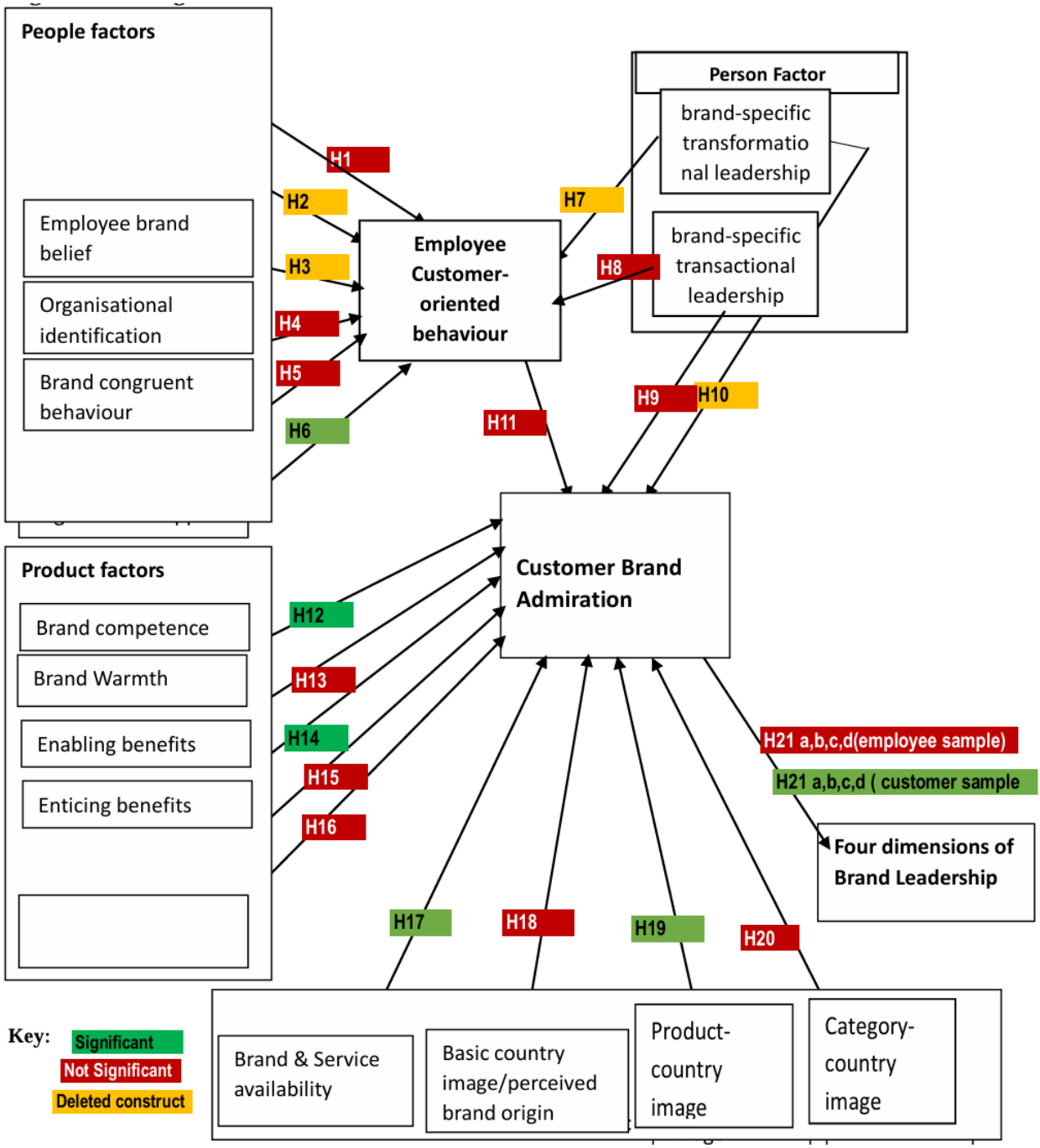
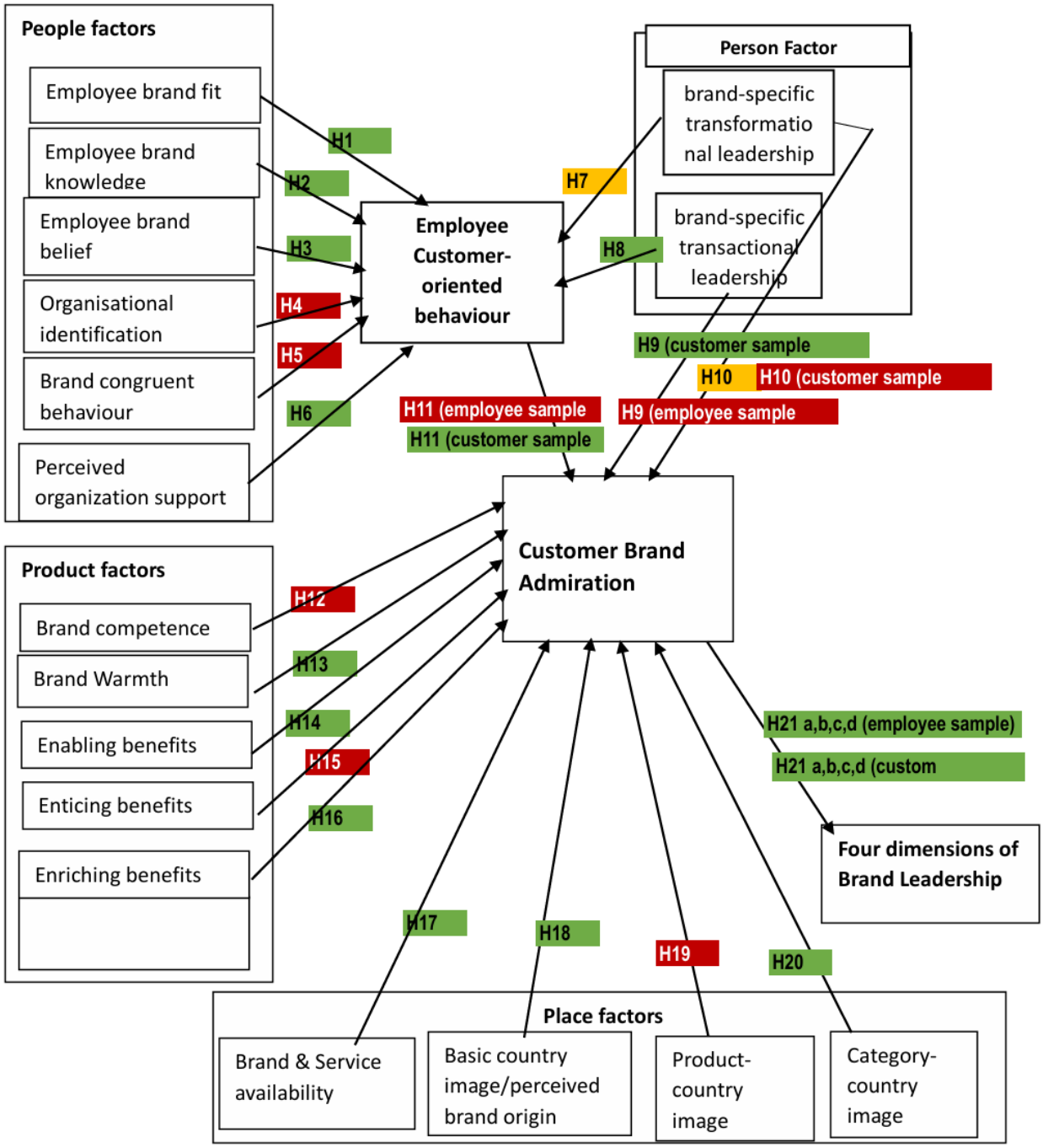


Figure 7.2

DSTV Results



Source: Authors'

7.3.1 Discussion on the Achievement of Empirical Objective 1: Impact of Person Factor

The first empirical objective was to determine the extent to which person factors (brand-specific transactional and transformational leadership) impact employee customer-oriented- behaviour and brand admiration for both Dangote and DSTV employee and customer samples. As shown in Figures 7.1 and 7.2, it was found that the two constructs (transactional and transformational leadership (TSL and TML) did not impact customer-oriented behaviour of Dangote's and DSTV's employees. For Dangote, the transformational construct was deleted due to poor factor loadings and VIF values. Some studies conducted in Nigeria had produced evidence that while transactional leadership had significant positive effect on performance, however its influence was not good enough to initiate brand leadership and employee brand oriented behaviour (Obiwuru, Okwu, Akpa, & Nwankwere, 2011; Ejere & Abasilim, 2013). This is evident because transactional leader emphasizes on tasks performed by employees rather of an organization (Asrar-ul-Haq & Kuchinke, 2016). Generally, in organizations where transactional leadership is more prevalent, and it has more significant effect on the success of a project compared to other brand leadership (Liu et al., 2011; Aga, 2016). Also, according to the study of Jabnoun & Rasasi (2005), transactional leadership increases the quality of services of employee and not brand leadership and employee brand oriented behaviour.

However, there is an elaborate strand of research that analyses TSL and arrived at the similar conclusion of the current study. For example, the findings of this present study align with Punjaisri et al. (2013) who explored the effects of brand-specific leadership on employees' brand-aligned service recovery performance and found that brand-specific transactional leadership is less effective in fostering brand-building behaviours, including employee customer-oriented-behaviour. Furthermore, similar support for this line of evidence has been found in research studies done by Noruzy et al., (2013), Khan, Asghar, & Zaheer(2014) and Asrar-ul-Haq & Kuchinke (2016) which showed that transactional leadership had negative impact on employee's performance. In addition, a related line of work which investigated a service sector of Pakistan shows that transactional leadership has less impact on organizational performance (Choudhar, Akhtar, & Zaheer, 2013). Also consistent with the findings of this present research, a study done on the manufacturing companies of Iran, also found that that transactional leadership did not have a meaningful effect on organizational brand performance(Noruzy, Dalfard, Azhdar, Nazari-Shirkouhi, & Rezazadeh, 2013). Işcan, Ersar, & Naktiyok (2014) have also found that

transactional leadership does not have a meaningful effect on organizational performance. While Morhart, Herzog, & Tomczak (2007) find a strong positive and significant relationship between transformational leadership and employee customer- oriented- behaviour, they find that transactional leadership had negative effects due to compliance-driven behaviours.

In Turkey and in service and industry sector, it was found that two leadership styles transformational and transactional had positive effect on business performance (Yıldız, Baştür, & Boz, 2014).In addition to Sayyadi (2021) who also found that brand-specific transactional (TSL) and transformational (TML) leadership influences employee customer- oriented- behaviour (COB). Lahndorf & Diamantapoulos (2014) study which tested relationship between the variables through the lens of social exchange and social theories and found that brand-specific transactional and transformational leadership can turn employees into brand champions and build their customer-oriented behaviour. Also, the insignificant relationship between person factors (TSL and TML) and employee customer-oriented behaviour (COB) found in this study disagrees with Minbashrazgah et al. (2021) study which found that brand-specific transactional leadership positively affected employee's participation and retention, which, in turn, influenced their customer-oriented-behaviour. The current study also refutes Chiang et al.'s (2020) and Xiong's (2023) studies which found connections between brand-specific transformational and transactional leadership with employees' brand-building behaviour in the hospitality industry. The current study strongly refuted Mostafa's (2019) results which showed that transformational and transactional leadership enhances customer-oriented behaviours through work engagement. Although Sayyadi (2021) suggest that transformational leadership attract followers and create brand admiration from internal (employees) and external stakeholders like customers, the current study for DSTV customers and not Dangote, show that it is the transactional leadership that significantly impacts brand admiration. This could stem from the fact that DSTV services are technical and transactional performances may be more appreciated and admired.

7.3.2 Discussion on the Achievement of Empirical Objective 2: People Factors

This objective was to assess the impact of people factors (employee-brand fit, employee brand knowledge, employee brand belief, employee brand congruent behaviour, perceived organizational support and organizational identification) on employee customer-oriented behaviour (COB). For DSTV, it was found that four of these constructs (i.e., employee-brand fit,

employee brand knowledge, employee brand belief, and perceived organizational support significantly impacted COB, although brand knowledge had a negative impact. This may stem from the fact that DTSV is a South African brand and not well-known in Nigeria where data was collected.

For Dangote, out of the six of people factors only perceived organizational support positively and significantly impacted on employee COB. In fact, this is the only factor that produced similar impact for both Dangote and DSTV. This finding supports Lohndorf & Diamantopoulos' (2014) findings which showed that employees' perceptions of organizational support, influences employee brand-building and customer-oriented behaviours. Yoo & Arnold (2016) also found that job resources, such as perceived organizational support have a positive influence on employees' customer-oriented attitude, which should lead to COB. The DSTV results support Lanjananda & Patterson (2009)'s findings through the positive link of employee brand belief and employee customer-oriented behaviour. Furthermore, the current finding supports Yoo's (2013) study that concluded that employee-brand fit had a positive effect on employee customer-oriented behaviour. Taking into consideration previous and current results, it is therefore reassuring that people factors particularly employee brand belief is a key drivers of employee customer-oriented behaviours which can nurture brand leadership.

7.3.3 Discussion on the Achievement of Empirical Objective 3 (Product Factors)

This objective was to determine the influence of product factors (enabling, enticing and enriching benefits, warmth and competence) on brand admiration. It was found that of the five-constructs (i.e. ENA, ENR, ENT, BW and BC) of product factors only the enabling and competence product factors positively and significantly influenced brand admiration of Dangote customers. This is certainly because Dangote sells mainly products that satisfy functional benefits. For Dangote in addition to the enabling and competence factors the enriching benefits also impacted brand admiration. With the nature of the products (direct broadcast Satellite) and services (cable television Streaming television) that DSTV provides, it is understandable that in addition to the functional benefits of competence and enabling benefits, the consumers admire the brand for the enriching benefits which is symbolic, makes a better world, gives them respect and a sense of belonging (Cho et al. 2018; Park et al., 2016; Kang, 2019). Although brand warmth was not one of the determinants of brand admiration, Aker et al. (2012) contend that

when competence is achieved, warmth will emerge. Thus, further study should examine the relationship between brand competence and warmth.

The product factors findings of this study support Aaker et al. (2012) and Park et al. (2016) who emphasised that brand enabling, competence and enriching factors increases customer brand admiration and perception. The results also resonate with Coleman & Williams (2015) and Jun et al. (2023) who indicate that brand competence contributes to brand admiration.

Taken together, these results allow for three plausible conclusions. First, consumers seek out for satisfaction in a brand that they purchase achieved through brand competence and enabling factors as supported by the Dangote customer model. Two, consumers desire a fulfilment in what the brand can offer, for example enriching components as supported by DSTV customer model.

7.3.4 Discussion on the Achievement of Empirical Objective 4 (Place Factors)

This objective was to examine how much place factors (product and service availability, basic country image, product-country image, category country image) impact on brand admiration. It was found that out of the four constructs (i.e. PSA, BCI, PCI and CCI) of place factors only product and service availability and product country image positively and significantly impacted brand admiration of the Dangote brand. This makes sense in that Dangote well-known for producing the functional products of cement, salt, sugar and fertilizer in Nigeria. So consumers associate Nigeria as capable of producing these products (product country image).

Foe DSTV the place factors that impacted brand admiration are product and service availability, basic and category country image. This means that consumers in Nigeria who responded to the questionnaires trust that South Africa can produce the telecommunications product category of DSTV. For both Dangote and DSTV, consumers admire the fact that the products and services are available for their purchase. The results are consistent with findings from Adehn et al. (2016) which found that place factors of product and service availability evoke emotions such as brand admiration among consumers. The emphasis on the product-country image by the Dangote customer model is consistent with several lines of empirical inquiry like Cho & Hwang's (2020) findings, Anholt (2005) and Papadopoulos & Heslop (2002) research studies which suggested that brands originating from certain countries, cities, or regions have a profound impact on the decisions and behaviours of consumers. On the other hand, the DSTV model showed that basic

country image and category country image has significant impact on customer brand admiration while the product-country image factor showed no impact on customer brand admiration. The study if viewed from the DSTV customer perspective, it joins and supports some old and a growing recent wave of studies (Papadopoulos & Heslop, 2002; Chugh & Kaiser, 2013; Thomas & Ely, 1996; Porter & Kramer, 2011) which found that brand's place of origin significantly influences consumer admiration and resultant brand leadership.

Building on the current and past results, it is therefore reasonable to conclude that place factors have become a driving force in brand admiration and there is the need for government and brands to position their countries and places for global brand admiration (Sulhaini et al., 2020 and Kang, 2019).

7.3. 5 Discussion on the Achievement of Empirical Objective 5(Person Factors and COB)

This objective was to assess the extent to which customers' appreciation of brand-specific transformational (TML) and transactional (TSL) leadership impacted on consumer brand admiration. It was found that the two constructs (TML and TSL) insignificantly impacted customer brand admiration of Dangote and DSTV. The results did agree with data from Sayyadi (2021) and Tuan's (2012) study which found that effective TSL and TSM satisfies both employees and external admirers and consequently instigates brand admiration. In the same lines, current result is inconsistent with Finklestein et al.'s (2009) findings and a study done by Trivedi & Sama (2020)which suggested that TML and TSL lead to positive brand attitude and brand admiration which constitutes brand trust, love and respect from both employees and consumers. The findings further reversed the empirical cross-fertilization between a study done by King and Grace (2010) and King and Grace (2010) who had found that customers' appreciation of brand-specific transformational and transactional leadership impacted on the customers' perceptions of the brand, including its admiration.

These results therefore weaken the assumptions by Trivedi & Sama (2020) that brands' stakeholders (i.e. consumers) monitor and care about a brand's internal/HR branding and leadership much. The results if correlated with product factors, demonstrate that consumers cherish more the quality of product satisfaction than the quality of human resources management in Dangote and DSTV cases.

7.3.6 Discussion on the Achievement of Empirical Objective 6 (Relationship between Brand Admiration and Leadership and Mediating Role of Brand admiration)

This objective was to examine the extent to which brand admiration impacts the four dimensions of brand leadership (brand quality, brand value, popularity and innovativeness). There was also the objective of examining the mediating role of brand admiration in the relationship between COB and brand leadership. For both Dangote and DSTV, brand admiration positively and significantly impacted the four dimensions on brand leadership. While brand admiration made the highest impact on the brand quality *(β = 0.655)* dimension of Dangote's brand leadership, it made the highest impact on the brand innovativeness *(β = 0.791)* dimension of DSTV brand leadership. This is interesting because customers will expect and appreciate quality functional products from Dangote and innovative products from DSTV.

It was found that brand admiration positively and significantly mediated in the relationship between employee customer-oriented behaviour (COB) and overall brand leadership of Dangote for the TSL -> BAD -> BLP relationship and DSTV for the employ brand belief- employee customer-oriented behaviour- leadership popularity only. Mostafa (2019) tested a sequential mediation model in which transactional leadership engenders organizational social capital (OSC), which, in turn, enhances customer-oriented behaviours through work engagement. It was found that transactional leadership promoted customer-oriented behaviour through the mediating effects of OSC and work engagement. Thus, this study somehow supports Mostafa's (2019) findings that employee brand oriented behaviour mediates in a relationship between transactional leadership and brand popularity. For the DSTV employee brand belief- employee customer-oriented behaviour- leadership popularity relationship, Harter et al., (2002) noted that employee satisfaction and engagement also impact that influence on brand popularity. The literature enforces the findings of this study that employee customer-oriented behaviour mediates the relationship between employee brand belief and brand popularity.

7.4 CONCLUSIONS ON THEORETICAL AND EMPIRICAL FINDINGS

The sections below make conclusions on both theoretical and empirical findings.

7.4.1 Conclusions on Theoretical Findings

The theoretical findings shed lights on various interesting phenomena and provide background knowledge and direction for the empirical inquiry of this study. For example, the underpinning theories and models provided some insights and charted important guidelines. The literature defined brand leadership from the brand management perspective and in which it was defined as the brand's ability to influence and lead the market by establishing itself as a standard-setter which carves for a distinct position in the minds of consumers (Aaker, 1996; Campbell & Price, 2021; Chiu & Cho,2019; He & Zhang, 2022; Natalia et al., 2021). Chang & Ko (2014, p. 67 collaborated with the first definition when they explained that brand leadership is consumers' perception about a brand's relative distinctive ability to continually achieve excellence through sufficient combinations of trendsetting and brand positioning with an industry segment.

In analysing the antecedents of brand leadership, Chang & Ko (2014) model was used. The Model developed a scale to measure brand leadership and found that it encompasses four salient dimensions: perceived quality, perceived innovativeness, perceived value, and perceived popularity were important elements of brand leadership. While Chang & Ko (2014) models emphasised on the four outcomes of brand leadership, Thompson's (2013) model of brand leadership model is annotated as a comprehensive framework that emphasizes on the importance of brand citizenship in marketing and brand development. Chang & Ko's (2014) model of brand leadership provides a comprehensive framework for understanding and measuring the concept of brand leadership. The model consists of four dimensions: perceived quality, perceived innovativeness, perceived value, and perceived popularity. Chiu & Cho (2021) model conducted a study to investigate the influence of perceived brand leadership of an e-commerce website on satisfaction and repurchase intention in the context of Chinese consumers. They applied the concept of brand leadership proposed by Chang & Ko (2014), which includes the dimensions of quality, value, innovativeness, and popularity. Siyahooei et al. (2023) model conducted a study with the aim of developing an organizational leadership brand model specifically for the agricultural industry, focusing on citrus products in the south of the country. The researchers

identified four main elements that influence the leadership brand in the agricultural context: personal characteristics of leadership, cultural elements, brand elements, and agricultural infrastructure elements.

Brand admiration represents a deep-seated emotional response of respect, esteem, and liking that consumers experience towards a brand. It is rooted in the perceived quality, performance, value, trustworthiness, and relevance of the brand. Brand admiration encompasses consumers' positive evaluations, emotional connections, loyalty, advocacy, and willingness to pay a premium price. Using the literature above, the research conceptualised people, product, employee factors as important drivers of customer brand admiration (Jun et al., 2023). Furthermore, customer brand admiration is depicted as having mediating effects (Schmidt-Devlin, Özsomer, & Newmeyer,2022) with the people (Shaari & Hussin, 2015)., place (Sulhaini et al., 2020), product (Park et al., 2016; Zhang & Guo, 2023), employee factors (Chiang et al., 2020) and brand leadership elements of perceived quality, perceived innovativeness, perceived value, and perceived popularity

7.4.2 Conclusion on Empirical Findings

The customer model had an explanatory factor of 73% and 88.1% for brand admiration for Dangote and DSTV. The explanatory factors were exceptionally higher than previous studies on these constructs denoting that the models utilised in this research explained better the customer admiration drivers and outcomes than the previous models. Thus, it was concluded that the customer perspectives explained well the customer brand admiration than the employee perspective. For the brand leadership elements, the model scored explanatory power of 42.9% for perceived quality, 23.8% for perceived innovativeness, 12.2% for perceived value and 23.1 for perceived popularity using Dangote customer perspective. From the DSTV customer perspective, the model had explanatory power of 48.8% for perceived quality, 62.5% for perceived innovativeness, 45.45 for perceived value, and 31.45 for perceived popularity. The employee perspective models scored explanatory power which were between 1- 3% for the brand leadership components. When the explanatory powers for the customer and employee perspective are compared and contrasted, the customer model consistently beat the employee models showing that the customer perspective was a firm predictor of brand leadership in this research.

In strong support of Chiang et al., (2020), the person factors of brand-specific transactional showed that they have no influence on customer admiration and the brand leadership components. For the people factors of employee-brand fit, employee brand knowledge, employee brand belief, employee brand-congruent behaviour, perceived organizational support and organizational identification, only employee brand belief was positive and significant. The results decoupled the strong interfaces that Samad & Abdullah's (2007) study found between employee-brand fit, employee brand knowledge, employee brand –congruent behaviour, perceived organizational support and organizational identification and employee customer-oriented- behaviour.

For the product factors (enabling, enticing and enriching benefits, warmth and competence), the results concluded positive and significant impact on customer admiration for all the product factor except the enticing factor that was not supported in the two models for Dangote and DSTV. The results of the customer perspective corroborated with Park et al. (2016) in many aspects and concluded that the product factors are strong predictors of customer brand admiration and brand leadership.

The place factors (product and service availability, basic country image, product-country image, category country image) showed strong impact on customer brand admiration. Of the four place factors, product and service availability tested significant in both Dangote and DSTV models while the rest tested positive and significant in either of the models. The study reinforced and supported some old and a growing recent wave of studies (Papadopoulos & Heslop, 2002; Chugh & Kaiser, 2013; Thomas & Ely, 1996; Porter & Kramer, 2011) that brand's place of origin significantly influences consumer admiration and resultant brand leadership. Therefore, the research concluded that place factors are active drivers of customer brand admiration and resultant brand leadership.

7.5 RESEARCH CONTRIBUTIONS

This study made theoretical, contextual and practical contributions as discussed in the ensuring subsections.

7.5.1Theoretical Contribution

The theoretical implications of this research are significant for scholars in the field of brand management. For example, the study scored better explanatory power for customer brand

admiration and brand leadership than previous studies showing that if applied in the world of work it can bring significant improvements and mindsets is the field of brand leadership. Research such as …The research brought new insights in the study of brand leadership especially in its adoption of two stage comparative analysis of highly renowned product brand (Dangote) and services brand (DSTV) in the African continent. According to Chang & Ko (2014), common brand leadership studies normally take a single brand analysis and few double comparatives brand analysis are scant. Therefore, this research improved theory through its double brand analysis approach.

Furthermore, the research showed that the customer perspective has enormous significant in championing brand leadership. Significant number of relationships tested positive while only one employee perspective relationship of employee brand belief was supported with the rest of the relationships remain not supported. This conclusion is in contrast of literature by Sulhaini et al., (2020) that advocates for a balanced external and internal initiatives in build brand leadership. According to Schmidt-Devlin, Özsomer& Newmeyer, (2022), internal branding empowers employees to be brand ambassadors who reflect the company's values and promote the brand in all interactions while external brand is designed to connect with customers and prospects, and your internal brand is designed to connect with current and future. The literature keeps a balance of external branding and internal branding. In contrast, the research knocked out this balanced approach and emphasized on the customer perspective as it showed high impact in supporting brand leadership enhancement thus linking the old phenomenon of viewing eternal evaluation as authentic feedback to brand initiatives thus keeping the customer king mentality in the organisation

7.5.2 Contextual Contribution

Contextually, this research is novel by its way of its inclusion of flagship brands in its two-stage comparative analysis of brand leadership. The study adds extensive value to the knowledge of brand management. This presents a unique context in the study of brand leadership. In addition to that the research researched on product brand (Dangote) and services brand (DSTV) thus giving an opportunity of comparing and contrasting two different brands in terms of brand leadership. Previous research studies such as Kang (2019) noted that many studies adopt a one product assessment, thus pegging this current study as unique. For example, Siyahooei et al.

(2023) brand leadership model adopted a framework for agricultural products and Chiu & Cho's (2021) model was suitable in the E-commerce products.

7.5.3 Practical Contribution

From a managerial perspective, the findings of this research have practical implications for product branding. The study enables brand managers to evaluate various aspects of brand leadership regularly. It provides critical benchmarking information to identify the strengths and weaknesses of a brand in the market. The research showed that the customer perspective has significant explanatory power compared to the employee perspective. This notion guides corporate brand managers, consultants, practitioners and corporate leaders in resource allocation in branding programs. The research advocates for injecting more resources in external factors that enhance customer perception than in internal factors in brand leadership activities. The study is an important branding resource material for corporate brand managers, consultants, practitioners and corporate leaders as it innovatively builds on and strengthens previous assumptions of brand management. This study adopted a comparative analysis of a product and services brand; thus, it brings new insights on how brand leadership can be managed looking at the fact that these brands have distinct characteristics. The DSTV brand scored higher explanatory power for customer brand admiration showing the requirement much proof of concept or physical evidence as a requirement in service brand leadership initiatives. Furthermore, the DSTV had many supported relationships for the place factors because in service brands there is much interaction with the consumer as they consume the services thus places issues are paramount together with how the service is delivered. Furthermore, the findings can give companies the knowledge of how brand leaders manage their brands from the dimensions of 4Ps, and then apply it in their organizations.

7.6. RECOMMENDATIONS

The section makes empirical driven practical and theoretical recommendations.

7.6.1 Recommendations on Practice

It was noted that the customer perspective was effective in driving brand leadership as determined by the explanatory power of the customer model. Therefore, it is recommended that brand leaders should use the customer drivers in supporting brand leadership and customer brand admiration programs. Furthermore, it was noted that product brand and service brand require

different enhanced programs over and above the product brand leadership as determined by their differential explanatory power to be deemed as brand leaders in their different categories. For a service brand to be categorised as brand leader, the explanatory factors were higher than the product brand denoting that due to their unique characteristics marketers need to performed extra work into to fill the extra requirements brought about due to the intangibility, inseparability, perishability and variability characteristics of service brands. For example, the place factors such as product and service availability, basic country image, product-country image and category country image tested all positive and significant except the product-country image in the customer model of DSTV when compared the Dangote customer model that tested only 2 factors of product-country image and product-country image. The empirical findings offer guidance to corporate brand managers, consultants, practitioners and corporate leaders to exercise the required level of brand management in different brand types in their pursuit of keeping brand leaderships positions. Furthermore, customers sought satisfaction from the brands (products and services) high command of customer brand admiration meaning organisations should up size their efforts that has high impact toward creating high brand admiration which is noted as a good antecedent of brand leadership. Therefore, brand managers should make their brands admirable to their consumers through the product quality, innovation, popularity and value attributes. Furthermore, the product factors of brand warmth, enabling, enriching and brand competence tested positive and insignificant depicting their high contribution towards building customer admiration in brand leadership processes. Therefore, the research recommends that the product factors be enhanced to support brands the intent to take brand leadership role in their market niche.

7.6.2 Recommendations on Theory

The research enriches the brand leadership literature by assessing the differential needs for product and service brands for them to achieve brand leadership in their category and market niche. This modified and integrated model shows that multi-dimensional factors such as place, person and product are required in the processes that are intended to keep brand leadership positions. According to Sayyadi (2021), the social identity theory states that individuals' social identities, such as group memberships and affiliations influence their behaviour, attitudes, and perceptions. The research modified the social identity theory by including factors such as product and place as determinants of behaviour, attitudes and perceptions in a marketing context. The

social identity theory ascribes to both internal factors and external factors have a balanced influence on customer brand admiration and brand leadership, however, the research support an imbalance application of internal and external factors in which external factors are considered as being impactful towards brand admiration and brand leadership.

7.7 LIMITATIONS OF THE STUDY AND AREAS OF FURTHER RESEARCH

Despite the theoretical, contextual and practical contributions of this study, there are some limitations as well. The study was conducted using two African top brand leaders (Dangote and DSTV), which have the requisite resources to put in place all the variables examined in this study. Therefore, its generalisation and applicability to less premium brands without enough resources to implement an all-encompassing brand leadership program might jeopardizes future findings and their authenticity. For this reason, it might necessary to carry out similar study in various brands with different profiles. For example, to bridge this gap, further research could be conducted on brands that are not leaders in their industries and make comparison in order to enhance generalization.

Second, this study employed a cross-sectional research design which gathers research data at one point in time; hence, a longitudinal design could be carried out in future studies to measure the consistency in the relationship of the investigated constructs over a long time. Third, this study relied on self-reported measures which have some limitations. Therefore, researchers could adapt interactive data collection that can minimise the dangers from using self-reported answers. Fourth, to increase the power of the generalization, future studies should be conducted in other countries and other service industries to enable comparisons of study results with different situations and circumstances.

7.8 CONCLUSION

The study had an overarching goal of integrating ideas from Aaker et al. (2012), Park et al. (2016) [for product factors], elements of the models of Adehn et al. (2016) [for place factors], Tuan (2012) [for person factors], Löhndorf & Diamantopoulos (2014) [for people factors] and Chiu and Cho (2019) [for the four dimensions of brand leadership] to examine the product, people, person and place (4Ps) factors impacting brand admiration and resultant brand leadership of two African brand leaders: Dangote and DSTV. An integrated conceptual model was developed which was tested with data collected from Dangote and DSTV customers in Nigeria

through quantitative methods. PLS-SEM Smart PLS was used to test the integrated model and the relationships among the constructs. The results showed that the customer models had stronger explanatory power in explaining brand leadership through brand admiration. The testing of the employee model was hampered by small sample sizes less than the recommended sample size of 251 by Legate et al. (2023) if significant relationships are expected. A common finding is that brand admiration leads to brand leadership and some people, person, product and place factors can contribute to brand admiration, which is a strong determinant of brand leadership. Thus further studies should test the employee and customer models with other brands and also examine other 4Ps (people, person, product and place) factors that will enrich brand admiration and leadership.

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APPENDICES

Appendix A: Participant Information Letter



Participant Information Sheet

Dear Sir / Madam,

My name is Nkiru Olumide-Ojo and I am a PhD student of the Faculty of Marketing, School of Business Sciences at the University of the Witwatersrand, Johannesburg. My supervisor is Professor Helen Duh. I am conducting a research study on 4Ps of brand leadership of two leading African brands – Dangote and DSTV. The study title is

A two perspectives study of 4Ps of brand leadership for two African brands: Effects of employee customer-oriented behaviours and customer brand admiration.

I am inviting you to please take part in this study by filling in an online once-off questionnaire. The interview may take 10 to 20 minutes of your time.

The survey will be confidential and anonymous, and you will not be required to provide any personal information. Completion of the questionnaire implies consent to take part in the study.

The study posts no risk to you, but should you feel uncomfortable at any point with any of the questions, you are free to not answer the question. Submitting and completing the questionnaire will be taken as a consent to participate.

This research study will be written up as a research report. The report will be available on the university library website. If you would like to receive a summary of this report, I will be happy to send it to you.

If you have any questions during or afterwards about this research study, feel free to contact me or my supervisor on the details listed below. If you have any concerns or complaints about the ethical procedures of this research study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), telephone +27(0) 11 717 1408, email hrecnon-medical@wits.ac.za.

Appendix B: Research Questionnaire

QUESTIONNAIRE

Please indicate your answer by ticking (✓) on the appropriate box. Kindly note that completion of this survey means consent

SURVEY: A TWO-PERSPECTIVE STUDY OF 4Ps OF BRAND LEADERSHIP FOR TWO AFRICAN BRANDS

SECTION A - Screening and demographic questions

Are you 18 years or older?	Yes	No
I live in Nigeria	Yes	No

If you answered "Yes" to the first question and one of the other two of these questions, please complete the survey.

If you answered 'No" to the first question and to either of these questions, you do not need to complete the survey.

Please indicate your age

1	18-25	41-45	5
2	26-30	46-50	6
3	31-35	51-55	7
4	36-40	56-60	8
		Over 60	9

1. Please indicate your relationship with DSTV (Nigeria)

Employee	Customer/Subscriber
1	**2**

2. Please indicate your relationship with DSTV (Cameroon)

Employee	Customer/Subscriber
1	**2**

3. What is your educational status?

Undergraduate degree	1
Postgraduate degree	2
Diploma/certificate	3
WAEC/GCE	4
Other (Please specify):	5

4. If you are an employee, please indicate your position

Senior Manager	1
Low-Middle Level Manager	2
Supervisor	3
Accounting/Marketing/Financial Personnel	4
Technicians	5
Sales Employees	5
Other (Please specify):	6

SECTION B

Please answer this section if you are a DSTV employee by indicating the degree to which you agree to the following questions measuring aspects of the brand whereby 1 = to not agree and 5 =strongly agree

PEOPLE FACTORS						
Employee Brand Fit						
		1-Strongly disagree	**2-Disagree**	**3-Neutral**	**4-Agree**	**5-Strongly agree**
EBFDST1	The values of DSTV are consistent with how I see myself.					

EBFDST2	My personal values match the values of DSTV					
EBFDST3	The DSTV brand values					
	provide a good fit with the things that I value in life.					
EBFDST4	I can identify with the strength and resilience of DSTV					
Employee Brand Knowledge						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4-Agree**	**5- Strongly agree**
EBKDST1	I know how DSTV differentiates itself from its competitors.					
EBKDST2	I have sound knowledge about what DSTV brand stands for.					
EBKDST3	It is clear to me what is promised to customers by the DSTV brand.					
EBKDST4	I can recognize the DSTV brand from other brands.					

	1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
Employee Brand Belief					

EBBDST1	I am convinced that the DSTV brand name significantly contributes to the overall success of our company.					

EBBDST2	I believe that our customers buy more products and services because of the of the DSTV brand name.					
EBBDST3	I believe that the DSTV brand image accounts considerably for the loyalty of our customers.					
EBBDST4	I am convinced that our customers recommend the brand to others.					
Organisational Identification						
OIDST1	I am very interested about what others think about DSTV.					
OIDST2	When I talk about our organization, I usually say ‘‘we’’ rather than ‘‘they.’’					
OIDST3	DSTV’s successes are my successes.					

OIDST4	When someone praises our organization DSTV, it feels like a personal compliment.					
Brand Congruent Behaviour						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
BCBDST1	It is clear to me what is promised to our customers by					
	the our DSTV brand.					
BCBDST2	I make no statements that are inconsistent with our brand communications in the media (e.g., advertising or web presence).					
BCBDST3	I see that my actions are not at odds with our brand.					
BCBDST4	I always try to find out what kind of DSTV products or services would be most helpful to a customer.					
Perceived Organisational Support						
		1-Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5-Strongly agree**
POSDST1	DSTV values my contribution to its wellbeing.					

POSDST2	DSTV strongly considers my goals and values.					
POSDST3	Our organization is willing to help me when I need a special favour.					
POSDST4	I know how our DSTV brand differentiates us from our competitors.					
POSDST5	DSTV cares about my general satisfaction.					
PLACE FACTORS-						
Basic-Country Image						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
BCIDST1	My Opinion of South Africa where DSTV originates is positive on a general level					
BCIDST2	South Africa, the orgin of DSTV is a well developed and stable country					
BCIDST3	South Africa where MTN originates, has a great reputation around the world					

Product -Country Image

		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**

PCIDST1	Goods and Services from South Africa where DSTV originates are typically of good quality					
PCIDST2	South Africa is known for exporting better goods and services than other countries in the African continent					
PCIDST3	Exports from South Africa which is DSTV's place of origin is popular around Africa					
Category Product Image						
CPIDS1	DSTV's products and services from south Africa are usually of good quality					

CPIDST2	DSTV products from South Africa are perceived by most people as being a South African specialty.					
CPIDST3	I closely associate DSTV's products with South Africa.					
Product/Service availability						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
PSADST1	The products/services from DSTV are available to purchase.					
PSADST2	It is easy to purchase the products/services of DSTV.					
PSADST3	The products/services from DSTV, will be available to purchase in future.					
PERSON FACTORS-– Jensen et al. 2019						
Brand Specific Leadership						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
Transactional Leadership						
TSLDST1	My leader at DSTV gives individual employees positive feedback when they perform well.					
TSLDST2	DSTV leaders actively show their appreciation of employees who do their jobs better than expected.					

TSLDST3	Our leaders at DSTV reward the employees' performance when they live up to their					
	requirements.					
TSLDST4	Leaders at DSTV reward their employees' dependent on how well they perform their jobs.					
Transformational Leadership						
TMLDST1	DSTV leaders concretize a clear vision for the organization's future.					
TMLDST2	The DSTV leader seeks to make employees accept common goals for the organization.					
TMLDST3	Leaders at DSTV strive to get the employees to work together in the direction of the vision.					
TMLDST4	Our Leaders at DSTV strive to clarify for the employees how they can contribute to achieving the organizational goals.					
PRODUCT FACTORS Xue. J et all (2020)						
Brand competence		**1-Strongly disagree**	**2-Disagree**	**3-Neutral**	**4-Agree**	**5-Strongly agree**

BCDST1	DSTV is competent.					
BCDST2	The DSTV brand is efficient.					

BCDST3	DSTV is skillful in providing their services					
BCDST4	DSTV is confident in their provision of digital pay TV services					
Brand Warmth						
BWDST1	DSTV is sincere in the service promises.					
BWDST2	I find DSTV friendly in their dealings.					
BWDST3	DSTV is warm in their interaction with customers like me.					
BWDST4	DSTV gets enthusiastic in providing their services.					
Enticing						
ETDST1	The DSTV brand is appealing.					

ETDST2	Everything about the DSTV brand is attractive.					
ETDST3	It is exciting to be subscribed to the DSTV brand compared to others.					
Enabling benefits						
ENADST1	Using DSTV mobile services helps me manage my daily life.					
ENADST2	DSTV is functionally satisfying.					
ENADST3	Using mobile Pay TV service services provided by DSTV enhances my					

	connections with friends and family.					
Enriching						
ENRDST1	The strength of the DSTV brand represents who you want to be.					
ENRDST2	It is befitting using DSTV as a mobile service provider.					
ENRDST3	Using the DSTV brand reinforces my values.					
BRAND ADMIRATION – Christian et al. (2022)						
BADST1	I admire organizations such as DSTV					
BADST2	The achievements of DSTV are admirable					
BADST3	Organizations such as DSTV make me feel inspired					

BAMDST4	I respect organizations such as DSTV					
CUSTOMER-ORIENTED BEHAVIOUR						
COBDST1	I always try to figure out what a customer's needs are.					
COBDST2	I always try to bring a customer with a problem together with a product or service that helps him/her solve that problem.					
COMDST3	I always recommend the product or service that is best suited to the customer's problem.					
COMDST4	I always try to find out what kind of product or service would be most helpful to a customer.					
BRAND LEADERSHIP - Chang and Ko (2014)						
Quality						
BLQDST1	When compared to other businesses, DSTV is high in quality standards.					
BLQDST2	DSTV is superior in quality					
BLQDST3	DSTV provides better services					
Value						
BLVDST4	What DSTV offers isreasonably priced.					
BLVDST5	MTN provides better pay TV entertainment service for the price					
BLVDST6	The benefits DSTV provides is good for the price.					

Innovativeness						
BLIDST7	DSTV is more dynamic in improvements					
BLIDST8	DSTV is more creative in the products and services it provides					
BLIDST9	DSTV is more a trendsetter					
Popularity						
BLPDST10	DSTV is more preferred by pay-phone customers					
BLPDST11	DSTV is more recognised than other pay TV entertainment service providers					
BLPDST12	DSTV is better known by Pay TV Subcribers					

QUESTIONNAIRE

Please indicate your answer by ticking (✓) on the appropriate box.

SURVEY: A TWO-PERSPECTIVE STUDY OF 4Ps OF BRAND LEADERSHIP FOR TWO AFRICAN BRANDS

SECTION A - Screening and demographic questions

Are you 18 years or older?	Yes	No
I live in Nigeria	Yes	No

If you answered "Yes" to the first question and one of the other two of these questions, please complete the survey.

If you answered 'No" to the first question and to either of these questions, you do not need to complete the survey.

Please indicate your age

1	18-25	41-45	5
2	26-30	46-50	6
3	31-35	51-55	7
4	36-40	56-60	8
		Over 60	9

1. **Please indicate your relationship with Dangote (Nigeria)**

Employee	**Customer/Subscriber**
1	**2**

2. **Please indicate your relationship with Dangote (Cameroon)**

Employee	**Customer/Subscriber**
1	**2**

3. What is your educational status?

Undergraduate degree	1
Postgraduate degree	2
Diploma/certificate	3
WAEC/GCE	4
Other (Please specify):	5

4. If you are an employee, please indicate your position

Senior Manager	1
Low-Middle Level Manager	2
Supervisor	3
Accounting/Marketing/Financial Personnel	4
Technicians	5
Sales Employees	5
Other (Please specify):	6

SECTION B

Please answer this section if you are DANGOTE employee by indicating the degree to which you agree to the following questions measuring aspects of the brand whereby 1 = to not agree and 5 =strongly agree

PEOPLE FACTORS- Lo¨hndorf and Diamantopoulos (2014)						
Employee Brand Fit						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4-Agree**	**5- Strongly agree**
EBFDGT1	The values of Dangote are consistent with how I see myself.					
EBFDGT2	My personal values match the values of Dangote.					
EBFDGT3	The Dangote brand values					

	provide a good fit with the things that I value in life.					
EBFDGT4	I can identify with the strength and resilience of Dangote.					
Employee Brand Knowledge						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4-Agree**	**5- Strongly agree**
EBKDGT1	I know how Dangote differentiates itself from its competitors.					
EBKDGT2	I have sound knowledge about what Dangote brand stands for.					
EBKDGT3	It is clear to me what is promised to customers by the Dangote brand.					
EBKDGT4	I can recognize the Dangote brand from other brands.					

		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
Employee Brand Belief						
EBBDGT1	I am convinced that the Dangote brand name significantly contributes to the overall success of our company.					
EBBDGT2	I believe that our customers buy more					

	products and services because of the of the Dangote brand name.					
EBBDGT3	I believe that the Dangote brand image accounts considerably for the loyalty of our customers.					
EBBDGT4	I am convinced that our customers recommend the brand to others.					
Organisational Identification						
OIDGT1	I am very interested about what others think about Dangote.					
OIDGT2	When I talk about our Dangote organization, I usually say ‘‘we’’ rather than ‘‘they.’’					
OIDGT3	Dangote’s successes are my successes.					
OIDGT4	When someone praises our Dangote organization, it feels like a personal compliment.					
Brand Congruent Behaviour						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
BCBDGT1	It is clear to me what is promised to our customers by the Dangote brand.					

BCBDGT2	I make no statement that is inconsistent with our brand production.					
BCBDGT3	I see that my actions are not at odds with our brand.					
BCBDGT4	I always try to find out what kind of Dangote products or services would be most helpful to a customer.					
Perceived Organisational Support						
		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
POSDGT1	Dangote values my contribution to its wellbeing.					
POSDGT2	Dangote strongly considers my goals and values.					
POSDGT3	Our organization is willing to help me when I need a special favor.					
POSDGT4	I know how our Dangote brand differentiates us from other competitors.					
POSDGT5	Dangote cares about my general satisfaction.					
PLACE FACTORS-						
Basic-Country Image						
		1- Strongly	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly**

		disagree				**agree**
BCIDGT1	My opinion of Nigeria where Dangote originates is positive on a general level.					
BCIDGT2	Nigeria, the origin of Dangote is a well-developed and stable country.					
BCIDGT3	Nigeria where Dangote originates has a great reputation around the world.					

Product-Country Image

		1- Strongly disagree	**2- Disagree**	**3- Neutral**	**4- Agree**	**5- Strongly agree**
PCIDGT1	Goods and services from Nigeria, where Dangote originates are typically of good quality.					
PCIDGT2	Nigeria is known for exporting better goods and services than other countries in the African continent.					
PCIDGT3	Exports from Nigeria, which is the origin of Dangote are popular around Africa.					

Category Product Image

TSLDGT1	gives individual employees positive feedback when they perform well					
TSLDGT2	Dangote leaders actively show their appreciation of employees who do their jobs better than expected					
TSLDGT3	Leaders at Dangote reward the employees' performance when they live up to their requirements.					
TSLDGT4	Leaders at Dangote reward the employees' dependent on how well they perform their jobs.					
Transformational Leadership						
TMLDGT1	Dangote leaders concretize a clear vision for the organization's future.					
TMLDGT2	Dangote leaders seek to make employees accept common goals for the organization.					
TMLDGT3	Leaders at Dangote strive to get the employees to work together in the direction of the vision.					
TMLDGT4	Dangote leaders strive to clarify for the employees how they can contribute to achieving the organizational goals.					
PRODUCT FACTORS - **Xue. J et all** (2020)						

Brand competence		**1- Strongly disagree**	**2- Disagree**	**3- Neutral**	**4- Agree**	**5-Strongly agree**
BCDGT1	Dangote is competent.					
BCDGT2	Dangote brand is efficient.					
BCDGT3	Dangote is skillful in providing their services.					
BCDGT4	Dangote is confident in their provision of mobile services.					
Brand Warmth						
BWDGT1	Dangote is sincere in its service promises.					
BWDGT2	I find Dangote friendly in its dealings.					
BWDGT3	Dangote is warm in its interaction with customers like me.					
BWDGT4	Dangote gets enthusiastic					

	in providing their services.					
Enticing						
ETDGT1	The Dangote brand is appealing					
ETDGT2	Everything about the Dangote brand is attractive					
ETDGT3	It is exciting to patronise Dangote brand compared to others.					
Enabling benefits						
ENADGT1	Using Dangote brand helps me execute my work.					
ENADGT2	Dangote is functionally satisfying.					
ENADGT3	Using services provided by Dangote enhance my connections with friends and business associates.					
Enriching						
ENRDGT1	The strength of the Dangote brand represents who you want to be.					
ENRDGT2	It is befitting using Dangote brand as a provider.					
ENRDGT3	Using the Dangote brand reinforces my values.					

Brand Admiration – Christian et al. (2022)						
BADGT1	I admire organizations such as Dangote.					
BADGT2	The achievements of Dangote are admirable.					
BADGT3	Organizations such as Dangote make me feel inspired.					
BADGT4	I respect organizations such as Dangote.					
CUSTOMER-ORIENTED BEHAVIOR - Lo¨hndorf and Diamantopoulos (2014)						
COBDGT1	I always try to figure out what a customer's needs are.					
COBDGT2	I always try to bring a customer with a problem together with a product or service that helps him/her solve that problem.					
COBDGT3	I always recommend the product or service that is best suited to the customer's problem.					
COBDGT4	I always try to find out what kind of product or					

	service would be most helpful to a customer					
BRAND LEADERSHIP - Chang and Ko (2014)						
Quality						
BLQDGT1	When compared to other businesses, Dangote is high in quality standards.					
BLQDGT2	Dangote is superior in quality standards.					
BLQDGT3	Dangote provides better service features.					
Value						
BLVDGT4	What Dangote offers are reasonably priced.					
BLVDGT5	Dangote provides better services for the prices.					
BLVDGT6	The benefit Dangote provides is good for the price.					
Innovativeness						
BLIDGT7	Dangote is more dynamic in improvements.					
BLIDGT8	Dangote is more creative in the products and services it provides.					

BLIDGT9	Dangote is more a trendsetter.					
Popularity						
BLPDGT10	Dangote is more preferred by general customers.					
BLPDGT11	Dangote is more recognised than other service providers in related brands.					
BLPDGT12	Dangote is better known by customers.					

Appendix C: Ethics Clearance Certificate

UNIVERSITY OF THE WITWATERSRAND JOHANNESBURG

Research Office

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)
R14/49 Olumide-Ojo

CLEARANCE CERTIFICATE — **PROTOCOL NUMBER: H23/01/22**

PROJECT TITLE — A Two-persective Study of 4Ps of Brand Leadership for two African Brands: Effects of Employee Customer-Oriented Behaviours and Customer Brand Admiration

INVESTIGATOR(S) — Mrs N Olumide-Ojo

SCHOOL/DEPARTMENT — School of Business Sciences/

DATE CONSIDERED — 27 January 2023

DECISION OF THE COMMITTEE — Approved
Risk Level: Minimal

EXPIRY DATE — 26 March 2026

DATE 27 March 2023 — **CHAIRPERSON** _____ (Professor J Watermeyer)

cc: Supervisor : Professor H Duh

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **A SIGNED COPY** returned to the Secretary electronically. Unreported changes to the application may invalidate the clearance given by the HREC (Non-Medical)

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure be contemplated from the research procedure as approved I/we undertake to submit an amendment of the protocol to the Committee. **I/we agree to completion of a regular progress report. For Minimal and Low Risk studies, this is due annually on 31 December. For Medium and High Risk studies, this is due twice annually on 30 June and 31 December.**

_____ **Signature**

11 , 04 , 23. **Date**

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

Appendix D: Editing Certificate

Ahlam Shehab Nasser Editing
34 2nd Avenue, Westdene,
Johannesburg,
South Africa

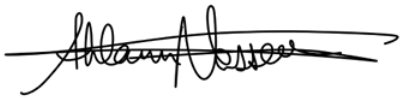
CERTIFICATE OF ENGLISH EDITING

This document certifies that the paper listed below has been edited thoroughly for any errors and has clear language. The logical presentation of ideas and the structure of the paper were also checked during the editing process. An Independent Professional Editor performed the edit. The intent of the author's message was not altered in any way during the editing process. The quality of the edit has been guaranteed, with the assumption that the author has accepted the suggested changes.

TITLE OF THE PAPER

A TWO-PERSPECTIVE STUDY OF 4Ps OF BRAND LEADERSHIP FOR TWO AFRICAN BRANDS: EFFECTS OF EMPLOYEE CUSTOMER-ORIENTED BEHAVIOURS AND CUSTOMER BRAND ADMIRATION

AUTHOR: Nkiru Olumide-Ojo



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