IMAGE BRANDING OF LOCALLY MANUFACTURED AUTOMOBILES (CARS & MOTORCYCLES)

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Abstract

The objective of this study was to measure the brand identity and image of locally manufactured automobiles of Pakistan. A composite model for assessing image branding was developed and close ended questionnaire based on a Likert rating scale was administered to vendors. The field survey was carried out in November 2006. Results present individual vehicle scores on different dimensions of brand image and standard statistical tests were applied to assess significant difference among mean scores.

I. <u>Objective of study:</u>

The objective of the study was to measure the brand image of locally manufactured vehicles based on the composite model of image-branding. The vehicles studied were two cars (REVO and ALIF) and two motorcycles (STAR and CHALLENGER)

II. <u>Literature survey</u>

Brands have become one of the most discussed phenomena of marketing research in recent years. An important part of the brand is its image. It is the way a brand is perceived by the public, which is based on and closely linked with another important part of a brand and that is its identity. Brand identity reflects the company strategist's attempts to develop a desired brand image.

The creation of an image, or development of a brand identity, is an expensive and time-consuming process. The task of establishing the brand name in the mind of consumers is an essential part of this process since the name is the basis of a brand's

image (Kohli & Thakor, 1997). " For brands in the introduction stage of the brand life cycle the objective concerning brand identity should be to create stature." (Johansson, 1999) According to Urde (1999), the development of brand identity is a process that revolves around interacting with the target customers with the aim of achieving a lasting competitive advantage.

The objective of developing brand identity should be to create durable relationships through communication. (Chernatony, 1999). According to Kohli and Thakor (1997) brand identity objectives should be to establish product differentiation and to develop a distinct market segment. Defining the brand by its users can develop brand identity. A strong user-type position can both imply a value proposition and a specific brand personality. (Aaker, 1996).

Brand identity is something that needs to be planned and foreciesly-defined years in advance, Brand image building needs to be integrated into the long-term strategy for constructing a specific brand identity. (Chernatony, 1999). " Developing a brand is a complex process which involves viewing the brand in different perspectives and through different models. It is important to specify a brand's identity as well as understanding the context in which the brand is involved in" (Aaker, 1996).

Brand image is defined as consumer perception of a brand and is measured as the brand associations held in the consumer's memory. It is the perception of the consumer towards the brand that has a strong effect on his /her buying behavior. Coca-cola, Pepsi, Tango, Nintendo, Milk etc all are alternatives for a consumer to quench has thirst. But when he is in a store, it is their perception, which activates and starts dominating his purchase decisions. (INSEAD)

Kotler describes branding as " a major issue in product strategy". As the brand is only part of the product, brand building and communicating strategy should work towards exposing the brand and creating brand image and identity. Aaker and Joachimasthler (2000) maintain that within the traditional branding model the goal is to build brand image____which is a tactical move for obtaining short-term results. The brand should serve to identify a product and to distinguish it. The challenge today is to create a strong brand identity and distinctive image.

"Brand image is the understanding consumers derive from the total set of brand related activities engaged in by the firm"(Park& JaworskindmecInnis,1986). Brands can also be differentiated through clear and consistent image – building which if successful is based on a well-defined brand identity (Subodh & Reddy, 1998; Aaker 1996).

Various authors have come up with different managerial strategies for building brand image and identity. Among those strategies, the most contemporary is the strategy of co-branding or brand alliance as today's market is suffering from a syndrome of sameness where all the products offered to the customers look very similar. This similarity emerges not only from the sameness in physical brand element but also from the symbolic value proposition offered to the market. (Tapan K. panda).

Co-branding is a managerial technique used to establish associations between brands in the eyes of customers. This technique has been used to pair new brands with existing ones that have powerful images attached to them in the hope of associating those positive images with the new products. (Periluck Grosman R.1997).

In a study involving co-branding of motor vehicles and electronic components, Simon and Ruth, 1998, found that pre-existing attitudes towards the parent brands, the perceived fit (compatibility) of the parent brand's product categories and the perceived similarity of the images of the two parent brands all had a significant positive influence on attitudes towards the co. brand.

II.1 <u>Brand identity</u>

Brand identity is the central concept in building a strong brand and according to Aaker's (1996) brand identity system; there are four perspectives of identity. The reason these four dimensions should be considered when developing a brand identity is to ensure that the brand identity has both texture and depth (Aaker, 1996)

These four aspects are:

➢ The product
➢ The organization
➢ The symbol
➢ The person.

"Brand identity is a unique set of associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from firm." (Aaker 1996).

Brands are normally associated with a specific product class. The goal of linking a brand with a product class is not to gain recall of a product class when the brand is mentioned, but the opposite, i.e. to have the brand recalled when the product class is mentioned.

Dimension of brand as a product deals with the tangible and the intangible aspects of the product and the manner in which the customer relates to it. Brands can also be associated with attributes linked directly to the product. Product attributes should, however, not be the focus of identity efforts since there is a risk that perspectives that can add value are excluded.(Moorthi, 2002)

Brands can be associated with specific countries and regions that could add credibility to the brand. Country of origin is widely used to imply that the product will provide higher quality since the country or region is considered to have a good reputation in the product class (Aaker, 1996). The brand as product perspective is similar to the

physique – facet in Kapferer's (1997) brand identity prism, both deal with the tangible parts of the brand.

The brand as an organization perspective focuses on the attributes of the organization rather than the product or service. This includes organizational associations such as innovation, a drive for quality, or environmental concern and care for customers. Organizational attributes are more sustainable than product attributes. Competitors can relatively easily copy a product, but copying an organizational process is much more difficult. Organizational attributes many

times apply to several product classes and a competitor in one product class may find
competition
difficult. This also includes the local vs. global dimension involving a firm's choice of a
global or
local or national identity. According to Aaker, this can be an important identity decision
as both
options may provide advantages to the firm. A local strategy provides a link to customers
and
can result in a better understanding of customer needs whereas a global strategy indicates longevity and a commitment to the future of the brand (Aaker, 1996).

Corporate brands have a broader social responsibility focus than product brands. A company is not independent of the society in which it operates. It relies on the goodwill of the employees, the local communities, governments and e customers.

The brand as a person perspective deals with the personality aspects of the brand. This dimension tells us what happens to the brand when it is "personified" by endowing it with social, demographic and psychographic values. (Aaker, 1996& Moorthi, 2002)

The objective of developing this perspective of a brand is to make the brand stronger by creating a self-expressive benefit that becomes a vehicle for the customer to express his or her own personality. This perspective can make the brand identity richer and more interesting than the product perspective alone. Like a person, brands can be perceived as being competent, impressive, trustworthy etc. Brand personality can establish a relationship between the brand and the customers. Moreover a brand personality can also help to communicate product attributes and functional benefits. (Aaker, 1996).

The perspective of brand identity also deals with the symbolic aspects of the brand; such as visual imagery, logo and brand heritage. The function of a symbol is to provide cohesion and structure to an identity. A strong symbol can structure an identity and make it easier to gain recognition and recall. A symbol can be a key ingredient in brand development. Anything that represents the brand can be a symbol.

Symbols can be visual imagery, metaphors and brand heritage. Symbols that involve visual imagery can be memorable and powerful. Connections between the

symbol and the identity have been built-up over time and capture much of the brand identity.

II.2. Brand Image

Brand image is defined as the consumer perception of a brand and is measured as the brand associations held in the consumer memory. To measure brand image, the marketer can either use or adapt an existing list of brand associations (e.g. Young & Rubicam's brand asset valuator or Aaker's brand personality list) or start from scratch by eliciting brand associations and then measuring the strength of these associations. (Pierre,2004).

Determining or evaluating the brand's image needs to take into consideration the customer's levels of involvement with the category (Poiesz, 1986). The outcome of this exercise is usually a short list of the positive and negative associations consumers have with the brand ranked by strength in comparison to competitive brands. Young & Rubicam, 2004, a diversified marketing communication agency, has developed a brand image diagnostic tool called Brand Asset Valuator (BAV) to measure and track brand image and value.

The Brand Asset Valuator tool demonstrates that brands are built in a very specific progression. It measures brand image by applying four broad factor/perspectives known collectively as the pillars of brand health. They include:

  ➢ Differentiation
  ➢ Relevance
  ➢ Esteem, and
  ➢ Knowledge.

Differentiation measures the uniqueness of the brand's promise to customers. It is the first and most essential pillar; it is how brands are born. Differentiation is a brand's ability to stand apart from others; it is the degree to which the public finds a brand unique, different and distinctive. Without differentiation, products might sell briefly, but there is no compelling idea that allows the brand to endure and survive market, cultural, and technological change, as well as product evolution. (Y & R, 2004).

The personal appropriateness of the brand to consumers and the perceived usefulness of the brand and its ability to meet consumer's needs provides an indicator for a brand's market penetration and is categorized as relevance. Relevance is closely related to the four P's of marketing. Relevance is appropriateness: " is this brand meaningful to me?" Without broad relevance, a brand cannot achieve high penetration. Relevance can be a choice, since a highly differentiated brand with low relevance can still be successful as a niche brand. (Y & R, 2004).

Differentiation and relevance together define brand image in terms of its strength. Brand strength is a measure of a brand's ability to exist as a viable entry, to compete effectively and to contribute to profit. New brands typically build image increasing differentiation and then relevance. Generally, brands that achieve high levels of both differentiation and relevance can lead or even define their category. Growth in brand strength is associated with operating income.

Esteem is an emotional pillar of brand image and it is that warm feeling which tells the customer that the brand is a good thing. Esteem is comprised of two components; quality and popularity. The basis of esteem can be generally though of as a balance between popularity and quality. Esteem endures in bad times and helps a brand survive the ups and downs of public relations crises, bad press, and poor choices. (Y & R, 2004).

Awareness is a sub-component of knowledge. Knowledge also measures whether there is a correct understanding of what the brand stands for, what your products and services are, positioning, promises, and values. If a brand has established relevance with differentiation and customers come to hold it in high esteem, brand knowledge is the outcome. Knowledge is the end result of the marketing and communications efforts and experience customers have had with the brand. (Y & R, 2004).

The BAV study is a global, empirical model for understanding brands. Just as the stock market values company's stocks for their potential to deliver profits in the future, brand assets should be valued in the same way.

III. Methodology

In literature survey, two separate models were discussed. First model was based on Aakers' view of brand identity and the second model was of brand image developed by Y & R BAV, 2004. In the subject study an effort has been made to combine the two models and using them to measure the aggregate outcome in the form of (a) overall image-branding and individual outcomes in the form of (b) brand image and (c) brand identity.

The determinants of the two models have been discussed in the section II.1 and II.2 of literature survey. Developed model, which has been named as "IMAGE-BRANDING" and its further elaboration, is presented below.

Image-Branding Composite Model

Brand identity (Aaker)   **Brand image (Y & R BAV)**

Based over theoretical framework, the above model consists on eight major determinants and 27 sub-determinants in totality. Among the eight major determinants, four have been taken from the Y & R BAV (2004) study of brand image and the rest from the Aakers' study of brand identity. The rational behind this simple composition is to

measure the actual and overall basis of brand standing in the market place, which we have named Image-Branding.

Several meetings with the managements of the following companies were held prior to finalization of the questionnaires and before the finalization of the sampling plan:

- Adam Motors (Revo car),
- TMC Motors (Alif car),
- Baweja Automobiles (Challenger motor cycle) and
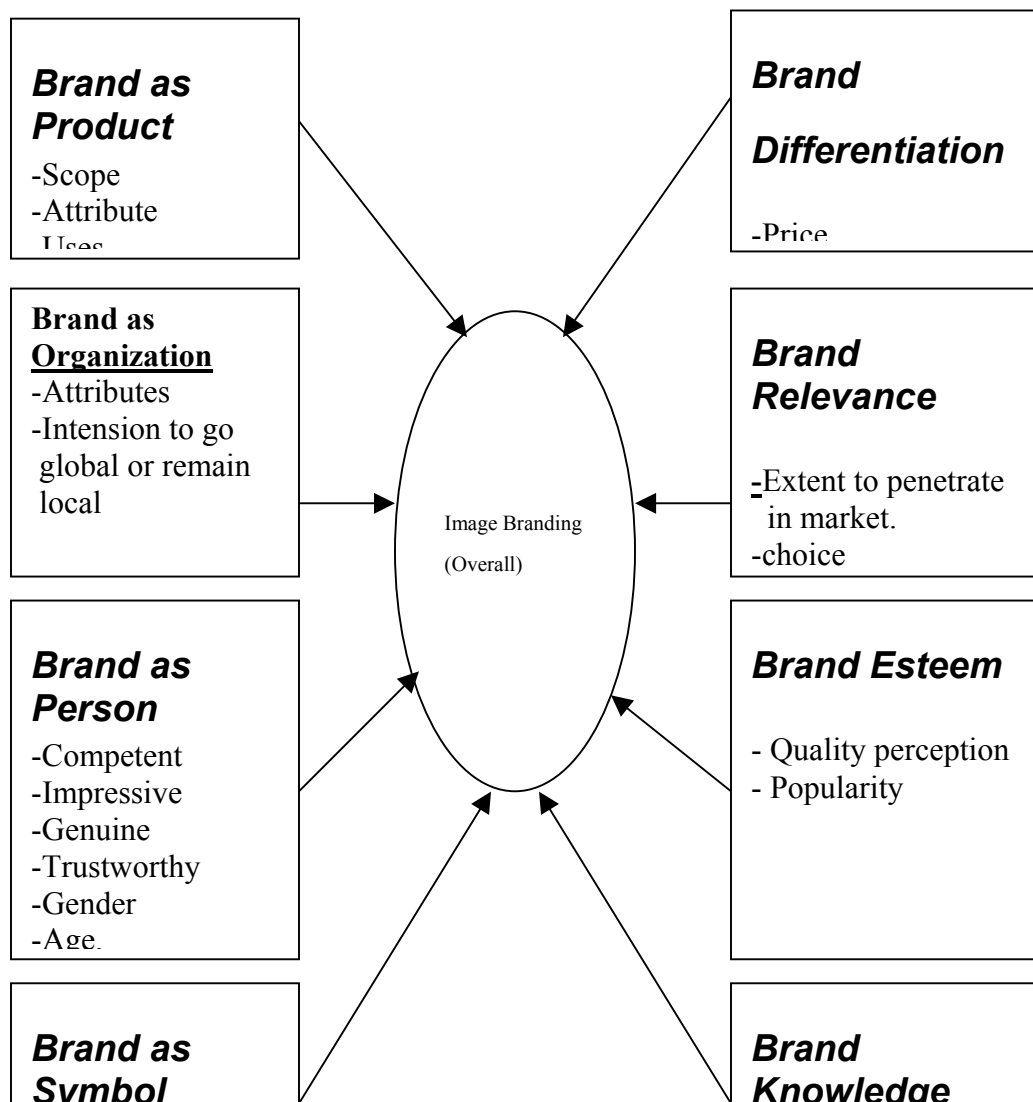- Delta Innovations (Star motor cycle).

The questionnaire was close-ended and based on these determinants. The questionnaire was based on nominal and rating scale of 5 to 1.

According to the selected local car and motorcycle manufacturers, the total population of the four-wheeler and two-wheeler in Karachi in 2006 was approximately 1.4 million and 1.6 million respectively. (Wajahat, 2006).

Image-Branding Composite Model

Brand identity (Aaker)   **Brand image (Y & R BAV)**

Brand as Product	**Brand Differentiation**
-Scope	
-Attribute	-Price
Uses	

Brand as Organization
-Attributes
-Intension to go global or remain local

Image Branding (Overall)

Brand Relevance

-Extent to penetrate in market.
-choice

Brand as Person
-Competent
-Impressive
-Genuine
-Trustworthy
-Gender
-Age

Brand Esteem

- Quality perception
- Popularity

Brand as Symbol

Brand Knowledge

According to Sekran, 2003, 20 samples per determinants are adequate for formulating a multivariable research; therefore a total of 160 were considered initially to carry out the survey. However, as the present study is based on 8 main dimensions and 27 sub-dimensions, and the selected brands are totally new in the market, a sample size of 400 dealers has been taken after consultation with marketing personal of the selected firms. These dealers were mainly selected from PECHS, Akbar Road and Gurumander on the advise of the companies.

As all the four selected brands are totally new or in other words at the introduction stage of their product life cycle, none of them is in a position to claim significant market share. However, the determination of market share is not a focus of this study.

The field survey was carried out in November 2006. The respondents' opinions were fed in the excel package in which questions related with brand identity and brand image were in the columns and the opinions were on rows. Analysis is based initially on the average calculation of the sub determinants and later the averages of all dimensions were worked out yielding an overall image-branding figure for each selected vehicle brand. One questionnaire was incomplete therefore the actual count was 399.

IV. Analysis of Results

The data related to image branding was based on a rating scale of 5 – 1, therefore analysis was inclusive of measure of central tendencies and measure of dispersions and ANOVA significance. Main determinants of both models were also analyzed separately in order to measure the individual significance.

IV.1 Measure Of Central Tendencies (Image Branding - Overall)

The image branding of local automobiles (cars & motorcycles) was based on brand image and brand identity. Both the brand identity and brand image comprised of several determinants and sub determinants which when combined together appears in the form of Overall Image branding. These determinants and sub-determinants have been shown in the questionnaire (appendix III). The measure of central tendencies and dispersion for the overall image branding of the four vehicles are presented below:

Table #1

Image Branding (Overall)

Measure of Central Tendencies and Dispersions

	Revo	Alif	Star	Challenger
Mean	2.01	3.26	2.17	2.35
Standard Error	0.03	0.02	0.02	0.03
Median	1.77	3.26	1.96	2.09
Mode	1.67	3.32	1.96	1.96
St. Deviation	0.60	0.42	0.48	0.53
S. Variance	0.37	0.18	0.23	0.28
Kurtosis	5.20	2.92	5.15	2.44
Skew ness	2.30	(0.43)	2.33	1.44
Range	3.56	3.30	3.07	3.08
Minimum	1.36	1.65	1.36	1.54
Maximum	4.92	4.94	4.43	4.62
Sum	801.84	1,299.86	864.79	937.48
Count	399.00	399.00	399.00	399.00

The table shows that the brand image for all the surveyed vehicles (overall basis) ranged between 3.26 to 2.01. (on the scale 0 – 5). The reasons for Alif's higher image were that **(a)** the Alif cars (TMC Motor Corporation) provides better sales and services, and **(b)** adequate availability of the spare parts. In the category of local motorcycles the means of Star & Challenger were 2.17 and 2.35 respectively.

Standard deviations for all the vehicles were low. Ranging between 0.42 for Alif and 0.60 for Revo. These lower standard deviations indicate that there were little polarization on the opinions of the customers on image branding (overall).

Skew ness on the respondents' opinions was found to be positive for all the vehicles except for Alif which was found out to be minus 0.43. This indicates that the majority of the respondents' opinions were lower than the average in case of Alif.

However, the majority of the respondents' opinions were higher than the mean for the other.

An effort was made to check whether the respondents' opinions about image branding (overall) were significantly different. This exercise was carried out thorough simple ANOVA. The summarized results of the ANOVA test are presented below:

Table # 2

Image Branding (Overall)
<u>Significance of Difference</u>

Groups	Count	Sum	Average	Variance
Revo	399.00	801.84	2.01	0.37
Alif	399.00	1,299.86	3.26	0.18
Star	399.00	864.79	2.17	0.23
Challenger	399.00	937.48	2.35	0.28

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	373.60	3.00	124.53	475.26	0.00	2.61
Within Groups	417.16	1,592.00	0.26			
Total	790.76	1,595.00				

The above ANOVA analysis indicates that there is a significant difference of the respondents' opinions between REVO and ALIF cars, but no significant difference between STAR and CHALLENGER motorcycles. . AT 95% confidence level and (3, 1592) degrees of freedom, the F-critical value is 2.61 which is less than the F- calculated value of 475.26.

IV.2 <u>Measure Of Central Tendencies - Brand Identity</u>

The brand identity of local cars & motorcycles were based on four main determinants, which were: brand as product, brand as organization, brand as person and brand as symbol. The measures of central tendencies and dispersion for the brand identity of the four vehicles are presented below:

<u>Table # 3</u>

<u>Measure of Central Tendencies (Brand Identity)</u>

	Revo	Alif	Star	Challenger
Mean	2.12	3.28	2.25	2.46
Standard Error	0.03	0.02	0.02	0.03
Median	1.98	3.33	2.10	2.18
Mode	1.72	3.38	2.04	2.04
Standard Deviation	0.58	0.41	0.44	0.55
Sample Variance	0.34	0.17	0.19	0.30
Kurtosis	4.04	3.95	5.28	0.63
Skew ness	2.00	(0.84)	2.26	1.08
Range	3.48	3.43	3.05	2.89
Minimum	1.36	1.46	1.38	1.57
Maximum	4.83	4.89	4.44	4.46
Sum	845.84	1,307.68	897.58	983.38
Count	399.00	399.00	399.00	399.00

The above analysis shows that the respondents' opinions on brand identity for all the surveyed vehicles was as high as 3.28 for Alif and as low as 2.12 for Revo**.** The reasons for Alif's higher identity than Revo were that **(a)** Alif provides better sales & service, **(b)** provides continuous & prompt spare parts and **(c)** has signed an agreement with local government for replacing three wheeler Rickshaws with the Alif four wheeler green taxi. In case of Star and Challenger Motorcycles the brand identity was not significantly distinct and there could be overlapping. Both the companies thus may have to enhance their marketing efforts for creating distinctive brand identity.

Standard deviations of respondents' opinions on brand identity of Alif was 0.41 as compared to 0.58 for Revo. In the category of motorcycle it ranged between 0.44 for Star and 0.55 for Challenger. These low standard deviations indicate that there is little polarization on the opinions of the dealers regarding the brand identity of the surveyed vehicles.

Positive Skew ness was found for Revo, Star and Challenger and negative Skew ness for Alif. This indicates that the majority of the respondents' opinions were higher than the respective means for the first three brands. Significant differences on respondents' opinions about the four-survey vehicles' brand identity were measured through simple ANOVA. The summarized result is presented below.

Table # 4
Brand Identity

Groups	Count	Sum	Average	Variance
Revo	399.00	845.84	2.12	0.34
Alif	399.00	1,307.68	3.28	0.17
Star	399.00	897.58	2.25	0.19
Challenger	399.00	983.38	2.46	0.30

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	323.05	3.00	107.68	429.24	0.00	2.61
Within Groups	399.38	1,592.00	0.25			
Total	722.43	1,595.00				

The above ANOVA analysis indicates that there is a significant difference among the dealers' opinions about the four vehicles. AT 95% confidence level and (3, 1592) degree of freedom, the F-critical value is 2.61 which is less than the F- calculated value of 429.24.

1V.3 DETERMINANTS OF BRAND IDENTITY

The brand identity was worked out on the basis of four determinants. Respondent's opinions on the four determinants individually for selected vehicles are presented below, and the graphical representation are enclosed as annexure-I

Table # 5
Individual determinants of brand Identity

	Revo	Alif	Star	Challenger
As a product	2.18	3.26	2.33	2.55
As an organization	2.19	3.42	2.60	2.77
As a person	1.89	3.40	2.17	2.41
As symbol	2.22	3.03	1.90	2.13

The above table shows respondents' opinions' on brand as a product. This determinant focused on aspects like future scope in the market, attributes, usefulness to the users, and country of origin.

According to the above table Alif car was higher with a mean of 3.26 and Revo with a mean of 2.18. Comparatively the opinions on Star and Challenger were 2.33 and 2.55 respectively. In case of cars the degree of difference between the two brands was substantially higher than the two brands of motorcycles.

Brand as an organization is a second determinant of brand identity and it assess the brand on its organizational attributes such as customer care, innovation and its aggressive marketing intentions. The respondents' opinions on this determinant shows high trend for Alif car with a mean of 3.42 as compare to 2.19 for Revo. In motorcycle

the trend was more or less same with a mean of 2.6 and 2.77 respectively, which indicates their competitiveness.

For the brand as a person, Alif car was given more favourable respondents' opinion with a mean of 3.40 that indicates brands' significant human qualities such as its competency, impressiveness, long term trust worthiness and its ability to fit all the economic classes as compare to competitor, which has a mean of 1.89. In case of motorcycles, Star and Challenger have come up with a mean of 2.17 and 2.41 respectively. This shows that both are striving hard to make their brand 's personality stronger. However, challenger brand portray better personality as compare to star.

Strong Symbol makes it easier for brand to gain recognition and recall. In this respect, the respondents' opinions on brand as a symbol, was high for Alif with a mean of 3.03 as compare to 2.22 of Revo. Similarly, the respondents' opinions for Star and Challenger were 1.92 and 2.13. Although all the selected brands are new in the market but significantly Alif car and challenger motorcycle has gained a significant recognition, and according to the respondents recall of these brands was easy for them as their design are unique and attractive and they involve prominent characters up to some extent for their brand's endorsement as compare to their competitors.

IV.4 Measure Of Central Tendencies - Brand Image

The brand image of local cars & motorcycles were based on four determinants namely: brand differentiation, brand relevance, brand esteem and brand knowledge.

The measure of central tendencies and dispersion for the brand image of the four vehicles are presented below:

Table # 6
Measure of Central Tendencies (Brand Image)

	Revo	Alif	Star	Challenger
Mean	1.90	3.24	2.09	2.23
Standard Error	0.03	0.03	0.03	0.03
Median	1.63	3.25	1.88	2.00
Mode	1.63	3.25	1.88	1.88
Standard Deviation	0.69	0.52	0.58	0.59
Sample Variance	0.48	0.27	0.34	0.35
Kurtosis	5.55	2.25	5.56	4.63
Skewness	2.36	(0.39)	2.33	1.97
Range	4.00	3.83	3.67	3.83
Minimum	1.00	1.17	1.33	1.17
Maximum	5.00	5.00	5.00	5.00

Sum	757.83	1,292.04	832.00	891.58
Count	399.00	399.00	399.00	399.00

The analysis of measures of central tendencies shows that the respondents' opinions about brand image for the surveyed vehicles were modest. The mean was 3.24 for Alif cars, 1.90 for Revo, 2.23 for Challenger and 2.09 for Star motorcycle. The key reason for Alif's better image than the competitor was its uniqueness in terms of design and its strategic positioning in the local market as a green taxi.

Standard deviations for the surveyed vehicles were low relative to mean. These low standard deviations indicate little polarization in the opinions of dealers regarding the brand image of the surveyed vehicles.

Skew ness on the respondents' opinions was found to be positive for all the vehicles except for Alif, which was negative (0.39). This indicates that the majority of the respondents' opinions were higher than the mean as far as other three local vehicles are concerned.

Significant differences on respondents' opinions about the brand image of local vehicles were measured through simple ANOVA and its summarized result is below.

Table # 7
Brand Image

Groups	Count	Sum	Average	Variance
Revo	399.00	757.83	1.90	0.48
Alif	399.00	1,292.04	3.24	0.27
Star	399.00	832.00	2.09	0.34
Challenger	399.00	891.58	2.23	0.35

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	428.77	3.00	142.92	397.67	0.00	2.61
Within Groups	572.18	1,592.00	0.36			
Total	1,000.95	1,595.00				

The ANOVA analysis indicates that there is a significant difference on the respondents' opinions about the four vehicles. AT 95% confidence level and (3, 1592) degree of freedom, the F-critical value is 2.61 which is less than the F-calculated value of 397.67. Therefore, ANOVA analysis indicates that there is a significant difference of the respondents' opinions regarding the brand image of the four vehicles.

1V.5 DETERMINATS OF BRAND IMAGE

The brand image, a perception of selected brands, was measured on the basis of four determinants. These determinants were Brand differentiation, Brand relevance, Brand esteem, and Brand knowledge. The following table shows the respondents' opinions about the above determinants of brand image individually and the graphical representations of each determinant are enclosed in Annexure –II.

Table # 8
Individual determinants of brand Image

	Revo	Alif	Star	Challenger
Differentiation	1.60	3.01	1.97	2.43
Relevance	1.76	2.05	2.05	2.05
Esteem	2.16	3.17	2.18	2.28
Knowledge	2.08	3.31	2.14	2.18

The above table shows that the differentiation aspect of brand image for Alif car was significantly high with a mean of 3.01 as compares to its competitor's mean of 1.60. In case of motorcycles, Challenger commands higher differentiation with a mean of 2.43 as compare to Star with a mean of 1.97. This determinant of Differentiation measures how distinctive the brand is in the market place in terms of price, significant uniqueness and distinctiveness.

Relevance is a source of brand's staying power and is related with brand's ability of market penetration and its extent of perceived usefulness. The respondents' opinions on the brand relevance were moderate with a mean of 2.05 for Alif, Star and Challenger vehicles. However, the mean on brand relevance for Revo car is 1.76, which is substantially lower than the other brands. This shows that all the selected brands except Revo had personal relevance for the respondents and are able to stay in power in near future.

Brand esteem is a third determinant of brand image and focuses on perceived quality and performance orientation. The respondents' opinions on this aspect range from as high as 3.17 for Alif and as low as 2.16 for Revo, which indicates a very significant difference between brand esteem of Alif and Revo. This indicates that the brand Alif as compare to its competitor commands significant respect and regard of dealers. In case of motorcycles the mean of Challenger and Star are 2.28 and 2.18 respectively, which indicates competitiveness and dealers' perception that both brands are striving hard and will keep fulfilling their promise of delivering Quality.

The Brand Knowledge is an important indicator of brand image which magnifies the brand awareness and brand experience and understanding. Respondents' opinions on this aspect shows that recognition of Alif car with a mean of 3.31 was high in the market as compare to its competitor's mean of 2.08. In case of motorcycles, the degree of difference was very insignificant between the Star and Challenger and both commands similar awareness in the market.

5.0. <u>CONCLUSION</u>

Because of the prominent role that image branding can play in many auto manufacturers' business strategies, an effort has been made to measure that about locally manufactured auto-vehicles of Pakistan for which two cars brands and two motorcycle brands were selected. In this paper, I have used standard statistical techniques to distill multiple brand image and identity attributes.

A thorough review of literature on brand identity and brand image was carried out and two models of brand image and identity were reviewed. Based on theoretical studies both models have been combined together to develop a coherent and comprehensive framework, which I named "Image branding". This model was later transformed into a questionnaire on which opinions from respondents' were collected on a combination of nominal and rating scales. The questionnaire is appended at Appendix 1.

Several meetings with the marketing professionals of selected local vehicle organizations were held not only to determine the population and sample size but also to craft a convenient bilingual questionnaire. As per the advice of selected firm's marketing professionals, sample of 400 dealers were drawn to which the questionnaire was administered.
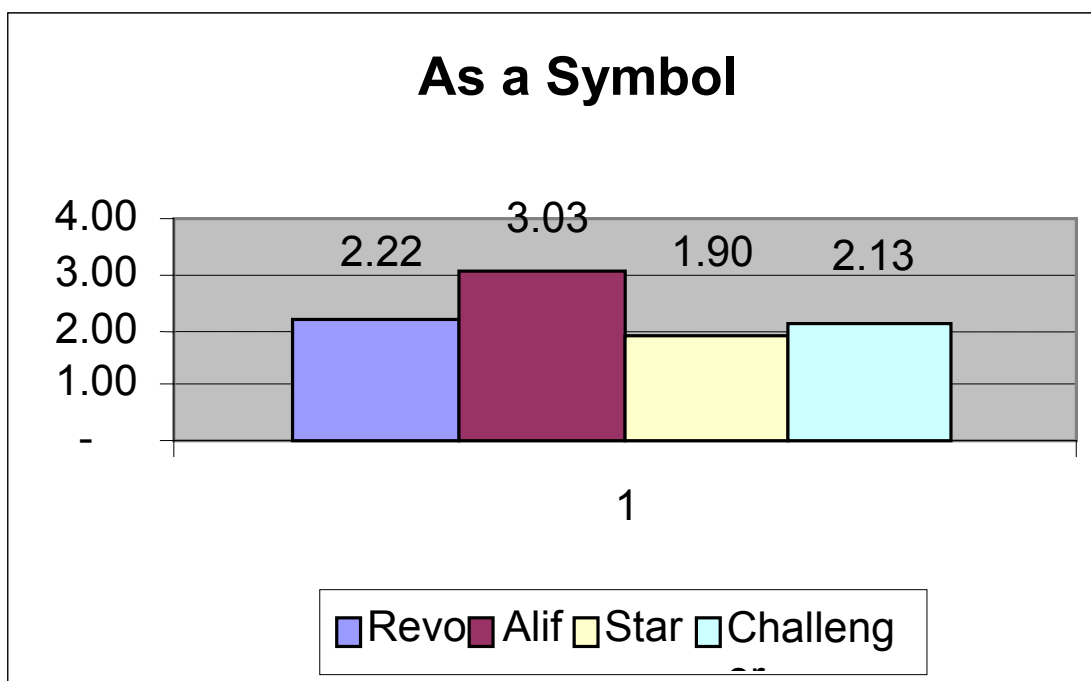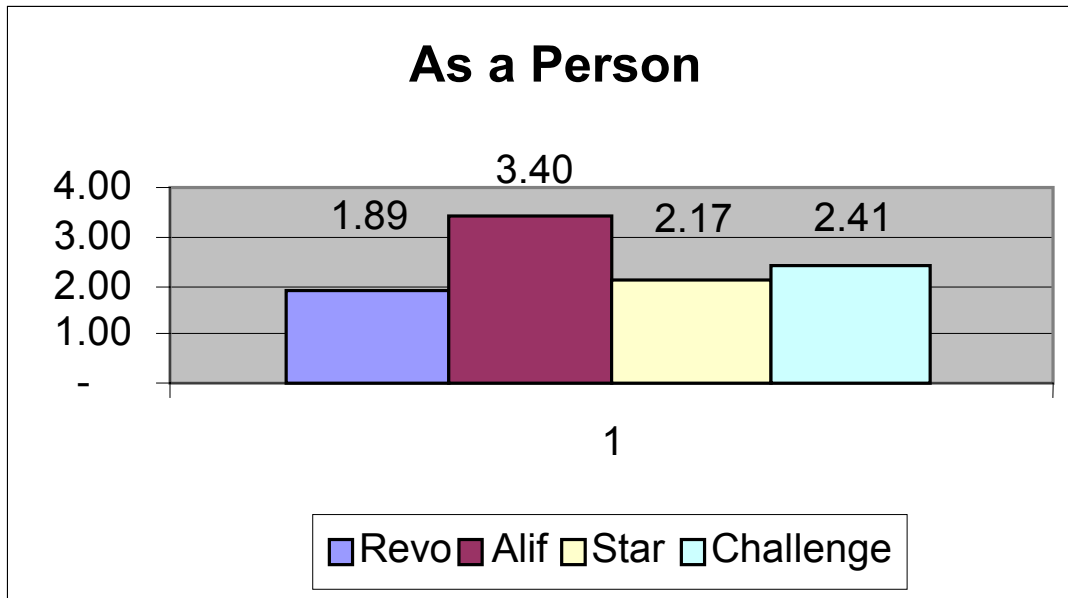
According to the results, Alif car has the highest overall brand image with a mean of 3.26 followed by Revo with a mean of 2.01 (in its class) whereas Star and Challenger has almost identical overall brand image with a mean of 2.17 and 2.35 respectively. This result shows that in the car category, Revo car manufacturers must improve their performance a lot in terms of customer care and availability of spare parts specifically in order to come up on customer expectations and to build positive long term image.

In the motorcycle category, dealers expectations and perceived brand image are closer to the overall brand image of Star and Challenger motorcycles as both of these brands are striving hard in terms of their marketing efforts and meeting customers requirement.
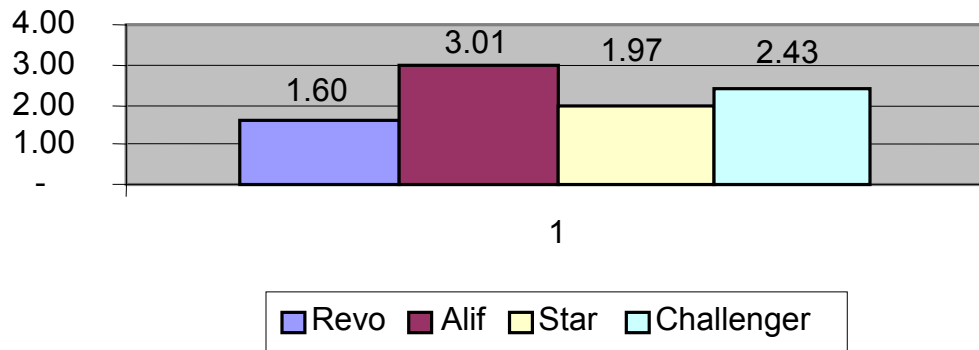
<u>**Appendix – I**</u>
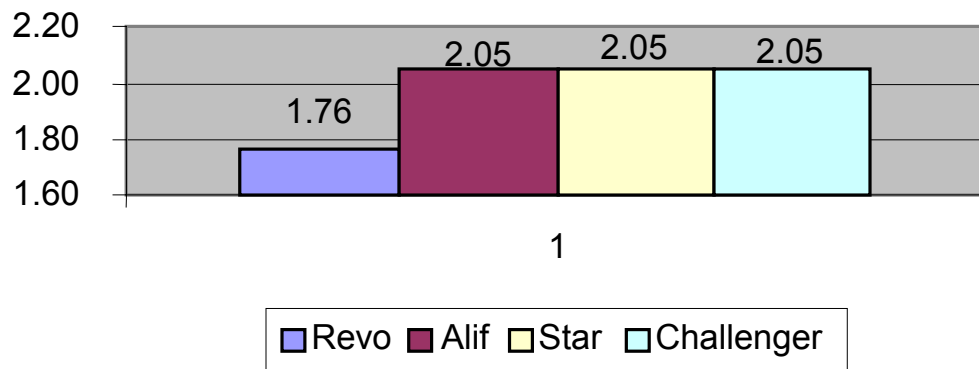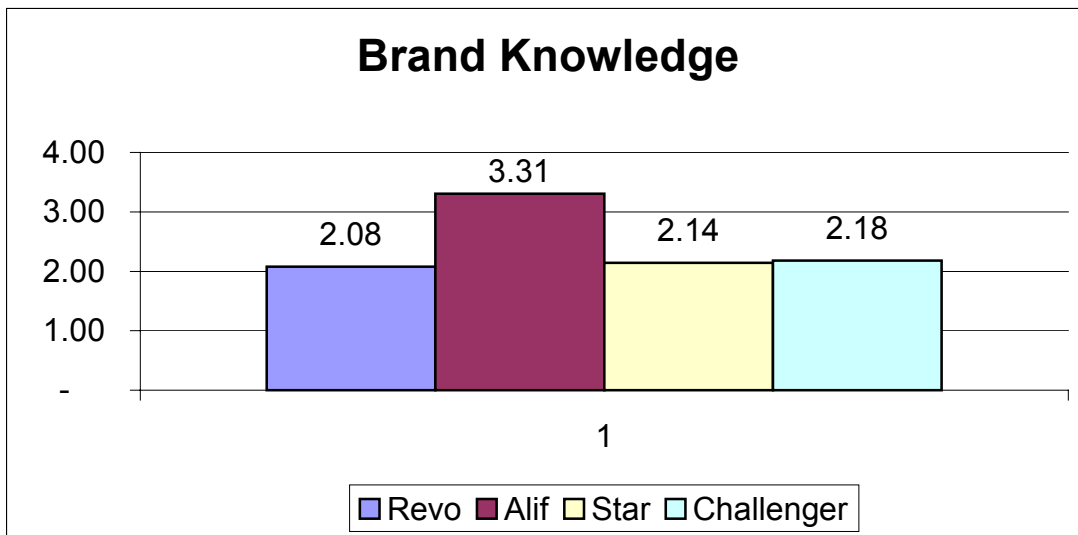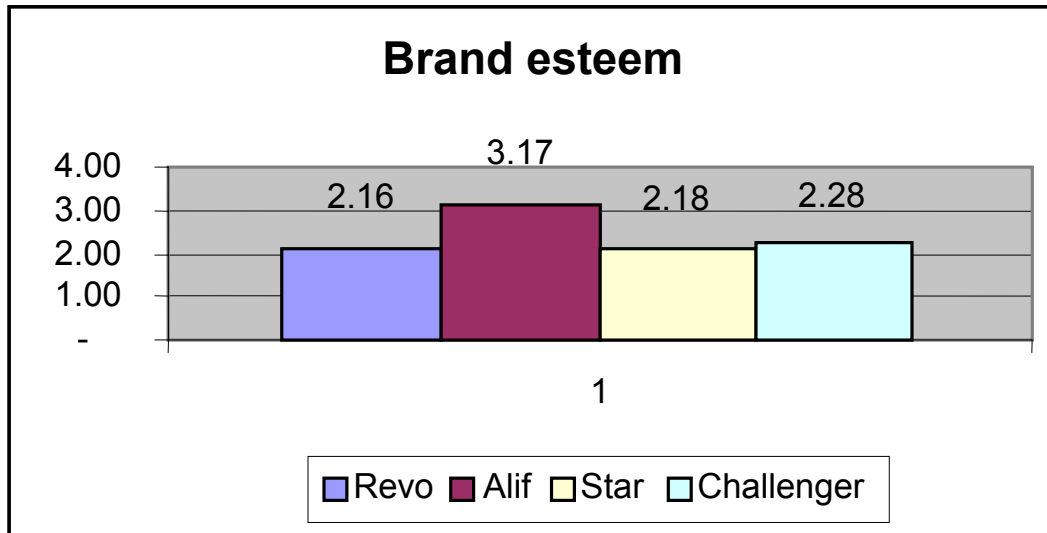<u>**Graphical representation of Brand Identity**</u>

As a Product

	Revo	Alif	Star	Challenger
	2.18	3.26	2.33	2.55

As an organization

	Revo	Alif	Star	Challenger
	2.19	3.42	2.60	2.77

As a Person

1.89	3.40	2.17	2.41

Y-axis: 4.00, 3.00, 2.00, 1.00, -

X-axis: 1

Legend: ☐ Revo ■ Alif ☐ Star ☐ Challenge

As a Symbol

2.22	3.03	1.90	2.13

Y-axis: 4.00, 3.00, 2.00, 1.00, -

X-axis: 1

Legend: ☐ Revo ■ Alif ☐ Star ☐ Challenge

Appendix – II

Graphical representation of Brand Image

Brand differentiation

4.00		3.01	1.97	2.43
3.00			
2.00	1.60		
1.00			
-			

1

Revo ■ Alif □ Star □ Challenger

Brand relevance

2.20		2.05	2.05	2.05
2.00	1.76		
1.80			
1.60			

1

Revo ■ Alif □ Star □ Challenger

Brand esteem

Revo: 2.16, Alif: 3.17, Star: 2.18, Challenger: 2.28

4.00 / 3.00 / 2.00 / 1.00 / -

1

Legend: ■ Revo ■ Alif □ Star □ Challenger

Brand Knowledge

Revo: 2.08, Alif: 3.31, Star: 2.14, Challenger: 2.18

4.00 / 3.00 / 2.00 / 1.00 / -

1

Legend: ■ Revo ■ Alif □ Star □ Challenger

Appendix - III
Image Branding Questionnaire

This questionnaire has been developed with the coordination of marketing executives of selected organizations on the basis of the eight major and 27 sub-dimensions of image branding. The marketing manager of Alif cars and the technical director of Star Motorcycles have contributed significantly in the formulation of questions.

Demographic Data

Q1. Age group you belongs to:

. 20-30   . 31-40   .41-50   .51 & above

Q2. Your gender & marital status:
. Male   . Female   . Single   . Married

Q3. Your qualification
. Undergraduate   . Graduate.   . Masters   .Doctoral

Q4. Your Income
.10000-20000   . 21000-30000   .31000-40000 .41000 & above

Q5.Your area of residence
. F.B.Area   . North Nazimabad   . Sadder
.GulshanIqbal   . Defence/Clifton   . Other

Q6. Your profession
. Banking   . Marketing   . Education   .Engineering .Doctor .Other

Q7. Your organization
        . Government   . Semi-government   . Private   . Self-employed

Q8. Your household/family size
2-4   .5-6   .7 & above

Q9. Your mode of transport
        . Own car   .Own motorcycle   .Public transport   .own cycle

Questionnaire Image Branding (Overall)

Brand image is the totality of consumer perception about the brand whereas brand identity makes the product stand out from the crowd.

Based on your perception & knowledge, rate the following brands of local cars and motorcycles against the parallel image and identity characteristics on the scale of five to one individually. Five being the highest/closest characteristic to the brand and one being the lowest/distant characteristic from the brand.

Brand Identity Data

Brand as Product

Q10. Rate the following brands (in its class) in terms of their future scope in market

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q11. Rate the following brands (in its class) you consider provides more attributes.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q12. Which of the following brand (in its class) provide more uses.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q13. Which of the following brand (in its class) define its users itself.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q14. Which of the following brand depict its country of origin itself

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Brand as Organization

Q15. Rate the brand, which focuses more on organizational attributes like customer care and innovation.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q16. Rate the brand, which seems to have more intention to globally or to connect aggressively with the local market.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Brand as Person

Q17. Rate the brand, which you perceive as being more competent in its class.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q18. Rate the brand, which according to you is more impressive in its class.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q19. Rate the brand, which looks more genuine to you in its class.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q20. Rate the brand, which you perceive as being more trust worthy in the long run.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q21. Rate the brand, which you perceive as being more male oriented.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q22. Rate the brand, which you perceive as being more female oriented.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q23. Rate the brand, which according to your perception looks younger.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q24. Rate the brand, which according to your perception looks older.

Revo (car)	5	4	3	2	1

Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q25. Rate the brand, which is more fit for all the economic classes of the market.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Brand as Symbol

Q26. Rate the brand whose visual imagery (for e.g. Sign / logo) is more memorable and powerful.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q27. Rate the brand, which involve more metaphors (for e.g. celebrity or cartoon character) for increase recognition and recall.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q28. Rate the brand, which demonstrate more meaningful brand heritage.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Brand Image data

Brand Differentiation

Q29. Rate the brand (in its class) that offer s significant difference in terms of price it charge.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q30. Rate the brand (in its class) which offer significant uniqueness to its customers.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1

| Star (motorcycle) | 5 | 4 | 3 | 2 | 1 |
| Challenger (motorcycle) | 5 | 4 | 3 | 2 | 1 |

Q31. Rate the brand, which is more distinctive in its class.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Brand Relevance

Q32. Rate the following over the extent of penetration that a brand will actually be able to deliver.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q33. Rate the brand in terms of your choice.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q34. Which of the following brand provide more perceived usefulness.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Brand Esteem

Q35. Which of the following brand (in its class) is perceived best in terms of its quality.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q36. Which of the following brand (in its class) is more performance oriented.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Brand knowledge

Q37. Rate the following brand in terms of your awareness.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

Q38. Rate the following brand (in its class) of which you have most understanding and experience.

Revo (car)	5	4	3	2	1
Alif car (green taxi)	5	4	3	2	1
Star (motorcycle)	5	4	3	2	1
Challenger (motorcycle)	5	4	3	2	1

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