

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ADVANTAGE:-AN ANALYTIC STUDY ON ZAIN IRAQ'S MOBILE CELL-PHONE COMPANY IN AL-DIWANIYAH GOVERNORATE IN IRAQ

Zaki Muhammad Abbas Bhaya¹
Basim Abbas Kraidy Jassmy²

Abstract: This research aims to find out the role of the Brand in the process of achieving the competitive advantage from strategic perspective through identifying the important role that the marketing activity has in the work of companies. This research seeks to achieve its objectives through the analysis of decisions and the importance of the Brand in Zain company for communication.

It also demonstrates the Brand's role in satisfying the customers' desires. The researcher has used (Porter) strategies, he supposed that there are three strategies: (Cost Leadership Strategy, differentiation Strategy, Focus Strategy), researcher used (SPSS) for the statistical analysis of the gathered data through the analysis of both of the correlation, regression and (ANOVA).

The researcher reached a number of conclusions and the most important of them was the existence of a strong correlation between

¹ Ph.D.Student, Academic Studies Economic in Bucharest - Marketing Faculty,
zakimohammad2008@yahoo.com

² Ph.D.Student, Academic Studies Economic in Bucharest - Management Faculty,
basimabbas55@yahoo.com

companies and brand can be used to achieve the competitive advantage in the Zain company for communication through the services made by its distributional outlets

Keywords: brand, competitive advantage.

JEL: M30.

Introduction

New challenges are continuously faced by organizations derived from the nature of the developments and changes that take place in our world every day, as a result of communications technology and information, which requires companies a high degree of flexibility and future vision in making decisions related to its activities in general and its marketing in particular and the promise of multiple strategies including branding product strategy and including its achievement of a competitive advantage by enabling them to increase a market share for their products and to satisfy the desires and needs of customers.

The nature of the problem embodied by the unclear vision among organizations of the importance of the Brand and its role in achieving competitive advantage, and on this basis this research was an attempt to upgrade the role of the Brand within the marketing efforts exerted by Zain for Communications which represents an important dimension of the mix of commodity along with other dimensions such as quality, shape and size.

Pearson et al, (2015) mention that intangible resources are considered the widely significant strategically to be sources of sustainable competitive advantage, intangible resources depend upon knowledge or information, for example, organizational culture, product reputation, the organization's brand, and the perception of service quality.

Methodology:-

First: - Research problem: - in spite of the evolution witnessed in the world of industry in the field of various activities in

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

general and marketing activities in particular which usually include decisions relating to the process of branding product and its development which in turn leads to achievement of a competitive advantage that will make the organization to become much superior to other organizations in the process of gaining a customer and also to satisfy his/her renewable needs, but there are some organizations that are characterized by the lack of clarity of vision they have towards branding products strategy and what a role it can play in promoting or protection of their products, leading to failure to achieve the desired balance between the aspirations and expectations of customers.

Second: - Research objectives: - This research seeks to analyse and evaluate the decisions of branding products and to demonstrate the organization's role in satisfying the customers' needs and desires through their active role of branding its products and the adoption of the marketing activities that lead to the confirmation of this role and the achievement of the competitive advantage, thus, research objectives can be termed within the following axes:-

1- The contribution to the provision of theoretical perceptions of the branding decisions of products in a way that helps decision makers in organizations the task of branding products and the use of marketing activities in this area which helps to achieve competitive advantage.

2- The contribution to detect weaknesses that reduce the role of organizations in the rapid response to the wishes of customers.

3- To draw the attention of companies to the scientific and marketing basics in branding their products, which lead to different dimensions which in turn ensures the achievement of superiority over other similar companies.

Third: - Research importance: - business organizations in the developed countries usually place an important role, and a growing interest in the decisions of branding their products to the achievements of an active role in the marketing operations activity,

but through analysis of the previous theoretical studies and the reference is clear that there is a limited availability of studies specializing in analysing and evaluating the decisions of branding products and their impact in achieving competitive advantage. Research's importance is highlighted of by showing the need for attention to the branding of the products because of its growing influence in the competition and its usage by organizations to satisfy the needs and desires of customers which in turn will lead to the achievement of competitive advantage.

Fourth: - Research Hypothesis: - depending on the problem of the study and its objectives the following hypotheses were formulated:

- There is a significant correlation between the brand and the competitive advantage.
- There is impact for the brand to achieve competitive advantage.

Fifth: Measurement tools

The use of the questionnaire based on a (Kilic, 2011) scale to collect information about customers for Zain services and the adoption of a measure (Bhaya, 2001) with respect to the strategies competitive with the adoption of (11) paragraphs to measure customers' response to the organization's Brand while the adoption of three axes of (Porter) strategies. and relating to the competitive advantage the first axis represented by the cost of leadership strategy which consist of (6) paragraphs, the second axis represents distinction strategy which consist of (6) paragraphs, and the third axis represents of the focus strategy which consist of (8) paragraphs to measure workers' responses in distribution outlets for the organization's services in the provinces on these competitive strategies. The questionnaire scale ranges between (1) do not totally agree and ends with (5) totally agree.

Sixth: - Data collection. Were distributed 300 questionnaires form to the available sample from Zain customers, through organization's products outlets distribution the number of forms that have been retrieved it (275) form and the number of forms that

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

have been cancelled, as being unfit for search (14 form) to any number of forms that were used in the analysis (261) form the response rate (87.00), the second axis represents (Porter) strategies to measure the workers' response in those outlets, the number of forms that have been distributed (50), the number of forms that have been retrieved (45) and the number of forms that have been cancelled (5) as being unfit for search.

Literature review

Branding is a marketing tool the organization can use to install itself in the market and to try to find a brand name to enable customers to identify it immediately and that achieves a strategic relevance of the organization and then leads to the gaining of a competitive advantage and that's when brand name is associated with the imagined high quality of the product that carries it, that is why the organizations adopt the branding strategy in order to ensure that customers can rely on to get the special quality products that they want. It is rare to find a completely unique organization in the market away from the competition and in general the competition that takes place among all organizations to get to the customer, specifically the organizations that deal with similar commodities or alternative services in a particular market is competing firms (Slack, 1998: 285).

Kotler (1997) mention that brands vary in the size of the power, influence and the value that they have in the market. One side we find unknown brands for most customers (measured through a recall brand or a realization), beyond that we find high-grade brands of admissibility. Then we find brands that enjoys a high degree of preference which is being acquired, among other brands. Finally, there are brands that enjoys a high degree of loyalty. A brand strengthens and increases when the customers' perceptions are positive for within their imaginations (Drymple, 2000: 289). Brand equity provides a number of competitive advantages for an organization (Kotler, 2000: 406) as follows:-

1-The organization has low marketing costs because of the customer's high awareness of the brand and his/her loyalty to it

2-The organization will be better able to bargain with distributors as long as the customers expect that they're acquiring the brand.

3-The organization may impose a price higher than its competitors because its brand has a higher perspective quality.

4-The organization can start brand extensions more easily than as long as the brand name carries high credibility

5-brand offers the organization some defence against the high price competition

Aghili (1996) sees that the best way for the organization to determine its competitors to look at it from the customer's perspective, according to this vision, the organization will find four categories of competition: -

1- Desired competitor: - here the competition is for the desire that wants to be satisfied.

2-General competitors: - here the competition is for something that the customer wants to cater to his/her desire.

3- Product group competitors : - on any product that is desired by the customer.

4- Brand competitors: - that is the brand, which is desired by the customer.

The competition begins at an early stage since the existence of the customer's desire and his/her quest to quench that desire, the role of marketing managers is highlighted to guide this desire to product groups and brands that they deal with. (Shanawany, 1976: 278 -261) sees that the brand suggested to the customer is the product that is favoured over others, different from other products.

So, it is necessary when choosing a brand to take into consideration on an ongoing basis in the talks between sellers and buyers and is also used in promotional efforts.

According to this illustrated the importance of selecting the brand or its name if we have seen the multiplicity of product competition and the nuanced differences between products which could lead to customer preference for another product, it is just easier to remember product or its name can be distinguished

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

among other competing products. (William Newman) pointed out that the organization should seek to get the market position when implementing the strategy. So that this position represents the competitive role of the organization (Helen and Hanger, 1967: 77-88).

(Abell) believed it is not easy to find this position, Thus, the organization should be seeking to obtain marketing opportunities. (Helen Hanger, 1990:241). The proper focus for marketing planning is done by enlarging the value and customer's loyalty with the presence of brand management that serves as a primary tool of marketing (Kotler, 1997: 444). The primary benefit of loyalty to the brand in ensuring that the organization is not losing market share when a new competitor appears on the market (S.P.Raj, 1985: 53) It may be the organization has many customers, but if loyalty is not available the organization may sweep away from the other competitors, so we find that marketers are working to re-emphasize the importance of the brand by displaying ads that promote loyalty to the brand (Rounald and Block, 1988: 1-8).

The main task of marketing managers from the organizational point of view is to regulate the level and demand characteristics in helping to achieve its objectives as it represents the main connection among the organization with its customers and other Competition organizations, so administrative should be particularly interested in the market and the marketing mix (Kotler, 1980: 22). (Urban and Star, 1991: 171) mention that the best strategy is the achievement of the highest market share, therefore, managers must do their best in order to get the highest share of their brands in the market.

K. Michael (1989) see those marketing decisions made by an organization that are through competitive information available, in order for such information be effective, they must be treated according to a systematic approach where this method involves five steps as follows :-

- 1-Develop a system for competitive analysis.
- 2- Identification of competitors.

3-Gathering information through a competitive audit.

4-Evaluation of competitive information.

5-Integrate this information through a strategic planning process.

Thus, this approach leads to taking into consideration the competitive actions and reactions in the process of formulation and implementation of competitive strategies and tactics.

The process of formulating a strategy requires three main issues (Darymbl, 2000: 271) are- :

1-Where do we compete?: - The choice of market areas are searched for the possibility of achieving competitive advantage depends mainly on the attractiveness of the market and the power of the organization, and thus, the necessary tasks the marketing manager are to get the best strategic choices.

2-When do we compete?: - The ability to compete often depends on the options provided by the strategic opportunity and we must exploit these in a timely manner. For strategic windows, we must first be able to see them and then to have a willingness to exploit and required a high degree of flexibility.

3- How we compete: - where the organizations must decide on any dimensional attack or a defending during the process of competition with other companies.

As this decision depends on the size of the organization as compared to the size of its competitors, as well as adopting viable strategies in the specific industry. (Porter, 1996: 64) He has pointed out that the essence of the strategy lies in choosing the business that makes high performance or dose different activities from competitors, and not to become such a strategy is nothing more than the slogan will not be able to stand in the face of competition.

Marketing managers want to follow the policy of distinction because the distinction helps to identify the quality of the product and that this policy gives a certain consumer mental perception allows the producer to be priced in a special way. So, it is a marketing study within the market and in the light of the diversity of products and marketing strategy. The Marketing manager can

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

benefit from the policy of discrimination of the following four criteria (Abdel Fattah 0.343: 1984):-

1- Market control : - It helps the organization's distinction to get the most from the product's market share , (Shanawany 0.273: 1977) sees that each and every producer aims to get a share of the product's market of the products that he is making, and the producer is working to increase this segment constantly as much as possible in order to reduce the cost and to increase profits, but this only takes place, by keeping on a stable demand for the product and increase the number of potential customers. (AlAbdali and AlAlaaq:1999.123) that distinction creates loyalty among the customers direction of the product when convinced of its quality, a customer does repeat the purchase and thus the producer ensures a permanent customer for the products.

2-The independence of product pricing: - customers always buy products with famous brands even though prices were higher than the rest of the products in the market. (Bazrgh 0.117: 1989) sees that distinction leads to a lack of occurrence of changes in prices, field studies in a large number of countries made it clear that the distinctive products' prices are more stable than indistinctive products' prices difference in quality and also to the fact that producers do not resort to using brands and advertisements to achieve their interests without taking into consideration the interest of the consumer.

3- Introduce new products: - Customers and distributors like to receive new products if they are carrying a famous brand. (Kotler, 1997: 454) noted that the strategy of brand expansion gives a number of advantages, every famous brand's name gives the new product an immediate recognition and a larger reception, and thus it enables the organization to enter some new varieties of products more easily, but, to expand the new brand may carry some risks, it may disappoint customers and reduces their acceptance of the organization's other products, it may not be always a suitable brand for new a product. (Aubaidaat, 1997: 145) sees that brand decisions are one of the most important decisions in the case of new products because they are

significantly associated with the substitution strategy of desired commodity, and the presence of a well-known brand helps product distinction. A strong brand gives the product a significant competitive advantage, which encourages the repetition of purchase

4-Promotion feature: - If a brand is stabilized in the mind of customers and were the subject of their confidence, advertising campaigns become more effective and less costly. The customer look to the brand as one of the important parts in the product as well as the brand adds value to the product and thus competitive advantage. The marketing managers resort to provoking customer's behaviour through the use of advertising to reach the subconscious regions to try to persuade the customer and attract him towards the product or service.

Where every organization is trying to put a new product on the market, it tries to make the product persists for as long as possible so that it witnesses an ongoing demand among many competing products, therefore pricing, distribution strategies, and competition must be on a regular basis (Aldeoh G, 116: 1999). The organization tried for a long time to build a competitive advantage by an unlimited number of strategies, as strategies were designed to help organizations to build a competitive advantage as the evolution of each competitive firm strategy is usually based on internal analysis of the strengths and weaknesses have or the value that can be achieved as well as competitive environment and the needs of customers (Pitts et al., 1996: 90).

Also, an organization's ability to sense and response strategically to opportunities and threats enhance competitive advantage (Herrerca, 2015). Likewise, competitive advantage on the same hand describes the advantage of the organization among its competitors by creating best value for its customers. There are several methods of creating competition such as reaching price and quality advantage against competitors, speedy responses to changing customers' demands and attaining new market opportunities having customer value before competitors (Dereli, 2015). In the same case to have a competitive advantage,

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

organizations must be capable of creating goods or services that have added value in the point of view of its customer (Priyanto et al, 2012).

Competition is a basic engine of economic development encouraging all organizations to seek for new competitive advantages that would ensure its competitiveness (Kavaliaus Kiene, et al, 2014). According to (Porter) 1980, an organization can earn competitive advantage by adopting to its business environments (Nilssen et al, 2015).

Competitive advantage is normally defined as the ability to earn revenues on investment preferable than others in the same market. Porter debates that an organization with a competitive advantage:-

1-Will be more profitable than its competitors.

2-Receive a large share of market or economic benefits than competitors (Hsu, 2013)

Porter defined competitive advantage along three dimensions of leadership of the cost, differentiation and focus with competitor (Zuchukeic et al, 2014). In the field of competitive strategy, some research focuses on the use of hybrid competitive strategies (which assert both low costs and differentiation) and defines their use to achieve a better performance (Corte et al, 2012).

Porter, (1985) sees that any organization should follow and achieve one of these types of strategies to be successful, and if it did not do so it will find itself in the midst of a competitive market and without a competitive advantage which inevitably leads to below average performance, he has assumed (Porter) that the presence of three strategies can lead that companies to achieving a competitive advantage and these strategies are:-

First- Cost Leadership Strategy:- This strategy requires to build high-efficiency potentials, and to continuously reduce the costs using strong censorship on fixed costs and the cost in general and avoid marginal customers and to reduce expenses to a minimum. Enjoying a low cost gives the organization defensive

force against competitors at low cost enables organizations to continue to achieving profits during periods of acute competition and the assumption that these strategies are working with is to get the least cost advantage, which are paid to customers in order to obtain a larger market share. (Yassine, 104: 1998) sees that the strategies that are based on the idea of achieving the advantage of low cost and hence the low price would not be unable to achieve in any case, a competitive advantage because competitive advantage can only be completed in the light of the outcomes that need to be seen where the customer or industrial buyer interest can be achieved as a result of the purchase of these products compared to the other elements of competition.

Second: Differentiation Strategy:- an organization can create for itself a distinctive competitive position (competitive advantage) by creating a high degree of differentiation for their products from those offered by competitors, like this differentiation enables the organization to impose the price at which it deems appropriate, also increasing the number of sold units and the development of a high degree of customer loyalty to its brand (Alssaed,2000:226).

The assumption adopted by this strategy is the desire of the customer to pay, even if the price was high, in return for distinctive products or services better than its competitors (Porter, 1980: 37) Thus, this strategy is the adoption of a competitive advantage by making the customer more loyal and less sensitive to price. There are two ways to achieve this differentiation (Alsaeed, 202: 1998), the first method is the organization's attempt to reduce the degree of risk and cost paid by the consumer when buying the product, the second way, it is the organization's attempt to create a unique advantage in the performance of the product than those that are found in competitors' products.

Third: - Focus Strategy :- This strategy is based on a selection of a specific field within the industry competitive field, creating a special focus on a particular part of the market and the intensification of the organization's marketing activity in this part and work on excluding others and prevent them from influencing

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

the organization's share. The organization can (Pitts et al., 1996: 99) build a competitive advantage through this strategy within one or two-way, or a combination of both, the first is the differentiation and the second is less cost.

In both cases, all the sources and the skills of the organization and its activities must be allocated to serve this target without the other market. Because the state of focus will lead to a state of specialization in the activities of an organization, which adopt such strategies, as well as an appropriate advertising and promotional efforts, and it could also distinguish its products particularly for customers to make them more loyal to the organization more than others (Thomas, 1988: 225).

The brand is a mean of competition among companies who produce similar products, The brand encourage those companies to provide higher quality levels of products which helps in reducing the degree of difference in the quality of products that belong to the same commodity group , and the customer can get better products and services, the levels of fame a brand got in the markets will make the producer or the mediator keen to develop its products and services to maintain business reputation as a result of developments in the case of market competition and this, in turn, leads to enjoying a competitive advantage.

The Application side

First: - Description variables and result:

Table (1) shows the descriptive statistics for the paragraphs the first variable which represent the brand.it is clear that the Arithmetic Mean of paragraph (x_1) concerning the superiority of Zain brand the rest of the competition brands has reached the Arithmetic Mean (4.57) and a Standard Deviation (0.727) while the Variation Coefficient (11%) which indicates the harmony of the answers to the research sample also refers to the importance of the company's brand in achieving a competitive superiority. While paragraph (x_8) is related to the brand that creates loyalty towards the company's products and the repetition of buying its products has reached the Arithmetic Mean (4.53) and Standard Deviation

(0.499). The Coefficient of Variation (11%) refers to the role of the brand in achieving a competitive advantage by creating the status of loyalty for customers using Zain products. Paragraph (x_{11}) is related to the fact that there is harmony between the prices, services, the quality of the services, advertisement and diversity of the company. This harmony has reached the Arithmetic Mean (3.27). The standard deviation (0.496) and the Coefficient Variation of (21%) indicate a moderate degree of in impact that leads to a competitive advantage. The rest of the paragraphs are a close in their Arithmetic Mean and Standard Deviation as well as in their level of impact in achieving competitive.

Table 1.
Statistical description of Brand variables

	Paragraphs	Cronbach- Alfa	Cv	Sd.	Mean
x_1	I think that the Zain brand superior to the rest of the competing brands	0.82	17	0.727	4.57
x_2	I can distinguish the symbol or Zain company brand	0.80	11	0.499	4.53
x_3	In general, I see myself loyal customer to services that carry Zain brand	0.80	16	0.68	4.27
x_4	I possess common characteristics and attributes with customers who prefer services that carry Zain brand	0.83	15	0.657	4.37
x_5	My friends and I know prefer to use the services that carry Zain brand	0.83	16	0.687	4.17
x_6	I love the services that carry Zain brand	0.82	21	0.752	3.63
x_7	The existing brand line with the nature of the company's products	0.80	16	0.491	4.12
x_8	Brand create loyalty towards the company's products and the process of repeating buying its products	0.81	11	0.499	4.53
x_9	The brand a carried by the company's services suggests the high level of quality	0.80	21	0.495	4.00
x_{10}	When I want to buy comes to my mind Zain brand	0.84	20	0.854	4.27
x_{11}	There is harmony between the prices of the company's services and the quality of its services and its diversity.	0.81	21	0.496	3.27

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

Table 2.
Statistical description for the Strategy of Cost Leadership

Paragraphs		Cronbach- Alfa	Cv.	Sd.	mean
y_1	The company adopts producing the low-cost products while maintaining the required quality	0.81	21	0.936	4.06
y_2	The company pursues a policy of buying large quantities of raw materials to get a quantity discount from producers	0.85	10	0.999	3.86
y_3	Company seeks to reduce marketing costs	0.79	10	0.733	3.93
y_4	The company is seeking to reduce costs through experience and learning	0.90	21	0.673	3.93
y_5	Coordination and integration between jobs leads to reduced costs	0.83	17	0.668	4.23
y_6	The company arranges all of its operations to ensure reduced costs	0.85	15	0.676	4.31

Table (2) shows the descriptive statistics of the paragraphs of the Cost Leadership Strategy variable. It is clear that (y_1) is related to the company that adopts producing the low-cost products while maintaining the required quality has reached the Arithmetic Mean (4.06), the Standard Deviation (0.81) and the Variation Coefficient (21%). these indicate show that the company is working to achieve this direction. The paragraph (y_4) is related to the company that seeks to reduce costs through experience and learning, and has reached the arithmetic mean (3.93). The Standard Deviation (0.673) and the Coefficient of Variation (21%) refer to that fact a company is seeking to reduce costs through this Direction. We find that the rest of the paragraphs are closed in the Arithmetic mean and Standard Deviation, as well as in the level of impact in achieving competitive advantage.

Table 3.
Statistical description for the Competitive Advantage
(Differentiation strategy)

Paragraphs		Cronbach- Alfa	Cv	S.d	mean
y_1	The company is characterized by providing a relatively high-quality product	0.80	17	0.601	4.15
y_2	Introducing new products to respond to the wishes and needs of customers	0.81	10	0.623	4.46
y_3	The company owns competent members to implement promoting, and distributive strategies	0.85	16	0.609	4.20
y_4	The company is characterized by its ability to respond quickly to customers' request	0.79	15	0.679	4.36
y_5	The company uses modern technology in the production and marketing	0.81	16	0.684	4.18
y_6	An emphasis on brand to achieve differentiation from the rest of the companies	0.80	21	0.953	4.20

Table (3) shows the descriptive statistics for the paragraphs of the Differentiation Strategy variable. It is clear that the Arithmetic Mean of paragraph (y_2) is related to producing new products that respond to the wishes and needs of the customers and carry the company's brand has reached the Arithmetic Mean (4.46). The standard deviation (0.623) and the variation coefficient (10%) refer to high loyalty for the company's products. While paragraph (y_4) is related to the company' distinctive ability to respond quickly to the request of the customers hast reached the Arithmetic Mean (4.36), standard deviation (0.679) and the coefficient of variation (15%). It refers to the high level of the company's ability to meet the needs of customers. The rest of the paragraphs are closed in their

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

arithmetical mean and standard deviation, as well as in the level of impact in achieving competitive advantage .

Table 4.
Statistical description for the Competitive Advantage (Focus strategy)

	Paragraphs	Cronbac- Alfa	Cv	Sd	Mean
y_1	The company concentrates its marketing efforts, and Industry sources to serve the targeted market parts	0.87	17	0.666	3.10
y_2	The company provides products with less cost	0.84	11	0.101	3.21
y_3	The company is segmenting the market and focusing on specific parts	0.86	16	0.941	3.16
y_4	The company focus on the marketing efforts	0.77	15	0.853	4.51
y_5	The company focuses on the technology to suit the need of the targeted market	0.80	16	0.891	3.86
y_6	The company provides high quality products	0.82	21	0.724	4.01
y_7	Do continuous changes in their products according to the needs of customers	0.79	11	0.634	4.56

Table (4) shows the descriptive statistics of the paragraphs of Focus Strategy variable. It is clear that the paragraph (y_7) is related to the fact that the company continues to service changes according to the needs of customers has reached Arithmetic Mean (4.56). The Standard Deviation (0.643) and the Variation Coefficient (11%). This indicates that the company is working to make changes in an effort to satisfy the needs of customers. Paragraph (y_4) is related to the concentration of the company's marketing efforts has reached the Arithmetic Mean (4.51), Standard Deviation (0.853) and the Coefficient of Variation (15%). It indicates a high level of company awareness to the role of marketing efforts in creating a high market standards to its products. this will lead to the

achievement of competitive advantage. we find the rest of the paragraphs are closed in the Arithmetic mean and Standard Deviation, as well as in the level of impact in achieving competitive advantage.

Second: - Testing Hypotheses

1-Testing Correlation Hypotheses: - in this part of the paper the main hypothesis will be tested. The correlation between the brand and competitive advantage variables. Table (5) shows that there is a strong correlation at a significant level (1%) between the brand and Competitive Advantage. This means that customers' brand loyalty is correlated significantly with achieving competitive advantage through competitive strategies that are used by the company in order to satisfy the desires of customers.

*Table 5.
Value of the between brand and variables of competitive advantage*

Variables (x, y)	dependent variable (competitive advantage) y	P Value	Conclusion
independent variables(Brand)x	0.995	0.000	significant

It is clear from table (6) that the indicators refer to the value of the correlation between coefficient to the brand as dependent variable and independent of variables competitive advantage the dependent variable illustrated in the table (6) shows the strength correlation between the Cost leadership strategy and the level of achievement of competitive advantage (0.986). The low level of differentiation strategy has reached (0.984) while the differentiation strategy is (0.972). It is noted that there are insignificant differences in the value of the correlation between the variables. This demonstrates that the organization is trying to correspond to these strategies in an effort to achieve competitive advantage.

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

*Table 6.
Value of the between brand and variables of competitive advantage*

Focus strategy	Distinction strategy	Cost leadership strategy	Competitive Advantage Variables
0.984	0.972	0.986	Brand

2-Testing the Impact Hypothesis: - In order to test the Impact hypothesis regression analysis method was used. Table (7) shows that there's an impact of the brand to achieve competitive advantage at the level of (1%) and the value of Coefficient Determination ($R^2= 0.755$). This means that brand leads to achieve competitive advantage, which refers to the significant influence of the brand to achieve that. the results of hypothesis testing show the presence of the impact of the brand to achieve competitive advantage.

*Table 7.
The values of coefficient (R^2) and other variables to the impact of the brand to achieve competitive advantage*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.808a	0.755	0.754	0.29176

- a. independ
- b. Dependent Variable: y

Table (8) also shows the value of the regression coefficient for the influence of the brand to achieve competitive advantage which reached (0.866), at a significant level (1%). This means that changing the brand increased by one unit leads to achieve a competitive advantage by (0.866)

Table 8.
Also shows the value of regression coefficient

Model	Unstandardized Coefficient		standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
Intercept	0.672	0.156	0.807	4.280	0.000
X	0.866	0.036		23.682	0.000

- a. Dependent Variable: y
- b. Independent Variable: x

Conclusion

The competitive advantage occupies a great importance in the organization because of the large changes in today's world to express the organization's ability to produce differentiated products from what offered by competitors, which requires them to seek to develop what has been achieved of competitive advantages through the study of the company's activities for quick adaptation to changing environmental opportunities and development the company's performance to meet the challenge of competition by other companies through the use of competitive strategies (least cost, differentiation and focus strategy).

- the results of hypothesis testing show the presence of the impact of the brand in achieving a competitiveness feature as expressed in sample responses.

- The research sample showed high loyalty and willingness to re-purchase Zain products.

- Branding strategy is one of the important marketing decisions due to several reasons and legal and promotional justifications, in addition to other information.

- The organization gives great care to distinguish their products with distinctive brand business using clear, prominent, and distinctive names for increasing sales and expanding its products.

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

- The organization must do sufficient advertisement campaigns to publicize its brand and to achieve a competitive advantage.

-The organization seeks to achieve differentiation over other companies by emphasizing the brand to be considered as a source of competitive advantage for companies.

References

- Abdel Fattah, Mohammed Saeed. (1984). *Marketing Management*. Aldar Al-gameyah, printing, publishing Beirut.
- Aldeoh, G., & Oby Saeed. (1999). *Marketing Management* (2nd edition) National Library for printing and publishing, the University of Mosul.
- Shanawany, S. (1977). *Administration Of Modern Marketing* Alexandria, the Egyptian National University.
- AlAbdali, Q., AlAlaaq, B. A, Bashir. (1999). *Marketing* Oman: Dar Zahran for Publishing.
- Alssaed, I. M. (1998). *Strategic Management* Aldar Al-gameyah for printing, publishing and distribution.
- Alssaed, I. M. (2000). *Strategic Management* Aleskanderyah, Dar Al-Gameyat for printing, publishing and distribution.
- Aubaidaat, M. I. (1997). *Strategic Marketing - Quantitative Approach* (2nd edition) Oman: Dar Almustakbal Publishing and Distributiona.
- Aghili, O. W. *Principles Altsoeq- integrated entrance*, (1st edition) Amman: Dar Zahran for Publishing.
- Bhaya, Z. M. A. (2001). *The impact of the Trade Mark in the achievement competitive advantage / analytical study of opinion of managers in the food-stuff industry - the private sector* Master Thesis unpublished.

- Bazrgh, M. S. (1989). *Marketing Management* (9th edition) Beirut: Dar Al-nahda.
- Corte, V., & Aria, M. (2016). *Competition and sustainable competitive advantage. The case of tourist destinations*. *Tourism Management*, 54, 524-540.
- Dereli, D. D. (2015). *Innovation Management in Global Competition and Competitive Advantage*. *Procedia-Social and Behavioral Sciences*, pp. 195, 1365
- Drymple, Douglas J. & Leonard, J. Parson.(2000). *Marketing Management* (7th ed.) New York: John Wily& Sons.
- Handoko, B. Aryantor, R. & So, I. (2015). *The Impact Of Enterprise Resource System And Supply Chain Practices On Competitive Advantage And Firm Performance: Case Study Of Indonesia Companies*, Volume 72, pp. 122–128.
- Helen, T. & Hanger, D. (1990). *Strategic Management* Institute of Public Administration.
- Hsu, P. (2013). *Commodity or competitive advantage? Analysis of the ERP value paradox* *Electronic Commerce Research and Applications* Volume 12, Issue 6, November–December, pp. 412–424.
- K .Michael & Hay Wood. (1989). *Scouting the Competition for Survival and Success* New York.
- Kavaliauskiene, I., Vasiliauskas, A. & Zinkeviciute,V. (2014). *Securing Enterprises Competitive Advantage Through The Management Of Components Of Distribution System* *Social and Behavioral Sciences*, Volume 110, 24 January ,pp. 353–360.
- Kiliç, S.(2011). *Relationship Between Lobal Marketing And Brand Equity: The Case Of Bakatat* *International Journal of Humanities and Social Science*. Vol. 1 No. 13 Special Issue – September.

THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE ...

- Kotler, P. (1997). *Marketing Management Analysis Planning Implement and Control* New Delhi: Prentice-Hall International.
- Kotler, Philip. (2000). *Marketing Management* New Delhi: Prentice-Hall International Inc.
- Kotler, P. (1980). *Principle of Marketing* (8th ed.) U.S.A Prentice-Hall International Inc.
- Nilssen, J., Bertheussen, B. & Deryer, B. (2015). Sustained Competitive Advantage Based On High Quality Input *Marine policy Volume 52, February ,pp. 145–154.*
- Pearson, J., Pitfield , D. & Ryley, T.(2015). Intangible resource of competitive advantage: Analysis of 49 Asian airlines across three business model, *Journal of Air Transport Management, vol. 47, issue C, pp.179-189.*
- Pitts, R. & Lei, D. (1996). *Strategic Management Building and sustaining Competitive Advantage* New York:West Publishing.
- Porter, M. E. (1980). *Competitive Strategy Techniques for Analyzing Industries and Competitors*, N4: Free press.
- Porter, M. E.(1985). *Competitive Advantage :Grating and sustaining Superior* N.Y: Free press.
- Pride, W. (2002). *Marketing :Concept and strategies* New Yourk
- Priyanto, A., Aslichati, L. & Kuncoro, S. (2012). The custom made strategy of satu kayu desain enterprise in effort to achieve sustainable competitive advantages *Economics and Finance, Volume 4, pp. 54-58.*
- Thomas, J. G.(1988). *Strategic Management Concept, Practice and Cases* N.Y: Harper&Row publishers.
- Urban, G. L.& Star, S. H. (1991). *Advanced Marketing strategy: Phenomena analysis and decisions* Hall, Inc.
- Yassine, S. G.(1998). *Strategic management* (1st edition) Oman: Dar Albazuri for puplishing.

BUSINESS management

D. A. Tsenov Academy
of Economics, Svishtov

Year XXVII * Book 2, 2017

CONTENTS

MARKETING

**THE IMPACT OF THE BRAND IN ACHIEVING COMPETITIVE
ADVANTAGE:-AN ANALYTIC STUDY ON ZAIN IRAQ'S MOBILE
CELL-PHONE COMPANY IN AL-DIWANIYAH GOVERNORATE IN IRAQ**

Zaki Muhammad Abbas Bhaya

Basim Abbas Kraidy Jassmy 5

COMPANY competitiveness

**PROBLEMS AND RISKS OF COMMERCIALIZATION
OF INNOVATIONS IN THE RUSSIAN ECONOMY**

Prof. Nataliya Golovanova

Anna Bekaeva, PhD 28

INFORMATION AND COMMUNICATIONS technologies

**METHODS AND INSTRUMENTS FOR ENHANCING CLOUD
COMPUTING SECURITY IN SMALL AND MEDIUM
SIZED ENTERPRISES**

Assist. Prof. Angelin Lalev 38

BUSINESS practice

**ANALYSING THE FINANCIAL VARIABLES OF BULGARIAN
MUNICIPALITIES FOR THE PURPOSE OF THEIR FINANCIAL
RECOVERY**

Assist. Diyana Ivanova, PhD

Assist. Galya Kusheva, PhD 54

**A CONTEMPORARY OVERVIEW OF THE APPLICATION OF
COLLABORATIVE CONSUMPTION IN TOURISM**

Assoc. Prof. Petya Ivanova, PhD 73

Editorial board:

Krasimir Shishmanov – editor in chief, Tsenov Academy of Economics, Svishtov Bulgaria

Nikola Yankov – Co-editor in chief, Tsenov Academy of Economics, Svishtov Bulgaria

Ivan Marchevski, Tsenov Academy of Economics, Svishtov Bulgaria

Irena Emilova, Tsenov Academy of Economics, Svishtov Bulgaria

Lubcho Varamezov, Tsenov Academy of Economics, Svishtov Bulgaria

Rumen Erusalimov, Tsenov Academy of Economics, Svishtov Bulgaria

Silviya Kostova, Tsenov Academy of Economics, Svishtov Bulgaria

International editorial board

Alexandru Nedelea – Stefan cel Mare University of Suceava, Romania

Dmitry Vladimirovich Chistov - Financial University under the Government of the Russian Federation, Moscow, Russia

Ioana Panagoret - Valahia University of Targoviste, Alexandria, Romania

Jan Tadeusz Duda – AGH, Krakow, Poland

Mohsen Mahmoud El Batran – Cairo University, Cairo, Egypt

Nataliya Borisovna Golovanova - Technological University Moscow , Moscow Russia

Tadija Djukic – University of Nish, Nish, Serbia

Tatiana Viktorovna Orehova – *Donetsk National University*, Ukraine

Yoto Yotov - Drexel University, Philadelphia, USA

Viktor Chuzhykov - Kyiv National Economic University named after Vadym Hetman, Kyiv, Ukraine

Proofreader – Anka Taneva

English translation – senior lecturer Zvetana Shenkova, senior lecturer

Daniela Stoilova, senior lecturer Ivanka Borisova

Russian translation - senior lecturer Irina Ivanova

Technical secretary – Assist. Prof. Zhivka Tananeeva

Submitted for publishing on 13.06.2017, published on 22.06.2017,
format 70x100/16, total print 50

© D. A. Tsenov Academy of Economics, Svishtov,

2 Emanuil Chakarov Str, telephone number: +359 631 66298

© Tsenov Academic Publishing House, Svishtov, 24 Gradevo str.

ISSN 0861 - 6604

BUSINESS management

BUSINESS management 2/2017



PUBLISHED BY
D. A. TSENOV ACADEMY
OF ECONOMICS - SVISHTOV

2/2017

TO THE READERS AND AUTHORS OF "BUSINESS MANAGEMENT"

The journal of "Business Management" publishes research articles, methodological articles and studies, review articles, book reviews, commentaries and good practices reports.

1. Volume:

- Articles: between 12 – 20 pages;
- Other publications (review articles; book reviews, etc.): between 5 – 10 pages.

2. Submission of materials:

- On paper and electronically at one of the following e-mail addresses:
bm@uni-svishtov.bg or zh.tananeeva@uni-svishtov.bg

3. Technical requirements (the article template is can be downloaded from the webpage of the journal):

- Format – Word for Windows 2003 (at least);
- Font – Times New Roman, size 14 pt, line spacing 1,5 lines;
- Page size – A4, 29–31 lines and 60–65 characters per line;
- Line spacing 1,5 lines (at least 22 pt);
- Margins – Top – 2.54 cm; Bottom – 2.54 cm; Left – 3.17 cm; Right – 3.17 cm;
- Page numbers – bottom right;
- Footnotes – size 10 pt;

4. Layout:

- Title of article title; name, scientific degree and scientific title of author – font: Times New Roman, 14 pt, capital letters, Bold – centered;
- Employer and address of place of employment; contact telephone(s) and e-mail – Times new Roman, 14 pt, capital letters, Bold – centered.
- Abstract – up to 30 lines; Key words – from three to five;
- JEL classification code for papers in Economics (<http://ideas.repec.org/j/index.html>);
- Introduction – it should be from half a page to a page long. It should state the main ideas and/or objectives of the study and justify the relevance of the discussed issue.
- The main body of the paper – it should contain discussion questions, an outline of the study and research findings/main conclusions; bibliographical citation and additional notes, explanations and comments written in the footnotes.
- Conclusion – it should provide a summary of the main research points supported by sufficient arguments.
- References – authors should list first references written in Cyrillic alphabet, then references written in Latin alphabet.
- Graphs and figures – Word 2003 or Power Point; the tables, graphs and figures must be embedded in the text (to facilitate language correction and English translation); Font for numbers and inside text – Times New Roman, 12 pt;
- Formulae must be created with Equation Editor;

5. Citation guidelines:

When citing sources, authors should observe the requirements of **APA Style**. More information can be found at: <https://www.uni-svishtov.bg/default.asp?page=page&id=71#jan2017>, or: <http://owl.english.purdue.edu/owl/resource/560/01/>

6. Contacts:

Editor in chief: tel.: (+359) 631-66-397
Co-editor in chief: tel.: (+359) 631-66-299
Proofreader: tel.: (+359) 631-66-335
E-mail: bm@uni-svishtov.bg; zh.tananeeva@uni-svishtov.bg;
Web: bm.uni-svishtov.bg
Address: "D. A. Tsenov" Academy of Economics, 2, Em. Chakarov Str., Svishtov, Bulgaria