DOI: https://doi.org/10.57125/FS.2025.06.20.02

How to cite: Akter, M., Ullah, R., & Mahmud, M. S. (2025). Unveiling the roots and consequences of electoral distrust in Bangladesh: a field study on Rajshahi City Corporation area. *Futurity of Social Sciences, 3*(2), 25–48. https://doi.org/10.57125/FS.2025.06.20.02

Branding and Its Effect on Marketing Efficiency: A Case of Al-Joud Company

Layla Mohsen Hassan

Assistant Professor, Accounting Department, University of Kerbala, Iraq, https://orcid.org/0000-0002-6380-0094

Nagham Dayek Abd Ali

Assistant Professor, Financial and Banking Sciences Department, University of Kerbala, Iraq, https://orcid.org/0009-0004-8488-8613

Hawra Thamer Mahdi*

Assistant Professor, Financial and Banking Sciences Department, University of Kerbala, Iraq, https://orcid.org/0009-0002-7843-7635

***Correspondence email:** *hawraa.Th@uokerbala.edu.iq.*

Received: December 23, 2024 | **Accepted:** April 16, 2025 | **Published:** May 11, 2025

Abstract: This study examines the role of Branding as a critical determinant of marketing efficiency within organizational performance, with a specific application to Al-Joud Company for Modern Agricultural Technologies and the Production of Detergents, Sterilizers, and Disinfectants in Karbala. The research explores the correlation and causal relationships between brand dimensions (stability, brand life, and adaptability) and marketing efficiency indicators (product, pricing, promotion, and distribution efficiency). A descriptive research design was adopted, and data were collected through a structured questionnaire developed by the researchers in consultation with marketing professors. The instrument was divided into two parts: the first gathered demographic and occupational information, while the second measured perceptions related to the research variables using a five-point Likert scale. A purposive sample of 75 employees across senior, middle, and operational management levels was targeted, with 70 valid responses analyzed (response rate: 100%). Quantitative analysis was conducted using SPSS, employing descriptive statistics, Pearson correlation, linear regression, and the coefficient of determination (R^2). The findings revealed a statistically significant positive correlation between branding and overall marketing efficiency, particularly regarding brand adaptability. However, individual brand dimensions did not independently show statistically significant effects. The study concludes that brand longevity and adaptability are central to market competitiveness. A key recommendation is to continuously benchmarking international competitors to ensure the brand's relevance and strategic positioning in a rapidly evolving market. This study contributes to the limited empirical literature on branding in the Middle Eastern agricultural tech sector.

Keywords: Branding, Marketing Efficiency, Brand Adaptability, Al-Joud Company, Consumer Goods, Strategic Marketing, Karbala.

Introduction

Organizations face growing pressure in the contemporary global economy to maintain competitive advantage through strategic marketing and branding initiatives. Many products on the market and picky customers have made people study and practice brand development more due to its ability to make marketing more effective (He et al., 2022; Kannan et al., 2024). A strong, flexible brand is an important symbol and helps place in the market, set prices, and stay in business for a long time (Huang, 2022; Shah, 2025). Iraq is an emerging economy where local companies often compete with global names. It is essential to use Branding strategically to stand out in the market and make operations run more smoothly (Piha et al., 2021).

Regardless of how important it is, there has not been enough research into how product, pricing, promotional, and distribution efficiency, as well as other aspects of marketing, are affected by particular brand attributes like stability, longevity, and adaptability. This information is crucial to close this knowledge gap and learn how to use brand creation for both symbolic and quantifiable marketing performance gains. While many studies have examined branding and marketing efficiency independently, very few have examined the two together in a cohesive empirical framework. A quantitative assessment of how brand features affect marketing efficiency indicators is lacking in the existing literature, which primarily focuses on brand equity (Oliveira et al., 2023; Xu et al., 2022), customer loyalty (Alagarsamy et al., 2021), or promotional strategy (Gilmore & Carson, 2018). In addition, previous research has primarily focused on how consumers perceive brands and their results (Chovanová et al., 2015; Morhart et al., 2015), but very little has considered how the longevity or flexibility of a brand impacts internal marketing activities like pricing or distribution tactics.

Consequently, the following knowledge gaps are being filled by this research: The effect of brand stability, durability, and adaptation on marketing efficiency has been the subject of few empirical investigations. There is a lack of attention in developing nations, where local businesses like Al-Joud have distinct cultural and economic challenges when competing with multinational corporations. Particularly in the personal care and industrial goods industries, there is a dearth of integrated models that connect brand characteristics with multidimensional marketing efficiency metrics. This study's originality comes from its attempt to build an integrated analytical model that tests the impact of brand development on marketing efficiency measures in a real-world context. The model takes brand life, adaptability, and stability into account. This research adds to the existing body of information from an underrepresented location and industry by centering on Al-Joud Company for Modern Agricultural Technologies, a major participant in Iraq's industrial hygiene sector. This study adds fresh methodological thinking to the subject by introducing a survey instrument that has recently been developed and reviewed by academics.

This study aims to analyze the relationship between brand development and marketing efficiency, specifically focusing on how brand stability, longevity, and adaptability influence key marketing performance indicators in a competitive local firm.

i. What is the relationship between brand characteristics (stability, age, adaptability) and overall marketing efficiency within Al-Joud Company?

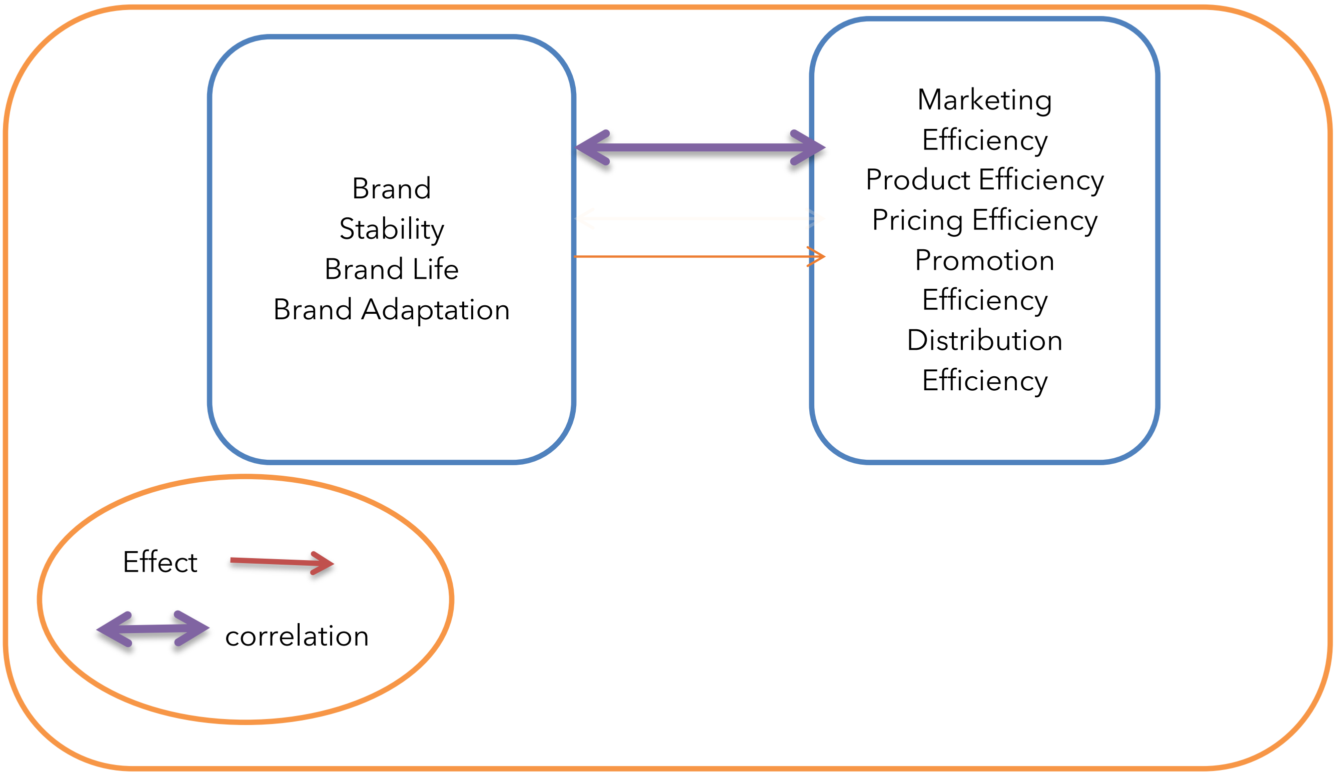
ii. Which brand dimension, stability, brand life, or adaptability strongly influences marketing efficiency?

iii. Which component of marketing efficiency (product efficiency, pricing, promotion, distribution) is most affected by brand development in the case organization?

The paper is structured as follows: the first section outlines the research methodology, the second section presents the theoretical and conceptual foundations, the third section contains empirical analysis and findings, and the final section discusses conclusions and offers strategic recommendations for practice.

Figure 1

Research plan



Source: Authors' development.

Literature Review

This literature review examines the conceptual and empirical foundations of two core constructs, Branding and marketing efficiency, emphasizing how specific brand dimensions may influence different components of marketing performance. By synthesizing relevant academic contributions, the review identifies critical gaps that the present research seeks to address through empirical investigation.

The Concept of Branding

Branding has become a central pillar of strategic marketing, serving as a fundamental mechanism through which organizations differentiate themselves in competitive markets (Pimentel et al., 2024; Rana et al., 2022). A brand is more than just a name or a logo. It includes visible and intangible things that affect how people think about and feel about a product or service (Lane Keller & Kotler, 2022). Most experts agree that good Branding strengthens an organization's character, lets customers know its consistent values, and shows that it can be trusted (Marmat, 2023; Shah & Asghar, 2023). Branding has many aspects, as emphasized in academic writing. Chovanová et al. (2015) say it is a signal that directly affects people's actions. Sharma et al. (2022) say it is the set of feelings a person has when they come across a product's visual, verbal, and symbolic identity. According to Cham et al. (2022), Branding in modern marketing is more than just static images. It is now a dynamic, innovation-driven process that must keep changing to keep up with global market trends, digital transformation, and customer expectations. Philip Kotler's framework for thinking about brands is one of the most important (Kotler et al., 2021). It has six main parts: attributes, benefits, value, culture, style, and user type. With this big-picture view, the brand is seen as a marketing tool and a strategic asset representing the company's long-term promise to its stakeholders. When these factors are appropriately combined, the brand becomes a long-term source of competitive advantage, increasing customer loyalty and making a big difference in the company's growth.

Dimensions of Branding

As a strategic concept, Branding comprises various elements that collectively influence an organization's positioning and performance (Abbas et al., 2024). Stability, brand age, and adaptability are the three most important for keeping a brand relevant in the market and earning customer trust. These factors, which come from the research of Burghausen and Balmer (2014) and Pecot et al. (2019), help us figure out how well a brand helps with marketing and the long-term success of a business. The ability of a brand to keep its message, beliefs, and visual identity the same over time is called its stability (Singla & Sharma, 2022). It makes buyers feel good about trusting the brand and builds trust over time. Stability does not mean staying the same. Instead, the brand's promise remains unchanged across different market stages and communication channels. Customers tend to have better ties with companies that keep their brands stable. This is because consistency lowers perceived risk and supports long-term brand equity.

Brand age, also called "longevity," shows how long a brand has been on the market. A well-known brand gains from being recognized by customers, being seen as real, and having a history of credibility (Pecot et al., 2022). Often, older brands use their history to make themselves seem more experienced and reliable to customers. However, longevity needs to be managed; visual or verbal elements that are too old can lose their usefulness if they are not updated to reflect changing customer tastes and the way competition works. Lastly, a brand's adaptability is its ability to change with the times and adapt to new technologies while still staying true to its core identity (Bövers & Hoon, 2021). Brand adaptability is crucial in today's fast-paced business world, where digital disruption and changing customer standards are common. Companies that can change their branding tactics by developing new ideas, rebranding, or repositioning themselves in the market will likely stay ahead of the competition. Adaptable brands can connect with new groups of people without losing touch with their current customers. This keeps them relevant and consistent across market cycles.

The Concept of Marketing Efficiency

Marketing efficiency is fundamentally concerned with maximizing the effectiveness of marketing efforts while minimizing the use of organizational resources. As an example, Ilyash et al. (2021) and Chen et al. (2023) use the ratio of inputs (like budgets, people, and time) to outputs (like customer satisfaction, brand loyalty, and sales success) to find out how much it costs. Instead of just focusing on lowering costs, modern views see marketing efficiency as a strategic skill that lets companies adapt to changes in the market and keep their competitive edge over time (Hunt & Madhavaram, 2020; Varadarajan, 2020). The idea of marketing productivity is based on three main factors. Technical efficiency is how well inputs are turned into outputs without waste or duplication (Barasa et al., 2021). Economic efficiency is all about making the best use of resources to get the most money back (Challoumis, 2024). This means making sure that marketing investments make a real difference in profits. Price efficiency is a business's ability to set prices that match the buying power of customers while still covering costs and giving customers value (Nagle et al., 2023). These factors show both operational accuracy and strategic planning when it comes to marketing results. Also, researchers like O'Dwyer and Gilmore (2018) say that for marketing to be effective, it needs to be in line with what customers want, have a strong market analysis, and have a clear marketing plan. In this big-picture view, efficiency is seen not only as a measure of output versus input but also as a sign of how well marketing activities match the organization's overall goals. When done right, marketing efficiency can help a business grow, be more flexible, and stay ahead of the competition in the market.

Indicators of Marketing Efficiency

Marketing efficiency is typically assessed through indicators derived from the classical marketing mix framework: product, price, promotion, and place (Mintz et al., 2021). We can use these dimensions as stand-ins to judge how well a business turns its resources and plans into measurable market results. How well each part works shows how well the company can match its marketing with what customers want and how the market is changing. Product efficiency is how well a product meets customer wants, gives them value, and stays ahead of the competition in the market (Zuhroh & Rini, 2024). When a company has high product efficiency, it has created and positioned its products well to appeal to its target audience. This includes how well the product works and is made, as well as benefits like warranties, user guides, and services provided after the sale that make customers happier.

Pricing efficiency measures how well a business can set fair prices for customers and the company itself (Bürgin & Wilken, 2022). It involves balancing the market's needs, competitors' prices, and the goal of making profits. By giving customers a good deal, a good pricing plan helps businesses recoup their costs, make money, and keep customers coming back. Companies that are good at pricing efficiently are often better able to deal with price-sensitive customers without losing money. Communication and transportation issues regarding promotional and distribution efficiency are dealt with. Promotional efficiency measures how well marketing efforts like ads, PR, and digital campaigns work at getting people's attention, increasing demand, and making brands more recognizable. On the other hand, distribution efficiency shows how quickly, far, and easily products can be delivered. A strong distribution network ensures customers can get things when and where they need them, with as few delays, shortages, and other problems as possible.

Research Gaps

Although Branding and marketing efficiency have each received considerable scholarly attention, a key limitation in the current literature is the absence of integrated studies that explore their intersection. Most of the research done so far looks at these two ideas separately. Branding is usually looked at in terms of how it affects customer behavior, and marketing efficiency is generally looked at from an operational or financial point of view. We still do not fully understand how the strategic growth of a brand affects core marketing results in a unified empirical framework because of this divided approach. A second gap is insufficient research on how specific brand characteristics, like stability, brand longevity, and adaptability, affect how well marketing works. There is much research on the symbolic and emotional parts of Branding, but not as much on how brand characteristics affect measurable marketing dimensions. Understanding how these brand characteristics affect performance indicators like pricing strategies, the success of promotions, or distribution systems can help you make brand-driven marketing systems that are stronger and work better.

Lastly, there is a noticeable lack of empirical studies looking at Branding in emerging and developing markets, where companies face unique problems because of limited resources and infrastructure and competition from other countries. Local businesses in these areas often have to deal with different social and economic conditions, so they need custom branding strategies to improve their marketing. Looking into these connections in places like Iraq that are not studied as much adds to the field's academic value and usefulness in real life. This literature review has outlined the key theoretical underpinnings of Branding and marketing efficiency and justified the study's focus on the interplay between the two. By investigating how brand dimensions influence marketing outcomes within a competitive local firm in Iraq, this research contributes novel insights to marketing strategy's academic and practical domains.

Materials and Methods

Research Design

This study adopts a correlational research design to examine the relationship between brand development and marketing efficiency within Al-Joud Company for Modern Agricultural Technologies in Karbala. Correlational designs are particularly suitable for studies that aim to identify and measure the strength and direction of associations between two or more variables without manipulating them. The research tests two primary hypotheses:

H_0: There is no statistically significant correlation between the brand and marketing efficiency in the company under study.

H_1: There is a significant effect of brand characteristics on the company's marketing efficiency.

This design makes sense for the research questions, which determine if brand dimensions like stability, brand age, and adaptability are strongly linked to measurable aspects of marketing efficiency, such as product, pricing, promotional, and distribution efficiency. An organized questionnaire was used to collect data for the study over two months, from August 10 to October 8, 2024. The chosen company, Al-Joud, was selected because it is a local brand that works in a very competitive market and has a lot of foreign products. This situation is a good place to look into the study problem.

Sample and Participants

The study population is made up of 384 people who work in the marketing, advertising, and packaging areas at Al-Joud Company. A simple random sampling method was used to ensure the samples were representative and reduce selection bias. Using the Cochran sampling formula, a sample size of 75 respondents was chosen. 70 valid answers were kept for statistical analysis, meaning that many people responded. To get a complete picture of how people inside the company feel about how well Branding and marketing are working, the sampling frame was made to include people from all employment levels, from top to middle management to entry-level workers. The researchers made the questionnaire they used to collect data, and five university marketing experts helped them improve it. It had two parts: general demographic information and Likert scale items linked to the research variables. The form was tested and changed to make it more transparent and reliable.

Data Analysis

The quantitative data were examined using descriptive and inferential statistical methods within SPSS software. As part of the descriptive study, we calculated standard deviations and weighted arithmetic means to see how well the brand was viewed and how effective the marketing was. Inferential statistics were utilized to test the research hypotheses. Some of these were: A linear relationship's strength and direction can be evaluated using Pearson's correlation coefficient. Analysis of brand features' impact on marketing efficiency using simple linear regression. A measure of the extent to which factors connected to brands account for the variation in marketing effectiveness is the coefficient of determination (R^2). Statistical significance of the associations observed through T-tests: A p-value less than 0.05 was chosen as the significance criterion for all statistical tests. These techniques proved the hypotheses correct, highlighting the branding-marketing performance nexus concerning actual companies.

Result

Through this paragraph, we seek to determine the level of research dimensions (brand, marketing efficiency) by using the arithmetic mean, standard deviation, percentage, and each dimension that obtains an arithmetic mean of less than 3 as a hypothetical mean and a percentage of less than 60% is rejected.

Table 1

Frequency Distributions, Arithmetic Means, and Standard Deviations of Brand Dimensions.

Variables		**Strongly agree**		**Agree**	**Neutral**							**Arithmetic mean**	**Standard deviation**
Dimensions	**Indicators**	R	%	R	%	R	%	R	%	R	%		
Stability	X1	20	28,57	33	47,14	13	18,57	3	4,28	1	1,42	3,882	0,625
	X2	12	17,14	38	54,28	10	14,28	7	10	2	2,85	3,281	0,8995
	X3	10	14,28	40	57,14	19	27,14	1	1,42	0	0	3,2942	0,9348
	X4	21	30	33	47,14	8	11,24	7	10	1	1,42	3,1483	0,9940
	X5	20	28,57	35	50	6	8,57	7	10	2	2,85	3,4268	0,8958
Average												3,4268	0,8958

Brand Life	X6	22	31,42	35	50	8	11,24	3	4,28	2	2, 85	3,554	0,8999
	X7	20	28,57	55	47,14	11	15,71	5	7,14	1	1,42	3,1993	0,9249
	X8	28	40	40	57,14	2	2,85	0	0	0	0	3,3454	0,9945
	X9	17	24,28	33	47,14	16	22,58	4	5,71	0	0	3,998	0,9857
	X10	25	35,71	33	47,14	7	10	3	4,28	2	2,85	3,599	0,8997
Average												3,5616	0,98517
Brand Adaptability	X11	19	27,14	40	57,14	9	12,85	2	2,85	0	0	3,7175	0,9823
	X12	16	22,85	35	50	11	15,71	7	10	1	1,42	3,2799	0,9869
	X13	20	28,57	33	47,14	9	12,85	4	5,71	4	5,71	3,7796	0,9995
	X14	22	31,42	37	52,85	8	11,42	2	2,85	1	1,42	3,598	0,9296
	X15	8	25,71	34	48,57	6	8,57	3	4,28	0	0	3,9996	0,9176
Average												3,5978	0,9587
Brand												3,5287	0,9587

Source: Prepared by the researcher based on computer results (N=70)

Table 1 provides a detailed view of the arithmetic means and standard deviations for each indicator under the brand dimensions: Stability, Brand Life, and Brand Adaptability. This allows for a clear understanding of how each item within a dimension contributes to the overall brand assessment.

Table 2

Statistical description of brand dimensions.

Dimensions	**Arithmetic mean**	**Standard deviation**	**Dimensional order**
Stability	3,4268	0,8958	Third
Brand Life	3,5616	0,98517	Second
Brand Adaptation	3,5978	0,99535	First
Brand Total	3,5287	0,9587	

Source: Prepared by the researcher based on the results of the electronic calculator.

The arithmetic mean of the dimension (brand adaptation) was 3.5978 with a standard deviation of 0.99535, placing it first in the data provided in Table 2. It was ranked second with an arithmetic mean of 3.5616 and a standard deviation of 0.98517% for the brand age dimension. The stability dimension ranked third with an arithmetic mean of (3.4268 and a standard deviation of 0.8958. The arithmetic mean of (3.5287) and the standard deviation of (0.9587) were obtained by the primary independent variable of the study.

Table 3

Frequency distribution, arithmetic mean, and standard deviation of the marketing efficiency variable for the research sample

Variables		**Strongly agree**		**Agree**	**Neutral**							**Arithmetic mean**	**Standard deviation**
Dimensions	Indicators	R	%	R	%	R	%	R	%	R	%		

Product Efficiency	Y1	17	24,28	37	52,85	11	15,71	3	4,28	2	2,85	3,316	0,758
	Y2	24	34,28	33	47,14	10	14,28	3	4,28	1	1,42	3,723	0,803
	Y3	19	27,14	40	57,14	9	12,85	2	2,85	0	0	3,314	0,749
	Y4	11	15,71	42	60	13	18,57	4	5,71	0	0	3,205	0,793
	Y5	14	20	37	52,85	10	14,28	7	10	2	2,85	3,712	0,747
Average												3,454	0,759
Pricing Efficiency	Y6	13	18,57	42	60	11	15,71	2	2,85	2	2,85	3,972	0,689
	Y7	20	28,57	33	47,14	10	14,28	6	8,57	1	1,42	3,913	0,969
	Y8	11	15,71	37	52,85	10	14,28	8	11,42	4	5,71	3,771	0,987
	Y9	9	12,85	40	57,14	15	21,42	5	7,14	1	1,42	3,761	0,877
	Y10	21	30	34	48,57	13	18,57	2	2,85	0	0	3,913	0,879
Average												3,865	0,880
Promotion Efficiency	Y11	12	17,14	36	51,42	13	18,57	7	10	2	2,85	3,699	0,792
	Y12	22	31,42	38	54,28	7	10	3	4,28	0	0	3,816	0,777
	Y13	15	21,42	46	65,71	4	5,71	5	7,14	2	2,85	3,992	0,602
	Y14	19	27,14	37	52,85	11	15,71	3	4,28	1	1,42	3,893	0,565
	Y15	11	15,71	40	57,14	13	18,57	5	7,14	2	2,85	3,798	0,878
Average												3,839	0,760
Distribution Efficiency	Y16	10	14,28	50	71,42	7	10	2	2,85	1	1,42	3,475	0,315
	Y17	14	20	38	54,28	8	11,42	6	8,57	4	5,71	3,634	0,487
	Y18	22	31,42	35	50	13	18,57	0	0	0	0	3,251	0,587
	Y19	18	25,71	39	55,71	13	18,57	1	1,42	0	0	3,421	0,631
	Y20	9	12,85	44	62,85	17	24,28	0	0	0	0	3,452	0,489
Average												3,446	0,498
Brand Marketing Efficiency												3,651	0,714

Source: Prepared by the researcher based on the results of the electronic calculator (n=70)

The four aspects of marketing efficiency, product, pricing, promotion, and distribution are shown with a frequency distribution, mathematical mean, and standard deviation in Table 3. With an average score of 3.865 and a standard deviation of 0.880, price efficiency stood out among these marketing activities, suggesting that respondents typically saw pricing procedures as the most efficient for the organization. Effectiveness in advertising came next (mean=3.839, SD=0.760), and then came product efficiency (mean=3.454, SD= 0.759). With a mean score of only 3.446, distribution efficiency appears to be an area that needs more strategic attention. With a standard deviation of 0.714 and a mean of 3.651, the sampled employees usually had a positive impression of the overall marketing efficiency. These findings provide descriptive baseline information about the perceived effectiveness of the organization's marketing operations across key functional areas. The fact that no dimension was found to be below the permissible level (arithmetic mean < 3) suggests that respondents graded all aspects of marketing above average.

Table 4

Statistical description of marketing efficiency

Dimensions	Arithmetic mean	Standard deviation	Dimensional order
Product Efficiency	3,454	0,759	Third
Pricing Efficiency	3,865	0,880	First
Promotion Efficiency	3,839	0,760	Second
Distribution Efficiency	3,446	0,498	Fourth
Total Marketing Efficiency	3,651	0,714	

Statistical performance for each marketing efficiency characteristic is summarized in Table 4, which ranks them according to their mathematical means. The average score of 3.865 for pricing efficiency is the highest, showing how important and effective it is within the organization's marketing mix. Next on the list is promotion efficiency, which received a score of 3.839 and shows respondents also had a positive impression of promotional activities. The logistics and delivery methods may not be as strong as other dimensions since distribution efficiency came last with a score of 3.446, and product efficiency ranked third, which were nonetheless positively rated with an average score of 3.454.

The fact that the business consistently achieves respectable results in all areas of marketing is supported by its overall marketing efficiency score of 3.651. You can utilize these dimension-specific insights as a starting point to find your strengths and places to grow. The company's marketing strategy reflects a balanced yet prioritized approach, as all dimensions consistently produce results that do not dip below the neutral level. This synopsis helps guide future research into the relationships (by regression and correlation) between the various brand attributes and these marketing effectiveness metrics.

Table 5

Correlation relationships for the main and sub-variables

Sequence	Dimensions	Marketing Efficiency	Morale Level
1	Stability	24%	08%
2	Brand Life	32%	05%
3	Brand Adaptation	42%	03%

4	Brand	34%	004%

Source: Prepared by the researcher based on the results of the electronic calculator

The correlation coefficients between total marketing efficiency and each brand dimension (brand longevity, brand stability, and brand adaptation) are presented in Table 5. For brand adaptation, the strongest correlation was 42% at the 0.03 significance level, suggesting a moderately significant association. Brand life followed at the 0.05 significance level with a marginally significant association of 32%. Nevertheless, no statistically significant association was indicated by the stability dimension's 24% weaker correlation and significance level of 0.08 (higher than the conventional 0.05 cutoff). At the 0.004 significance level, there was a 34% correlation between marketing efficiency and the aggregate brand construct, indicating a statistically significant link. Based on these results, it seems that the two brand attributes that matter most to consumers when evaluating the efficacy of marketing campaigns are a brand's adaptability and durability. Despite its conceptual importance, stability did not demonstrate a statistically significant relationship within the setting of this investigation. These findings provide the groundwork for additional regression analysis to test the dimensions' predictive power. According to hypothesis testing, a statistically significant relationship exists between marketing efficiency and the overall brand concept. The first primary hypothesis was supported by a 34% correlation coefficient and a p-value of 0.004, below the significance level of 0.05. This hypothesis postulated a strong association between brand and marketing efficiency. As this proves, there is a clear correlation between the company's branding strategies and marketing effectiveness.

We found conflicting evidence about the sub-hypotheses. With a p-value of 0.08, higher than the accepted significance level, the first sub-hypothesis, which tested the association between brand stability and marketing efficiency, was rejected. The correlation was 24%. Alternatively, the second sub-hypothesis was accepted since it tested the hypothesis that marketing efficiency is correlated with brand lifetime (32% correlation) and had a p-value of 0.05, precisely the significance level. With a correlation of 42% and a p-value of 0.03, the third sub-hypothesis demonstrated the strongest and most statistically significant result, testing the effect of brand adaptability. These findings support the idea that adaptability significantly impacts marketing effectiveness out of the three brand aspects.

A simple linear regression analysis was used further to investigate the overall brand's effect on marketing efficiency. The model used was $y = a + Bxywhere$ x is the overall brand score, and y is marketing efficiency. A statistical analysis was conducted using data collected from 70 participants. The results demonstrated that the regression coefficient (B) had a t-value of 2.99 and a p-value of 0.004, suggesting a positive relationship between brand and marketing efficiency. With an R^2 of 0.118, we may deduce that the brand accounts for around 11.8% of the variation in marketing efficiency. Accordingly, branding does affect marketing results, albeit in small but significant ways; the rest is attributable to variables that are not part of the present model.

Using the equation $y{=}a{+}Bxy$, where y stands for marketing efficiency and x for the overall brand score, the effect of the overall brand on marketing efficiency was investigated further using fundamental linear regression analysis. A statistical analysis was conducted using data collected from 70 participants. The results demonstrated that the regression coefficient (B) had a t-value of

2.99 and a p-value of 0.004, suggesting a positive relationship between brand and marketing efficiency. With an R^2 of 0.118, we may deduce that the brand accounts for around 11.8% of the variation in marketing efficiency. Accordingly, branding does affect marketing results, albeit in small but significant ways; the rest is attributable to variables that are not part of the present model.

Table 6

Analysis of variance (ANOVA) of the relationship between the brand and marketing efficiency

Source of Variance	Degree of freedom	Sum of squares	Mean squares	R2	T calculated	Morale level
Regression	1	1,882	1,882	0,727	9,797	004
Error	69	13,259	0,293			
Total	70	15,081				

Source: Prepared by the researcher based on the results of the electronic calculator (n=70)

The results of the variance analysis (ANOVA) are shown in Table 6. This test was used to determine whether the regression model that looked at the effect of brand on marketing efficiency was statistically significant. At the 5% significance level, the model is supported by the computed F-statistic of 9.797 and the accompanying p-value of 0.004. As a result, we know that the brand variable is a significant predictor of marketing efficiency variance. The model accounts for almost 72.7% of the overall variation in marketing efficiency across the 70 respondents, according to the coefficient of determination (R^2) of 0.727. With 69 degrees of freedom, the regression mean square is 1.882, and the error mean square is 0.293. The sum of squares comes to 15.081, with 69 degrees of freedom attributable to the residual error and 1 degree to the regression. These findings support the regression model, which shows a strong correlation between Branding and marketing efficiency in the studied dataset.

Table 7

Results of the test of the relationship between the impact of the brand on marketing efficiency

Model	Unstandardized Coefficients		Standard Transactions		Morale level
	Beta Coefficient	Standard Error	B Beta	T	
Fixed	75	83%	33%	927%	0,459
Brand X	70	80%		2,99	0,004

Brand (X) affected marketing efficiency (Y) in Table 7. Branding significantly affects marketing efficiency, as shown by the statistically significant regression equation with a p-value of 0.004. With a t-value of 2.99, the coefficient estimate is reliable at the 5% significance level, lending credence to this discovery. Assuming all other variables stay constant, the brand's unstandardized regression coefficient (B) of 0.34 indicates a one-unit rise in brand score associated with a 0.34-unit improvement in marketing efficiency. The regression model's intercept (a) is 0.86, which means that 86% marketing efficiency is the baseline when the brand score is zero. Branding accounts for around 11.8% of the variation in marketing efficiency, which is relatively modest given the model's relevance and the low coefficient of determination (R^2) of 0.118. This suggests that, although Branding is essential, other factors most likely account for 88.2% of the difference in marketing efficiency. Regardless, the results validate a statistically significant effect of Branding on marketing efficiency within Al-Joud Company, confirming the acceptance of the central premise. After that, we will use multivariate regression analysis to test our hypothesis. This will break the brand into its three main characteristics: stability, brand age, and adaptability. We will then examine how these factors contribute to the overall marketing efficiency. Table 8 displays these.

Table 8

Testing the relationship of influence between the brand and marketing efficiency

Model	**Unstandardized Coefficients**		**Standard Transactions**		**Morale level**
	Beta Coefficient	**Standard Error**	**B Beta**	**T**	
Constant	0,80	0,943	0,050	0,993	0,483
Stability	0,052	0,224		0,468	0,731
Brand Life	0,054	0,228	0,053	0,455	0,821
Brand Adaptability	0,059	0,232	0,052	0,432	0,851

Table 8 displays the findings of the multivariate regression analysis that looked at how effectiveness in marketing was affected by the three main aspects of a brand: stability, longevity, and flexibility. When all brand characteristics are set to zero, the model's constant term, which is 0.80, indicates a baseline level of marketing efficiency. Beyond brand-related aspects, other external and organizational factors also impact marketing outcomes, according to this baseline. All aspects of the brand are positively correlated with marketing efficiency, according to the regression coefficients (unstandardized B). The most significant marginal effect is seen by brand adaptation (coefficient = 0.059), followed by brand life (0.054) and stability (0.052). These coefficients imply that even small increases in brand dimensions will likely increase marketing efficiency, even though they are quite minor in absolute value. While there is a positive correlation between these dimensions and marketing efficiency, none of the individual effects are statistically significant at the traditional 5% level ($p=0.731$, $p=0.821$, and $p=0.851$, respectively). Lastly, the multivariate regression model's findings back up the null hypothesis that Branding improves marketing efficiency. While the earlier model found no statistically significant effects of the brand attributes individually, it did find a substantial influence of the brand as a composite variable. In light of these results, it is clear that ignoring any one of these factors in favor of a more comprehensive brand strategy is the way to go. According to the section, Branding is a strategic asset that helps a company achieve marketing efficiency.

Discussion

This study explored the impact of three brand dimensions—stability, brand life, and adaptability—on marketing efficiency within Al-Joud Company, a prominent local firm in Karbala, Iraq. Results showed a favorable correlation between total branding and marketing efficacy, which was statistically significant. Brand adaptability was the most influential brand component on marketing success, suggesting that a company's responsiveness to changes in the market is crucial to improving marketing results. Additionally, there was a moderate positive association between brand life and brand recognition, highlighting the importance of a long-lasting brand in establishing credibility. While brand stability is theoretically crucial, it was statistically insignificant and did not affect marketing KPIs. Respondents ranked pricing efficiency as the most important aspect of marketing efficiency, indicating its central importance in determining how customers perceive value and how businesses position themselves in the market. The order of importance was distribution efficiency, product, and promotion. The results highlight the need for internal brand competencies, especially adaptability, for successful marketing strategies in fast-paced and competitive markets. This research sheds light on the complex relationship between strategic branding and the many facets of marketing efficiency in developing market settings.

Interpretation and Explanation

The findings of this study confirm that branding functions as a multifaceted strategic asset that significantly contributes to marketing performance, especially in resource-constrained and competitive environments such as Iraq. The most striking finding is the robust and statistically significant correlation between brand flexibility and marketing efficiency. This finding supports the theoretical basis of Cataltepe et al. (2022) and AlQahtani et al. (2025) dynamic capabilities framework. According to this notion, companies may stay ahead of the competition if they can adapt their internal and external skills, including branding, to the ever-changing market. This indicates that Al-Joud's capacity to quickly adjust to changing market conditions, customer expectations, and competitive challenges is a key competency of the organization. Research by Sarhadi et al. (2024) on the significance of adaptable branding in the medical tourism industry and Zapata-Cantu et al. (2023) on the importance of adaptation as a survival mechanism for family-owned firms in the face of market changes provides empirical support for this theory.

As indicated by the moderately positive correlation between the two variables, brand lifetime is another important factor in determining marketing efficiency. Health, sanitation, and consumer protection sectors place a premium on authenticity, dependability, and trust, all of which are bolstered by a brand's history (Cao et al., 2024; Zhou et al., 2024). Because of the abundance of foreign items on the market, Al-Joud can retain its loyal clients and stand out from the crowd thanks to its long-lasting brand. However, brand age is insufficient; brands that do not innovate and adapt risk becoming obsolete. Several classic branding studies have highlighted the significance of maintaining a constant identity and message. However, the weaker and statistically negligible link between brand stability and marketing efficiency contradicts this. Brand consistency, for example, increases recognition and decreases perceived risk (Shiu, 2021). In contrast, Al-Joud's results imply a contrary dynamic: consumers and businesses may place a higher value on adaptability, creativity, and quick action than brand consistency in extremely unpredictable economic and political environments, such as the one often encountered in Iraq. Jin et al. (2025) bolster this gap by pointing out that in dynamic marketplaces, stagnant brand strategies might not connect with customers' changing expectations. Therefore, the diminished effect of brand stability may be due to regional variations in branding tactics rather than an overarching concept.

The fact that Al-Joud's price tactics are in harmony with consumer affordability and perceived value suggests that pricing efficiency is the most important component of marketing efficiency. This aligns with the findings of Nadeem et al. (2023), who showed that markets about ethics and personal cleanliness benefit the most from open and equitable pricing systems, increasing consumer trust and intent to buy. Rahman (2023) goes even farther, claiming that pricing is a strategic lever that affects profitability, competitive positioning, and customer perceptions, in addition to being a transactional element. When competing against domestic and foreign brands, Al-Joud's pricing strategy must balance cost-efficient and meeting customer expectations.

According to the study's distribution and promotion efficiency analysis, distribution mechanisms are seen as less successful than promotional activities. Small and medium-sized enterprises (SMEs) often focus on promotional campaigns, particularly digital or word-of-mouth marketing, instead of establishing strong physical distribution networks. This finding aligns with previous research by Dorasamy and Kikasu (2024) and Mushtaq et al. (2022), which also found that SMEs often have limited capital and infrastructure. There seems to be a pattern here; Al-Joud's promotional abilities are stronger than his logistical competence. While the company's brand recognition is rising, this disparity shows that it might better ensure its products are widely available and delivered on time. Lastly, the research adds to the current body of knowledge by explicitly including brand attributes into an empirical model of marketing efficiency. Previous studies have either ignored the interconnected nature of branding and marketing success or have narrowly examined specific consumer behavior outcomes like satisfaction and loyalty (Gonen et al., 2024; Hult et al., 2022). But this research takes a holistic and inwardly oriented look at the topic, illuminating how brand strategy impacts the four Ps of marketing: product, pricing, promotion, and distribution. Given the paucity of empirical evidence connecting strategic branding to marketing efficiency, this contribution is instrumental in emerging markets. It also contributes to the ongoing discussion on how companies might improve their operational performance and brand equity in complicated environments.

Implications of the Study

Theoretical Implications

This study contributes to the theoretical development of branding literature by positioning brand adaptability, longevity, and stability as quantifiable drivers of internal marketing efficiency, rather than limiting the analysis to brand equity or consumer-side variables. It unites two schools of thought operating independently: one considered branding from an emotive and symbolic perspective, and the other from an operational marketing efficiency indicator (OIE) perspective, including pricing and distribution. This provides a more complete picture of the interconnected nature of the firm's marketing performance mechanisms and brand strategy. Previous studies have mostly focused on customer-oriented metrics like brand loyalty, awareness, or perceived authenticity (e.g., Lim et al., 2024; Mousavi et al., 2025; Tosun & Tavşan, 2024), but this research offers an internal viewpoint on brand efficacy from the standpoint of the organization. It looks at how channel management, pricing strategies, promotional consistency, and resource allocation are affected by brand features. This change in focus from external to internal organizational outcomes provides a fresh avenue for research in branding, especially for academics interested in performance-based brand management in environments with limited resources or high levels of volatility. Another contribution of this research is contextualizing branding theories with an eye on developing economies. Conventional theories like Aaker's brand equity model or Keller's customer-based brand equity (CBBE) model have been proven extensively in stable Western economies. However, in more uncertain political and economic climates, these models may fail to capture the strategic value of adaptation. This study questions notions of universality and encourages more context-sensitive theory in branding and marketing science by showing that adaptation, not stability, has the biggest association with marketing efficiency in Iraq.

Practical Implications

This study provides strong evidence that brand adaptability must be prioritized as a strategic capability for business owners and marketing managers operating in dynamic and uncertain markets. Brand aspects such as logos, slogans, messaging, visual identity, and positioning should be reviewed and updated regularly by organizations to ensure they represent the current market and client preferences. To be more resilient and relevant in the face of external shocks like new competitors, changes in regulations, or changes in customer behavior, businesses need brands that can adapt quickly. How effectively a company's brand backs up price, promotion, and product initiatives directly affects marketing efficiency. Consequently, businesses should coordinate their branding initiatives with their marketing and operational objectives. By demonstrating innovation and responsiveness, flexible brands may bolster the case for premium pricing strategies and increase the promotional resonance among various consumer categories. In the face of market interruptions like the COVID-19 epidemic or supply chain problems, Al-Joud responded to hygienic needs and successfully communicated modifications to its product line because of its capacity to adapt. Furthermore, businesses must realize that branding is more than just a static logo or a one-time event. On the contrary, it is a fluid process that calls for input from several stakeholders and the integration of different departments. For the brand to grow holistically and adapt to the market's demands in the here and now, teams from marketing, product development, and customer service must work together. A company's marketing efficiency can be greatly enhanced by investing in brand audits, digital branding tools, and staff training. These investments will help the company implement agile branding strategies.

Policy Implications

From a policy perspective, the findings underscore the importance of building branding capacity as part of national industrial development strategies. Branding education, particularly for small and medium-sized enterprises (SMEs) without in-house marketing specialists, should have the backing of Iraqi government agencies and relevant trade groups. Branding toolkits, mentorship programs, and workshops can help businesses learn how to modify their brands to be more competitive and efficient. Additionally, branding innovation should be included in financial and institutional support channels. Companies in industries with much foreign rivalry would benefit greatly from government-funded brand innovation programs, like how governments subsidize research and development and encourage the adoption of new technologies. Rebranding, digital marketing infrastructure, and market research could help enterprises reposition themselves more effectively in local and international markets. Dedicated branding grants or tax credits could make this possible. Finally, policy discussions should acknowledge branding as a foundational component of economic growth, particularly in rebuilding economies after conflicts like Iraq. The "soft infrastructure" that enables local businesses to grow, export, and compete with MNCs is branding, analogous to physical infrastructure (roads, power). Governments can facilitate marketing efficiency, economic resilience, and sustained growth by integrating branding capacity-building into larger industrial policies.

Limitations

Several limitations should be acknowledged. The study only includes information from one organization, so the findings might not apply to other sectors or areas. The sample size is statistically acceptable (n=70) but may not represent all consumer product companies or workers in Iraq because of its limited focus. Secondly, evaluating the branding's long-term benefits using the cross-sectional design is impossible because it just takes a snapshot in time. Thirdly, answer biases, including social desirability and acquiescence, may have been introduced into the study because it relies on self-reported questionnaire data. Finally, the R^2 value of 11.8% suggests that branding explains very little of the variation in marketing efficiency, even if the regression models demonstrated substantial associations. For a more thorough explanation, future models should include additional variables, including innovation capacity, customer satisfaction, digital presence, and operational strategy.

Conclusions and Recommendations

This study aimed to examine a local Iraqi firm's marketing efficiency in terms of branding dimensions. The results showed that stability had a minor effect on marketing efficiency, whereas brand adaptability and brand age were the most strongly correlated. Key factors contributing to marketing efficiency were the company's competence in providing high-quality products, maintaining competitive pricing, and efficiently promoting and distributing its offers. Regarding the inquiries raised by the study, Branding and marketing effectiveness were discovered to be positively correlated. The marketing performance out of all the criteria affected the brand's adaptability. It turned out that the company's most important measure of marketing efficiency was pricing efficiency.

There has not been any prior work in Iraq's industrial sector incorporating branding and marketing efficiency into a single empirical framework, so this study adds to the body of knowledge. The real value comes from showing how adaptation in strategic Branding improves operational marketing results for firms in highly competitive markets. Consistent messages, meaningful packaging, and clear visual elements can help the organization keep its brand identity, which is essential for maintaining momentum and enhancing performance. Brand evolution should be guided by consumer feedback and market trends, while cost-efficiency can be accomplished through direct-to-consumer techniques and broader distribution. Keeping up with global rivals and using various promotional techniques will help the company stay relevant in the market and secure its future.

Suggestions for Future Research

Future research should broaden its scope to incorporate many organizations across different sectors to evaluate the generalizability of findings, considering the study's limitations, such as its concentration on a single company and relatively small sample size. To better understand the correlations between variables and the results of strategies, it would be helpful to conduct longitudinal research that tracks the evolution of branding and marketing effectiveness. In addition, future research could benefit from including customer viewpoints to better understand the relationship between brand perception, purchase behavior, and brand loyalty. Academic understanding and practical branding tactics in developing market situations should benefit from mixed-method approaches, which could increase the depth and applicability of findings.

Acknowledgments

None.

Conflict of Interest

None.

Funding

The Authors received no funding for this research.

References

Abbas, A., Ekowati, D., Suhariadi, F., & Anwar, A. (2024). Human capital creation: a collective psychological, social, organizational and religious perspective. *Journal of Religion and Health*, *63*(3), 2168–2200. https://doi.org/10.1007/s10943-022-01665-8

Alagarsamy, S., Mehrolia, S., & Mathew, S. (2021). How green consumption value affects green consumer behaviour: the mediating role of consumer attitudes towards sustainable food logistics practices. *Vision: The Journal of Business Perspective*, *25*(1), 65–76. https://doi.org/10.1177/0972262920977986

AlQahtani, H., Badi, S., & Nasaj, M. (2025). Role of adaptive marketing capability and organisational agility in the resilience of B2B manufacturing companies during crises. *Journal of Business & Industrial Marketing*. https://doi.org/10.1108/JBIM-07-2024-0507

Barasa, E., Musiega, A., Hanson, K., Nyawira, L., Mulwa, A., Molyneux, S., Maina, I., Tsofa, B., Normand, C., & Jemutai, J. (2021). Level and determinants of county health system technical efficiency in Kenya: Two-stage data envelopment analysis. *Cost Effectiveness and Resource Allocation*, *19*(1), Article 78. https://doi.org/10.1186/s12962-021-00332-1

Bövers, J., & Hoon, C. (2021). Surviving disruptive change: The role of history in aligning strategy and identity in family businesses. *Journal of Family Business Strategy*, *12*(4), Article 100391. https://doi.org/10.1016/j.jfbs.2020.100391

Burghausen, M., & Balmer, J. M. T. (2014). Corporate heritage identity management and the multi-modal implementation of a corporate heritage identity. *Journal of Business Research*, *67*(11), 2311–2323. https://doi.org/10.1016/j.jbusres.2014.06.019

Bürgin, D., & Wilken, R. (2022). Increasing consumers' purchase intentions toward fair-trade products through partitioned pricing. *Journal of Business Ethics*, *181*(4), 1015–1040. https://doi.org/10.1007/s10551-021-04938-6

Cao, P., Sial, M. S., Álvarez-Otero, S., Brugni, T. V., & Comite, U. (2024). Eco-engagement: Tracing CSR communication's ripple effect on consumer hospitality loyalty. *Journal of Retailing and Consumer Services*, *79*, Article 103879. https://doi.org/10.1016/j.jretconser.2024.103879

Cataltepe, V., Kamasak, R., Bulutlar, F., & Alkan, D. P. (2022). Dynamic and marketing capabilities as determinants of firm performance: evidence from automotive industry. *Journal of Asia Business Studies*, *17*(3), 617–638. https://doi.org/10.1108/JABS-11-2021-0475

Challoumis, C. (2024). Integrating money cycle dynamics and economocracy for optimal resource allocation and economic stability. *Journal of Risk and Financial Management*, *17*(9), Article 422. https://doi.org/10.3390/jrfm17090422

Cham, T., Lim, Y., & Sigala, M. (2022). Marketing and social influences, hospital branding, and medical tourists' behavioural intention: Before- and after-service consumption perspective. *International Journal of Tourism Research*, *24*(1), 140–157. https://doi.org/10.1002/jtr.2489

Chen, Q., Gao, Y., Pan, C., Xu, D., Cai, K., Guan, D., He, Q., Li, S., Liu, W., Meng, B., Wang, Z., Wang, Y., Xu, X., Yang, P., Zhang, M., & Zhou, Y. (2023). An interprovincial input–output database distinguishing firm ownership in China from 1997 to 2017. *Scientific Data*, *10*(1), Article 293. https://doi.org/10.1038/s41597-023-02183-2

Chovanová, H. H., Korshunov, A. I., & Babčanová, D. (2015). Impact of brand on consumer behavior. *Procedia Economics and Finance*, *34*, 615–621. https://doi.org/10.1016/S2212-5671(15)01676-7

Dorasamy, N., & Kikasu, E. T. (2024). SMEs' information infrastructure and access to finance. In G. Mugano & N. Dorasamy, *SMEs Perspective in Africa* (pp. 121–166). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-69103-4_7

Gilmore, A., & Carson, D. (2018). SME marketing: Practice efficiency. *Small Enterprise Research*, *25*(3), 213–226. https://doi.org/10.1080/13215906.2018.1521740

Gonen, L. D., Tavor, T., & Spiegel, U. (2024). Unlocking market potential: strategic consumer segmentation and dynamic pricing for balancing loyalty and deal seeking. *Mathematics*, *12*(21), Article 3364. https://doi.org/10.3390/math12213364

He, X., Zhu, L., Sun, L., & Yang, L. (2022). The influence of brand marketing on consumers' emotion in mobile social media environment. *Frontiers in Psychology*, *13*, Article 962224. https://doi.org/10.3389/fpsyg.2022.962224

Huang, Y.-C. (2022). How marketing strategy, perceived value and brand image influence WOM outcomes—The sharing economy perspective. *Journal of Retailing and Consumer Services*, *68*, Article 103071. https://doi.org/10.1016/j.jretconser.2022.103071

Hult, G. T. M., Morgeson Iii, F. V., Sharma, U., & Fornell, C. (2022). Customer satisfaction and international business: A multidisciplinary review and avenues for research. *Journal of International Business Studies*, *53*(8), 1695–1733. https://doi.org/10.1057/s41267-022-00546-2

Hunt, S. D., & Madhavaram, S. (2020). Adaptive marketing capabilities, dynamic capabilities, and renewal competences: The "outside vs. inside" and "static vs. dynamic" controversies in strategy. *Industrial Marketing Management*, *89*, 129–139. https://doi.org/10.1016/j.indmarman.2019.07.004

Ilyash, O., Vasyltsiv, T., Lupak, R., & Get'manskiy, V. (2021). Models of efficiency of functioning in trading enterprises under conditions of economic growth. *Bulletin of Geography. Socio-Economic Series*, *51*(51), 7–24. https://doi.org/10.2478/bog-2021-0001

Jin, Z., Suh, T., & Lee, J.-Y. (2025). Omnichannel identity dimensions and their differential impact on customer–brand relationships: a comparative analysis of South Korean retailers. *Sustainability*, *17*(9), Article 3933. https://doi.org/10.3390/su17093933

Lane Keller, K., & Kotler, P. (2022). Branding in B2B firms. In G. Lilien, A. Petersen, & S. Wuyts (Eds.), *Handbook of Business-to-Business Marketing* (pp. 205–224). Edward Elgar Publishing. https://doi.org/10.4337/9781800376878.00021

Kotler, P., Pfoertsch, W., & Sponholz, U. (2021). H2H management: putting trust and brand in focus. In P. Kotler, W. Pfoertsch, & U. Sponholz, *H2H Marketing* (pp. 111–155). Springer International Publishing. https://doi.org/10.1007/978-3-030-59531-9_4

Lim, W. M., Malik, N., Gupta, S., & Rai, H. (2024). Harnessing brand authenticity to promote prosocial service behavior. *Journal of Brand Management*, *31*(4), 449–468. https://doi.org/10.1057/s41262-024-00352-1

Kannan, H., & Villamarin Rodriguez, R. (Eds.). (2024). *Artificial intelligence for business: An implementation guide containing practical and industry-specific case studies*. https://doi.org/10.4324/9781003358411

Marmat, G. (2023). A framework for transitioning brand trust to brand love. *Management Decision*, *61*(6), 1554–1584. https://doi.org/10.1108/MD-04-2022-0420

Mintz, O., Gilbride, T. J., Lenk, P., & Currim, I. S. (2021). The right metrics for marketing-mix decisions. *International Journal of Research in Marketing*, *38*(1), 32–49. https://doi.org/10.1016/j.ijresmar.2020.08.003

Morhart, F., Malär, L., Guèvremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology*, *25*(2), 200–218. https://doi.org/10.1016/j.jcps.2014.11.006

Mousavi, P., Shamizanjani, M., Rahimnia, F., & Mehraeen, M. (2025). A metrics-driven approach for customer experience management evaluation: The case of commercial banks in developing countries. *The TQM Journal*, *37*(2), 504–524. https://doi.org/10.1108/TQM-07-2023-0215

Mushtaq, R., Gull, A. A., & Usman, M. (2022). ICT adoption, innovation, and SMEs' access to finance. *Telecommunications Policy*, *46*(3), Article 102275. https://doi.org/10.1016/j.telpol.2021.102275

Nadeem, W., Alimamy, S., & Ashraf, A. R. (2023). Navigating through difficult times with ethical marketing: Assessing consumers' willingness-to-pay in the sharing economy. *Journal of Retailing and Consumer Services*, *70*, Article 103150. https://doi.org/10.1016/j.jretconser.2022.103150

Nagle, T. T., Müller, G., & Gruyaert, E. (2023). *The Strategy and Tactics of Pricing: A Guide to Growing More Profitably* (7th ed.). Routledge. https://doi.org/10.4324/9781003179566

O'Dwyer, M., & Gilmore, A. (2018). Value and alliance capability and the formation of strategic alliances in SMEs: The impact of customer orientation and resource optimisation. *Journal of Business Research*, *87*, 58–68. https://doi.org/10.1016/j.jbusres.2018.02.020

Oliveira, M. O. R. D., Heldt, R., Silveira, C. S., & Luce, F. B. (2023). Brand equity chain and brand equity measurement approaches. *Marketing Intelligence & Planning*, *41*(4), 442–456. https://doi.org/10.1108/MIP-06-2022-0222

Pecot, F., Merchant, A., & De Barnier, V. (2022). Why and when is older better? The role of brand heritage and of the product category in the evaluation of brand longevity. *Journal of Business Research*, *140*, 533–545. https://doi.org/10.1016/j.jbusres.2021.11.021

Pecot, F., Valette-Florence, P., & De Barnier, V. (2019). Brand heritage as a temporal perception: Conceptualisation, measure and consequences. *Journal of Marketing Management*, *35*(17–18), 1624–1643. https://doi.org/10.1080/0267257X.2019.1667414

Piha, L., Papadas, K., & Davvetas, V. (2021). Brand orientation: Conceptual extension, scale development and validation. *Journal of Business Research*, *134*, 203–222. https://doi.org/10.1016/j.jbusres.2021.05.023

Pimentel, P. C., Bassi-Suter, M., & Didonet, S. R. (2024). Brand activism as a marketing strategy: An integrative framework and research agenda. *Journal of Brand Management*, *31*(2), 212–234. https://doi.org/10.1057/s41262-023-00335-8

Rahman, Md. M. (2023). The effect of business intelligence on bank operational efficiency and perceptions of profitability. *FinTech*, *2*(1), 99–119. https://doi.org/10.3390/fintech2010008

Rana, S., Verma, S., Haque, M. M., & Ahmed, G. (2022). Conceptualizing international positioning strategies for Indian higher education institutions. *Review of International Business and Strategy*, *32*(4), 503–519. https://doi.org/10.1108/RIBS-07-2021-0105

Sarhadi, A., Akbarnia, M., Bagh Shirin, L., Daronkola, H. K., Shabankareh, M., & Aznab, E. (2024). Blockchain revolutionizes entrepreneurial and marketing capabilities in health tourism. *Anatolia*, *35*(4), 659–672. https://doi.org/10.1080/13032917.2023.2295326

Shah, S. S. (2025). Culture and individual attitudes towards responsible consumption. *Journal of Islamic Marketing*. https://doi.org/10.1108/JIMA-06-2023-0185

Shah, S. S., & Asghar, Z. (2023). Dynamics of social influence on consumption choices: A social network representation. *Heliyon*, *9*(6), Article e17146. https://doi.org/10.1016/j.heliyon.2023.e17146

Sharma, A., Patro, S., & Chaudhry, H. (2022). Brand identity and culture interaction in the Indian context: A grounded approach. *Journal of Advances in Management Research*, *19*(1), 31–54. https://doi.org/10.1108/JAMR-12-2020-0361

Shiu, J. Y. (2021). Risk-reduction strategies in competitive convenience retail: How brand confusion can impact choice among existing similar alternatives. *Journal of Retailing and Consumer Services*, *61*, Article 102547. https://doi.org/10.1016/j.jretconser.2021.102547

Singla, V., & Sharma, N. (2022). Understanding role of fonts in linking brand identity to brand perception. *Corporate Reputation Review*, *25*(4), 272–286. https://doi.org/10.1057/s41299-021-00127-3

Tosun, P., & Tavşan, N. (2024). The impact of perceived corporate social responsibility on consumer happiness and brand admiration. *Management Decision*, *62*(2), 665–684. https://doi.org/10.1108/MD-10-2022-1441

Varadarajan, R. (2020). Customer information resources advantage, marketing strategy and business performance: A market resources based view. *Industrial Marketing Management*, *89*, 89–97. https://doi.org/10.1016/j.indmarman.2020.03.003

Xu, Z., Zhu, G., Metawa, N., & Zhou, Q. (2022). Machine learning based customer meta-combination brand equity analysis for marketing behavior evaluation. *Information*

Processing & Management, *59*(1), Article 102800. https://doi.org/10.1016/j.ipm.2021.102800

Zapata-Cantu, L., Sanguino, R., Barroso, A., & Nicola-Gavrilă, L. (2023). Family business adapting a new digital-based economy: opportunities and challenges for future research. *Journal of the Knowledge Economy*, *14*(1), 408–425. https://doi.org/10.1007/s13132-021-00871-1

Zhou, J., Brereton, P., & Campbell, K. (2024). Progress towards achieving intelligent food assurance systems. *Food Control*, *164*, Article 110548. https://doi.org/10.1016/j.foodcont.2024.110548

Zuhroh, S., & Rini, G. P. (2024). Product innovation capability and distinctive value positioning drivers for marketing performance: A service-dominant logic perspective. *International Journal of Innovation Science*. https://doi.org/10.1108/IJIS-04-2024-0100