

The Role of Marketing Strategy: Brand Based for Sustainable Competitive Advantage

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Abstract

This systematic review's main objective is to offer a thorough assessment of the body of knowledge regarding the importance of marketing strategies that are based on brands and give a lasting competitive advantage. During the systematic review, the papers were filtered using the screening criteria. The review papers were pulled from the Google Scholar, Science Direct, Springer, Research Gate, and Emerald databases. The paper looked at a total of 43 publications. The papers that met the inclusion and exclusion criteria were then evaluated, and a systematic review's included papers were chosen for analysis. The examination focused on the management consequences as well as the function of branding-based marketing strategies as a sustainable competitive advantage. Following a review of the literature, we discovered that branding is important for commanding a premium price, increasing organizational performance while maintaining success through internal branding, enabling innovation through the recruitment of qualified and talented employees, operating in a sustainable manner, maintaining customer loyalty, and enabling successful IT usage. This study is significant because it provides current and pertinent general perspectives on the role of marketing strategy, which is based on a brand-based, sustainable competitive advantage. Additionally, the paper contributes to the field of management by conducting a systematic analysis of the various pieces of available literature-based evidence.

Keywords: Market strategy, brand, Competitive advantage.

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Introduction

This systematic article review's major goal is to summarize and synthesize the importance of marketing strategy in establishing a brand-based, sustained competitive advantage. Although there are many academic studies of sustainability as an environmentally friendly concept, there are few studies that look at the sustainability of a business in the context of long-term success for best value creation for customers at the lowest possible production cost or something different than competitors. An organization's level of market competition is a good indicator of its success. According to Cao et al. (2022), a firm has a competitive edge if it can generate more economic value than its competitors can. Value configuration, which describes the processes by which a company anticipates, creates, delivers, and monitors what the customer values, makes this possible. Sources of value may include technological leadership, product innovation, environmental sensitivity, and the caliber of customer relationship processes, among other things. In order to boost customer happiness, customer loyalty, market share, and profitability, it is the responsibility of marketing to highlight the manifestation of better customer value (Gbadamosi, Bathgate, and Nwankwo, 2013).

Companies must have a competitive edge that can last over time in order to be successful (Bressler, 2012). Regardless of whether the average profitability of the industry is high or low, certain businesses are more lucrative than others in the majority of sectors. The best performers have an advantage over their competitors since they have something unique and difficult to replicate. Porter (1998) refers to these distinctive abilities and resources as sources of competitive advantage.

Organizations must continually concentrate on the identification of alternative product strategies if they want to gain a competitive edge. This viewpoint emphasizes the importance of brand research. Building brand equity has been one of many firms' top goals in highly competitive industries since it offers them a number of benefits and a good reputation (Hanaysha and Hilman, 2015). The study of brands should always take precedence since it will aid in product improvement and improve the product's brand image in the marketplace (Ambedkar, 2015). A good brand may fetch a premium price and make purchase decisions easier. Branding builds trust and an emotional connection to your product or organization (Ambedkar (Dr.), 2015).

Brand image outcomes include familiarity, contentment, trust, and attitudinal loyalty, according to Latif, Aminul, and Abdul (2015). Therefore, a high level of brand familiarity, satisfaction, trust, and attitudinal loyalty increases the probability effect of brand image, and as a result, a strong brand in the market place in the contemporary marketing environment is created by a positive brand image that gives products a competitive

advantage in the marketplace and enhances overall organizational goodwill, trust, and credibility. Similar to how distinction, quality image building, client loyalty, recognition & identity, and sales success are all boosted by these factors (Ouma and Bett, 2016).

Nedergaard and Gyrd-Jones (2013) studied conceptual model consisting of three circle containing brand orientation (think brand), intuitive customer orientation (think Human) and resource full orientation (think resource). The authors called the overlap (intersection) of any of these two “design thinking” and the intersection of the entire three sustainable brand based innovation and it enables to create strong brand, sustainable competitive advantage as per the authors (Munteanu, 2015). So, branding as a marketing strategy plays a key role in sustaining competitive advantage of organizations. Therefore, this systematic literature review aims to summarize and synthesize the role of marketing strategy which is brand based sustainable competitive advantage and in line with this, the reviews targeted to addresses the following two objectives.

Research objectives

- To describe the role of marketing strategy specifically brand based in attaining sustainable competitive advantage of firms.
- To drive managerial implications linked to the role of marketing strategy specifically brand based in attaining sustainable competitive advantage of firms.

Research Questions

- How marketing strategy, particularly branding does plays its role to firms’ sustainable competitive advantage?
- What are the managerial implications linked to the roles marketing strategy, particularly branding plays to firms’ sustainable competitive advantage?

2. Theoretical review

Competition should be at the core of marketing orientation. In the marketplace, the nature and intensity of competition is determined by five forces that shape the product category: rivalry among existing competitors, threat of new entrants, bargaining power of buyers, bargaining power of suppliers and the threat of substitute products (Porter, 2008). According to Porter (1998), the idea in competitive advantage is perhaps more challenging to implement than those in competitive strategy, because they demand a deep and textured look at all that the firm does and the author witnessed that there is still to learn more about why firms outperform one another. For the purpose of this paper, brand based sustainable competitive advantage as a marketing strategy is the focus area of this paper.

Porter (1996) built the idea of generic strategy which includes cost leadership, differentiation and focus. In regard to this paper, differentiation that can be related to branding discussed in detail. The notion underlying the three generic strategies indicates that competitive advantage is at the heart of any strategy, and achieving competitive advantage requires a firm to make a choice among these generic strategies. Differentiation can be by employee, channel, image, and service differentiation (Kotler and Keller, 2012). The variants in focus are cost and differentiation (Porter, 1985). Differentiation can be used as related term with branding (Gyrd-Jones, 2013). The corporate brand needs to be founded on a central core set of values, with top management taking a central role and, where relevant, related to the heritage of the brand, but this should not overpower a decentralized empowerment for local brand managers’ brand.

Brand: a successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant unique added values which match their needs most closely. Furthermore -its success results from being able to sustain these added values in the face of competition (Ambedkar (Dr), 2015). **Brand Equity** is the sum total of all the different values people attach to the brand, or the holistic value of the brand to its owner as a corporate asset. **Brand image** refers to the set of beliefs that customers hold about a particular brand. These are important to develop well since a negative brand image can be very difficult to shake off.

The Role of Brands. Consumers may evaluate the identical product differently depending on how it is branded. A brand also offers the firm legal protection for unique features or aspects of the product. In this sense, branding can be a powerful means to secure a competitive advantage (Kotler and Keller, 2012). A strong brand influences the buying decision, branding creates trust and an emotional attachment to your product or company, can command a premium price, helps make purchasing decisions easier. Heding, Knudtzen and Bjerre (2009) pointed out seven (7) brand approach which consists the economic, identity, consumer-based, personality, relational, community, and cultural approach. Collins and Montgomery (1995) indicated that there are five tests for valuable resources which can be applicable to branding. These are inimitability, durability (level of depreciation), appropriability, substitutability and competitive superiority. Similarly, but from a more on external, economies perspectives

According to Ambedkar (2015), a brand adheres to a model which shows the extent to which a product or

service can be augmented to provide added value to increasing levels of sophistication. This model, views a brand as consisting of four levels: Generic, Expected, Augmented and Potential. The generic level is the commodity form that meets the buyer, or user's basic needs, Within the expected level, the commodity is value engineered to satisfy a specific target's minimum purchase conditions, such as functional capabilities, availability, pricing, etc. With increased experience, buyers and users become more sophisticated, so the brand would need to be augmented in more refined ways, with added values satisfying non-functional (e.g. emotional) as well as functional needs. With even more experience of the brand, and therefore with a greater tendency to be more critical, it is only creativity that limits the extent to which the brand can mature to the potential level. So, to enhance this, the four steps of brand building processes are salience, performance, imagery, judgment, feelings and resonance (Kevin, Lane and Keller, 2013) can be applied.

Competitive advantage. Competitive advantage exploited from the value chain activities as per (Porter, 1985). The Value Chain activities are divided into two types—five primary and four support activities; every firm has physical and process components. On the one hand, the generic categories of primary activities are involved in the physical creation and delivery of the product to the customers, and each category can be divided into several specific activities as a function of industry and firm strategy. These are: (1) Inbound Logistics, (2) Operations, (3) Outbound Logistics, (4) Marketing and Sales.; and (5) Service. On the other hand, the support activities are involved in sustaining the primary ones. These are: (1) Procurement; (2) Technology Development, (3) Human Resource Management, and (4) Firm Infrastructure. The two types of competitive advantage attainable by the Value Chain are cost advantage or differentiation. Throughout Porter's work, it is clear that the most important role is played by information technology (IT); this value chain activities have impacts both on differentiation and cost reduction.

3. Methodology and Review process

As a methodology, systematic literature reviews encompass the process of gathering, organizing, and evaluating existing literature in a review domain (Paul et al., 2021). This study used a systematic review, as recommended by Fisch and Block (2018). According to Paul and Criado (2020), among the several types of systematic literature reviews, domain-based review is one, and structured review, which is a sub-classification of domain review, meets the purpose of this systematic article review. The primary goal of this review is to investigate the role of market strategy: brand based sustainable competitive advantage through a systematic review of the relevant literature. This review strategy is significant in general since it provides integrated study findings as well as consolidated information about the topic field. The reviewers decided to limit the duration of the review from 2012 to 2023 up to April for a total of 11 years by searching for related publications from the most widely used database in business and management, from which the reviewers selected various studies from known databases such as Science Direct, Research Gate, Google Scholar, Emerald, and Springer. Schmidt & Kotulla (2011) and Paul & Feliciano-Cestero (2020) (cited in Paul & Criado 2020), indicated that the review period can include 10 to 50 years, and as pointed out by Rialp, Rialp, & Knight 2005 (cited in Paul & Criado 2020), it is important to include a minimum of 10 years of review. Furthermore, it is anticipated that the 11-year evaluation would be sufficient to highlight current and present research on the role of market strategy: brand based sustainable competitive advantage.

In order to improve the quality of the work, the reviewers should consider the following points: First, the reviewers evaluate diverse studies in the areas of 'business' and 'management,' second, the reviewers consider only publications in English, omitting other languages and unpublished books, journals, and other material. Finally, the reviewers only looked at papers that were relevant to the subject areas. The initial search found 103 articles that related to social class influence on consumption behavior, but through careful analysis of abstracts, discursions, conclusions, and introductions, we were able to distinguish between relevant and irrelevant papers, and finally, we identified and selected 43 papers, out of which, of the total of 93 papers, 40 were screened out of the review contents, and after application of the inclusion criteria, 20 papers were left out of selection. The reviewers examine each article independently to guarantee the rigor of this selection procedure in order to decrease subjective bias and boost validity. Ultimately, the 43 articles chosen for evaluation were completed in April 2023, and these roles were incorporated to validate the article's quality and integrity.

4. Results

This section provides the findings of 43 articles that meet the selection criteria. Review articles are separated into two primary topics based on systematic analysis of sample papers, with the first portion presenting the article's data on role of branding in attaining sustainable competitive advantages of firms and the second on managerial implications linked with managerial implications linked to the role of branding in attaining sustainable competitive advantages of firms. The results showed that 79% of the studied publications were empirical and while the remaining 11% were conceptual. In terms of research strategy, 56% of the examined publications utilized quantitative research methods, 21% were theoretical and 18% were qualitative and the remaining 4% used a hybrid research approach. With reference to theoretical positioning few researchers have done theory-driven studies such

as Porter Generic theory (Ouma, 2016) and Resource based theory (Ayer, Davari, and Paswan, 208) and Construal level theory (Kittur and Chatterjee, 2021), and Urban Regime Theory (Horlings, 2012).

The role of branding on sustainable competitive advantages of firms. Despite its synthetic approach, a positioning statement is an important marketing tool from a strategic point of view of managing an administrative unit. The multitude of functions assumed in an organization contributes to the fact that positioning has its strategic importance as a key tool at every stage of the management process: analytical, planning, implementation and control (Janiszewska and Insch, 2012). According to Mohd, Fatimah and Shakir (2016), it was found that of organizations are unaware about brand identity as an important tool to be resilient in the market. It shows that the level of awareness on brand identity among organizations is very low and critical. The finding also revealed the needs for more communication channels to structure and direct communication throughout the organization in order to accomplish better business performance.

Allocating Premium Price to products or services: Study finding conducted by Garba & Ahmad (2018) pointed out that brand awareness raises both perceived quality and brand association. Similarly, increase in perceived quality and brand associations increases brand loyalty and brand loyalty also leads to command premium price. Ząbek (2020) indicated that effective price management using quality parameters means that the brand will gain a competitive advantage. Price evaluation using quality can be used to market brands in global conditions. Strong brand orders the capacity to set premium price and consumers willingly pay for it and to achieve these. Han-Mini, Hui-Kuang and Ye (2012) pointed out that brand equity is built that mainly affected by their advertising expenditure, and that, the effects of advertising increases with brand values and is related to firm value and increases market value increasingly competitive financial services arena especially in market capital. This high market value for high brand equity in the financial arena is therefore synonymous with premium price for strong brand products with ability to command high price that consumers willingly pay for.

According to Krajnović, Bosna, Grubišić (2021) related to the concept of premium price, appropriately applying marketing and marketing strategy, luxury brands must create a marketing mix that is linked to the main characteristics of luxury products consisted of: symbolism, high price, quality, aesthetics, rarity and extraordinariness. It is necessary to personalize the offer to consumers in order to attract and retain them, create an emotional connection and adjust the price to the target group. In this modern world characterized by rapid change, the role of marketing is increasingly important. Luxury through the prism of marketing shows the specifics of marketing in the luxury products and the key to success is to effectively create a market strategy whose main goal is to create a strong and emotional long-term relationship between the brand and the consumer.

Employer branding and its contribution to organizational performance. Raouf (2018) pointed out that organizations can differentiate their offers and build powerful corporate brands through their employees' brand supporting behavior. Therefore, managers need to consider internal branding within the context of a corporate marketing orientation. Moreover, enhancing employees' role clarity and affective commitment will ensure sustainable brand supporting behavior. Biswas and Suar (2016) indicated that employer branding is the branding of employment experience, as informed by various HRM and organizational behavior practices. A proactive strategy towards employer branding indicates a company's genuine interest in maintaining its talented workforce in addition to attracting talents from the employment market for competitive edge. A company with an upbeat employee strategy will design its policies and practices for the betterment of employees and thus place more emphasis on employer branding to boost the performance (Biswas and Suar, 2016).

Employer branding dimensions; functions, benefit and compensation, Mission, vision & values, Team, Career Development, organizational culture, managerial process and communication have impact on affective Organizational Commitment and these employer branding dimensions have high role in attracting, developing and retaining talent. Talent management contributes highly to the success of organizations (Alves et al, 2020). Brand orientation has direct impact on strategic brand management. Brand orientation has a positive impact on both internal branding and brand performance. Strategic brand management has a direct impact on internal branding and performance. Well-developed internal branding increases brand performance. The brand performance operationalized by as meeting organizational objectives in terms of brand image, awareness, market share, Net profit and unit sales. This indicates that branding in general, internal branding in particular are determinants for organizational profit making which in turn results in sustainable competitive advantage. Therefore, internal branding or employer branding has important value for the success of an organization (Iyer, Davari, and Paswan, 2018; Ayer, 2021).

Place branding and it benefit. The development of the place trademark concept enhances its competitiveness and can attract the attention of investors, visitors, workers and creators. This is a strategic way to achieve competition advantage as well as economic, political, social and cultural goals. Therefore, a strong link is needed between the place's identity and its brand. Hence, a place must focus on building the brand for all its elements based on its culture and history. The historical cultural heritage plays a vital role in establishing place's brand and enhancing its unique identity, while other places' focuses on highlighting an image that reflects comfort, luxury and modern development and embodies its vision of integrating various cultures amenities with advanced technology within a

local traditional environment (Al-Hinkawi and Zedan, 2021).

Understanding the influence of brand experience on tourists is crucial to the marketing of a tourist destination. Destination branding experience (DBE) is a significant construct with substantial implications regarding visitors' satisfaction and their intentions. Firstly, those responsible for territory management must focus on improving the sensory brand experience of consumers in order to increase their satisfaction level regarding the brand. It is important to make a strong impression on consumers' senses. Therefore, it would be interesting to invest in advertising moments or materials that could promote the territory by appealing to visitors' sensations. Secondly, in case those responsible for the territory aim to focus on the brand's behavioral experiences, it would be important to convey the idea that visitors can not only rest, but also perform various types of activities related to hiking, diving, and bird watching, among others. To this end, they must support the dissemination and promotion of these activities in the territory (Martins, Carvalho and Almeida, 2021). Liu and Hu (2021) pointed out that brand experience of an upscale hotel (Five stars) brand can affect its brand image, product attributes, brand loyalty and customer satisfaction. The product attribute perceptions of hotel guests with a more positive brand experience were also found to have a more significant effect on nonfinancial brand performance. Thus, developing a favorable experiential environment using the experiential marketing perspective is essential for attaining a competitive advantage in the hotel context.

Ping, Jeoung, and Lee (2019) indicated the interconnection between the corporatization of excellent branded product like medical tourism branding exercise and its links with soft power, that well branded product builds country of origin image and that, built image of the nation increases the soft power of that nation. This branding provided nations' Medical Tourism institution (as that of Korean) competitive advantage. This indicates that product branding can directly affects place branding and place branding can affect product branding (Horlings, 2012). As per Aparecida and Moura (2017) and Golob et al (2022) shared brands in the Brazilian wine sector can be considered a source of sustainable competitive advantage (SCA) and It can be concluded that the proposition that shared brands, collective brands and sector brands provide sustainable competitive advantage (SCA), fulfilling the four conditions that form the acronym VRIA – valuable, rare, imperfectly imitable/replaceable and association and the value added to the product through the information contained in the shared brands facilitates the establishment of a relationship of trust between producer and consumer, being a source of competitive advantage.

Innovation and its benefits: The changing demand for sustainable consumption and production presents both challenges and opportunities for marketing practitioners and brand managers faced with the demands of sustainable innovation and the search for sustainable brands (Nedergaard and Gyrð-Jones, 2013; Siba et al, 2021). According to Lin and Zhou (2020) innovativeness was also used as a mediating variable between nature connectedness and brand image. Brand innovativeness has association with good perceived value.

Hanaysha and Hilman (2015) indicated that in highly competitive markets, building brand equity has become one of the first priorities for many organizations as it bring several benefits and reputation for them. Product innovation has effect on overall brand equity and its dimensions namely; brand awareness, brand loyalty, brand image, and brand leadership. Branding has also a reverse effect on innovation in that branding attracts competent employees (internal branding) to the organization and these employees contribute to the product innovation because branding attracts talented employees and that talent management contribute highly to the success of organizations (Alves et al, 2020). Moreover, Chang argued that innovativeness has more enduring characteristics rather than a success at one point in time and defined innovativeness as consumers' perception about the relative capability of a brand to be open to innovative ideas and work on new solutions (Kunz et al, 2011, Cited in Chang, 2013) and reflects the outcome of firm activity. Product innovativeness is most frequently used as a measure of the degree of newness of a new product. To be innovative, and ultimately to be a brand leader, firms should be proactive in acquiring new technologies, and use sophisticated technologies in the development of new products (Chang, 2013).

Competitiveness of brand and competitiveness of resellers has a direct positive relationship with marketing innovation and innovativeness in marketing as a mutual capability of both buyer and supplier as per (Gupta et al, 2016; Kim and Hu, 2022). This implies that branding that outshined by one innovativeness can shift the buyers and suppliers' innovativeness in a way that make them more profitable and collaboration between these two types of firm, can help both firms in identifying areas of both 'radical' and 'incremental' marketing innovation. Nedergaard and Gyrð-Jones (2013) developed conceptual model consisting of three circle containing brand orientation (think brand), intuitive customer orientation (think Human) and resource full orientation (think resource). The authors called the overlap (intersection) of any of these two "design thinking" and the intersection of the entire three sustainable brand based innovation. Aligning the mindset of top management with the notion of design thinking provides a strategic focus for brands operating in a high velocity and can drive sustainable competitive advantage and according to them it is only through this triumvirate that truly radical innovation can secure long term brand sustainability with sustainable competitive advantage.

The use of Information Technology. The issue of branding and Information Technology is like the issue of egg and hen, which comes first. IT can strengthen branding and branding can enhance IT services since well branded

companies attract competent employees capable in IT usage. Brand loyalty and knowledge, brand awareness, brand image, and consumer brand value perceptions, have a strong connection with information systems and sustainable development. Therefore, customers and clients are more willing to visit these companies and pay for their services. Therefore, information systems and the adoption of sustainable practices are very important for companies because they help them to increase their performance than their rivals (Varelas, Karvelan and Georgopoulos, 2021). According to Yan Tse et al (2023) digital platform especially technical part contributes to the brand prestige. With the support of analytical tools such as cloud computing, big data analysis and machine learning, companies can better position their products in the market, distinguish them from copycats and enhance brand prestige and can gain customer insights and uncover patterns and trends at lower costs and faster speed.

Perceived value of Sustainability branding and its connection to customer loyalty. Ajour, Consolacion-Segura and Huertas-Garcia (2019) pointed out that the behavior of firms is changing as new kinds of businesses evolve. In particular, companies are now seeking to optimize their value, especially their intangible value referred to as brand equity value which has many behavioral drivers like brand equity determinants as (e.g., ethical investments, sustainability and firm behavior). The more sustainable a company is, the higher their brand equity value is. The more important are environmental factors for a company, the higher the brand value. These results also affect the perspectives of the end users, investors or fund managers, as higher environmental scores might signal future long-term gains in brand value that have only recently been captured by the market and included in the price. This relationship could foster a virtuous circle in which companies with green investments attract more capital and are able to grow and invest more. Investors that are able to show metrics on the sustainability of their portfolios can use those metrics as added value that distinguishes them from other fund managers. In addition, due to the inter-linkages between the financial sector and the rest of the sectors of the economy, the effects on brand value can spread to other firms and new ways of reporting information. In essence, it provides sustainable competitive advantage.

Lin and Zhou (2020) indicated that utilitarian environmental benefits had a significant direct impact on green brand image, and a green brand image can be built if utilitarian environmental benefits can be easily recognized by consumers. Savchenko, Savchenko, Sulimenko (2020) pointed out that in today's competitive environment, the green brand is one of the main prerequisites for effective development of the enterprise, allows to ensure the fulfillment of social obligations to employees and society, identify products or enterprises, acts as a guarantor of product quality, forms a positive image of the business entity. Bekk et al, (2016) revealed that the stronger green brand equity is, the higher positive green brand image is and increases green satisfaction, green trust and brand attitude and related with positive word of mouth (PWOM). As sustainability issue differs for goods and service brands, companies need to adapt their strategy more specifically based on whether they promote goods or services. For goods the goal is to create a higher level of green satisfaction to increase green brand equity while for services, addressing the level of green consumer trust seems to be more important. Stella, Rofiaty, and Ratnawat. (2021) pointed out that the green marketing strategy has impact on customer loyalty, brand image and the better the green marketing strategy implemented by the company is, the more customer loyalty and brand perceived good image increased. The better the brand image owned by the consumer is, the higher the customer loyalty will be.

Customers' emotional linkage with branding. Izzuddin, Haji, and Kadir (2019) indicated that Halal brand personality and brand loyalty among millennial modest fashion consumers in Malaysia which was proven to be the key indicator for the brand to create brand differentiation and gain competitive advantage over its competitors. Halal brand personality dimensions tested among Muslims and found that it has a great emotional linkage with Muslim religion having positive impact on brand loyalty particularly on three dimensions which are excitement, sophistication and righteousness. The more these personalities have perceived positive, the more purchase undertaken by Muslim community.

This brand personality can be attached with the customers' loyalty through well recognized branding symbols, colors and so forth. Ouma and Bett (2016) indicated that brand recognition, differentiation & identity, affected sales performance. The Company Logo has made customers to make choices, the company has carefully created brand guidelines for their brand identity, the company has put in place consistent messages to build brand recognition, The customers are aware of the brand, the customers identify with a brand ambassadors who are being used to promote the brands of the company, the products of the company that it have high quality, customers have expressed their willingness to tell others about the products of the company and the company has strong patterns and trademarks. Neuvonen (2016) argued that managers background affect their intention of marketing or brand management in enabling cross-functional networking. The author also stresses the need to enhance market or brand orientation in organizations in order to create competitive advantage and thus enhance their success.

Saeed et al (2021) indicated that reliability, efficiency and durability have an impact on both sustainable competitiveness and market advantage. As the authors showed governments should focus on branding to improve the marketing advantage to enhance performance efficiency. Kittur and Chatterjee (2021) revealed that customer satisfaction has effect on goods brand image and customer loyalty. Ouma and Bett (2016) again pointed out that customer loyalty, brand image and quality brand image that exceeds that of competitors' increases sales

performance.

Cipollaro et al (2021) with regard to the status of products, it is mainly emphasized in the attributes that define the intangible components of the brand rather than in the components defining the tangible ones. In this case, the inclusion of references to the status of a product allows the company not only to identify its own reality and distinguish it from other types of production (in order to comply with the law), but it characterizes the product in the market.

MANAGERIAL IMPLICATIONS LINKED TO THE INFLUENCE OF BRANDING ON SUSTAINABLE COMPETITIVE ADVANTAGE.

Premium Price. Managers should strive to create strong brand awareness first as a precondition to building brand image (brand association) and perceived quality and marketing efforts that will entrench top of mind awareness and stimulate brand recall and recognition should form part of the management's priority. Perceived quality and brand association breeds brand loyalty, which has been seen to have the most influence on brand equity. Therefore, managers should ensure consumers brand encounter convey favorable brand attributes, benefits, and overall favorable brand attitude. Moreover, managers can better manage price wars with a brand with positive brand equity (Garba and Ahmad, 2018).

Managers should increase advertising cost to raise brand awareness so that branding can command premium price that customers can willingly pay for (Garba & Ahmad, 2018) because it has a closest relationship with premium price and quality is highly related with branding effort, in addition, Ząbek (2020) strong brand orders the capacity to set premium price that consumers willingly pay price. Managers shall focus on advertising to raise their brand equity which in turn increases their organization market value (Han-Mini, Hui-Kuang and Ye, 2012). Managers need to apply appropriately marketing and marketing strategy, luxury brands must create a marketing mix that is linked to the main characteristics of luxury products consisted of: symbolism, price, quality, aesthetics, rarity and extraordinariness. It is necessary to personalize the offer to consumers in order to attract and retain them, create an emotional connection and adjust the price to the target group (Krajnović, Bosna, Grubišić, 2021).

Internal Branding. Employers should make the job previews more realistic, oblige the psychological contract, provide support, maintain trust and equity in reward administration, practice leadership matching brand promises, create prestige and be socially responsible in order to increase their brand and be attractive holistically. Second, while top management leaders play a crucial role in the implementation of EB, they need to narrow the gap between the desired state and actual state of the antecedents of EB in order to continuously improve EB. Third, practitioners can periodically assess the impact of EB practices on company performance to ascertain value of EB (Biswas and Sugar, 2016).

People in Top executive position should know background of managers in brand management matters in dealing with branding issues. If managers have better experience and well educated in branding, managers manage branding better (Neuvonen, 2016) and the better create competitive advantage and thus enhance their success.

Practitioners should provide attention to both proactive and reactive market orientation that influences internal branding to make the brand well function, then, increase brand performance (Ayer, 2021) and advertising expenditure on brand orientation to influence strategic brand management that contribute to the impact branding (Iyer, Davari, and Paswan, 2018), internal branding has to be provided a great attention since brand performance, hence, this indicates that branding is one of the determinants for organizational profit making which in turn results in sustainable competitive advantage.

Information Technology. It is crucial for companies that leveraging digital platforms to build brands. So, managers should distinguish between the different functions of digital platforms because digital platforms offer unprecedented opportunities for companies to engage with their customers. Conventional wisdom suggests that marketers should maximize the use of social media to build broad customer connections and also companies must be cautious about using social functions of digital platforms, which may damage their brand prestige. Therefore, it could be more beneficial for brands to selectively engage with the niche segments only to demonstrate that it is maintaining psychological distance from mass-market consumers. Managers should made well aware that digital platform technical functions such as cloud computing, big data analytics and machine learning, companies can gain customer insights and uncover patterns and trends at lower costs and faster speed, and try to capture competitive advantage over their rivals. This allows companies to offset the uncertainties brought about by the market environment. Thus, it is recommended that companies increase their investment in developing technical functions of digital platforms to accurately predict customer preferences and better manage customer heterogeneity, thereby increasing brand prestige (Yan Tse et al, 2023).

Perceived value of Sustainability branding and its connection to customer loyalty. Even though, green positioning strategies based on functional attributes and emotional benefits were found to have positive influences on green brand image, the functional attributes-oriented green positioning strategies are more pertinent. Hence, organizations' should invest more resources to evoke consumers' feelings of nature connectedness that can enhance their green brand innovativeness and value perceptions, which in turn would result in positive green brand image and it is easy to evoke consumers' sense of moral obligation.

Place branding and its benefit. Practitioners should closely monitor market trends, consumer attitudes,

preferences, both internally and externally. Knowing consumers' needs and wants not only provides opportunities for the development of new products and services, but also allows practitioners to work proactively to connect their nation branding efforts with the changing consumer culture. First, managers should work to develop unique market and build their branding that influence the transformation of consumer preferences and market order. Second, institutionalization related service providers of outshining products (well branded products) demonstrate that how government and market agents, as well as other stakeholders, reconstruct the national brand. The redevelopment of well branded products that increases soft power of nations also indicates that government priorities are shaped by market system. Finally, the development of nations' new soft power also reveals that international relationships are inextricably linked to market trends. As mentioned earlier, the popularity of nations' outshining well branded products is a part of an ongoing development of national identity (internal redefinition) and soft power (external influence). This highlights the interconnection of markets and politics, which likely applies to other countries, as the presence of a well-established industry in the global market could benefit any country by stimulating the economy and by promoting pride among citizens (Li, Mi and Lee, 2019).

Innovation and its benefits. Manager should link competitiveness and innovation while they perform their duty, provide attention to collaboration in identifying areas of radical and incremental innovation between buyers and suppliers, take innovativeness in marketing as a mutual capability of both buyer and supplier, analyze how competitiveness of a firm can enable its managers to innovate their marketing practices, utilize mutual use of resources to fill capability gaps and become competent in the market. Managers of buyers should also play their role in enabling sales enhancement and cost reduction through their participation in planning activities like branding, distribution and opportunity identification in the local market needs to be identified (Gupta et al, 2015). Introducing new products with innovative features can help organizations to enhance their brand equity and ensure their sustainable development. Successful product innovations can reinforce brand equity and improve brand value as well as long-term profitability. Therefore, managers should strive to play an important role in increasing the attractiveness of products, improve the value proposition to customers, and develop brand loyalty among existing customers to sustain their values on the long-term (Hanaysha and Hilman, 2015).

Customer emotional linkage with brand. Marketers should understand the importance of emphasizing religious values in marketing Halal products to their consumers. Second, the current study bridged the gap on the effect of Halal brand personality on consumers' brand loyalty particularly on millennial modest fashion consumption. Thus, this research can be used by industry practitioners as their guidelines in strategizing brand management efforts. Marketing practitioners are recommended to use the result of this study as the basis of their marketing efforts. For example, they can use excitement, sophistication and righteousness to attract millennial modest fashion consumers' loyalty. Therefore, the brands need to make sure that the consumers are not offended with their words and sentences used in their marketing efforts. Righteousness is the religious personality of the brand (Izzuddin, Haji, and Kadir, 2019).

Discussion

The work of this paper has manifold contributions to both a scholarly literature and managerial implications. First, made clear for managers that, the higher the brand equity the higher the premium price in the case of products resembles with, the higher brand equity the higher the market value in the case of investors borrowing money from financial sector indicates that lending is based on brand equity the organization have and their earlier good will plays a great role in having extra money for further investment (Garba and Ahmad, 2018); secondly, managers made aware that, employer branding dimensions have impact on affective organizational commitment and these employer branding dimensions have high role in attracting, developing and retaining talent employees and talent management contribute highly to success of the organizations (Alves et al, 2020). Well-developed internal branding increases brand performance and brand performance is operationalized as meeting organizational objectives in terms of brand image, brand awareness, market share, and net profit and unit sales (Iyer, Davari and Paswan, 2018: pp. 204-208). So, branding in general, internal branding in particular are determinants of organizational profit making which in turn results in sustainable competitive advantage. Thirdly, it contribute to the scholarly literature in that how brand has a reverse effect in that, Chang argued, as innovation is a continuous process that continuous before and after brand has built, and innovativeness has more enduring characteristics rather than a success at one point in time and defined innovativeness as consumers' perception about the relative capability of a brand to be open to innovative ideas and work on new solutions (Kunz et al, 2011, Cited in Chang, 2013) and how talented employees attracted as a result of employer branding and those talented employees boost the organizational success through innovation (Alves et al, 2020). Fourth, it also contribute both to, the managers and scholarly literature in that that product/service branding can contribute to place branding and also place branding contributes to product or service branding. Moreover, both product/service and place branding highly contribute to rise of soft power of nations through increases of economic, social, cultural and political boosting (Ping, Jeoung and Lee, 2019). Fifth, the work has shown that how brand personality that has connection with religion contribute to the societal marketing issues that has mutual benefit both to producers and customers with

customer excitement, sophistication and righteousness which remains Muslims value and contribute to sustainable competitive advantage (Izzuddin, Haji and Kadir, 2019). Finally, information services contribute to customer loyalty and organizations with better information services are preferred than are not (Varelas, Karvelan and Georgopoulos, 2021). The social media usage should be undertaken wisely because for well-developed brand it may be damaging rather it is preferable to use social media for those brands that has not been well-developed (Yan Tse et al, 2023).

Conclusion, Recommendation and Future Research

Recommendation and Future Research. Managers have to make utilize of the implications provided and the issues of the role branding play and its dimensions has to be well applicable. Managers should focus on the relevance of branding and make use of it in attaining sustainable competitive advantage because brand is intangible asset that has to be well utilized. Without branding it is hard to sustain in the highly competitive environment. The future research should focus on measuring brand equity and why brand equity did not contributed as its equity represents. The other future research in relation to sustainable competitive advantage should provide attention to how the optimum utilization of resources can be achieved and the status of resources efficiency.

Conclusion: This systematic literature review synthesized and summarized the role branding play as a marketing strategy in attaining sustainable competitive advantage and found with, commanding premium price that customers willingly pay for, internal and employer branding and its capability in contributing to organizational success, innovation and its benefit, place branding and it benefit, sustainability as environmentally sound business perceived by customers, Information technology and it use, and customers perspectives of branding that is ensuring customer satisfaction and customer loyalty and other related parameters. Through literature review, we found that branding has the capacity to command premium price especially in dealing with quality and proper pricing management in line with quality dimension is crucial. Innovation also contribute to the success of an organization through it talented employees. Internal branding has a capacity to attract, develop, and retain very competent employees and made to contribute for the success of an organization that brings sustainable competitive advantage. Perceived sustainability issues as environmentally sound business is also crucial as the role branding plays and organization which do not care about the environment rejected among the community it operates. Brand equity has impact on customers perception because well-branded products/services or others have good perceive value or good brand image. Information technology plays an important role in reducing cost of delivery and speed up the production or service time rendered. Place branding plays important role for economic. Political, social and cultural development and product branding supports place branding and the same to the reverse

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I. Appendix: List of articles included in the analysis

Reference	Research approach	Data Analysis Methods	Summary
Bressler, 2012	Quantitative	Descriptive	For a competitive advantage to be successful, companies need to create a competitive advantage that can be sustainable over time
Han-Mini, Hui-Kuang and Ye (2012)	Quantitative	Regression on OLS	Brand equity is built and is related to firm value in banking industry and affected by advertising expenditure which increases brand value which in turn determines banks market value and brand loyalty branding is key for competitive financial services arena
Horlings, (2012).	Qualitative	Content analysis	The author argues that branding at the regional level (rural – urban areas) ideally can be seen as the interaction of three intertwined processes: identification of territorial capital, the re-grounding of practices and products in place-based characteristics, and a multi-stakeholder process to develop an inner storyline (brand)
Chang (2013)	Conceptual	Theoretical Review	Innovativeness highlights the capability of a firm to be open to new ideas and work on new solutions while innovation reflects the outcome of firm activity. Chang argued that innovativeness has more enduring characteristics rather than a success at one point in time. Product innovativeness is most frequently used as a measure of the degree of newness of a new product.
Gyrd-Jones, (2013)	Conceptual	Theoretical review	Differentiation can be used as related term with branding The corporate brand needs to be founded on a central core set of values, with top management taking a central role and, where relevant, related to the heritage of the brand, but this should not overpower a decentralized empowerment for local brand managers ' brand.
Gbadamosi, Bathgate and Nwankwo, 2013	Quantitative	Regression	Value configuration represents the processes through which a firm anticipates, creates, delivers and monitors what the customer values and source of competitive advantage could be improved in customer satisfaction, customer loyalty, market share and profitability
Janiszewska and Insch (2012)	Conceptual	Theoretical Review	a positioning statement is an important marketing tool from a strategic point of view of managing an administrative unit. It determines as well as externally. The multitude of functions assumed in an organization contributes to the fact that positioning has its strategic importance as a key tool at every stage of the management process: analytical, planning, implementation and control.

	Reference	Research approach	Data Analysis Methods	Summary
	Nedergaard and Gyrd-Jones (2013)	Conceptual Model	Theoretical review	Brand orientation (think brand), intuitive customer orientation (think Human) and resource full orientation (think resource). Aligning the mindset of top management with the notion of design thinking provides a strategic focus for brands operating in a high velocity and can drive sustainable competitive advantage and according to them it is only through this triumvirate that truly radical innovation can secure long term brand sustainability with sustainable competitive advantage.
	Hanaysha and Hilman, 2015	Quantitative	SEM on AMOS 18	In highly competitive markets, building brand equity has become one of the first priorities for many organizations as it bring several benefits and reputation for them
	Latif, Aminul, and Abdul (2015)	Conceptual model	Theoretical	Brand image outcomes familiarity, satisfaction, trust and attitudinal loyalty is positively significant. Brand image outcomes also affect organization's market performance at the market place. Therefore, high level of brand familiarity, satisfaction, trust and attitudinal loyalty increases the probability of the effect of brand image.
	Munteanu (2015)	Conceptual	Theoretical	The configuration of the five competitive forces tends to differ by industry, but always the strongest force determines profitability. Sadly, in most cases, the strongest force is not the most prominent. However, a competitive strategy that is not based on meaningful differentiation of brand extensions leads to a transient competitive advantage. This transforms competitive strategy in a quest of finding the next best opportunity.
	Bekk et al, (2016)	Quantitative	Regression	Higher green brand image is associated with stronger green brand equity. This effect is simultaneously mediated by green satisfaction and green trust. Higher green brand equity is associated with stronger positive brand attitude. Higher green brand equity is associated with more positive word-of-mouth communication.
	Biswas and Suar (2016)	Quantitative	SEM	Employee branding is the branding of employment experience, as informed by various HRM and organizational behavior practices. A proactive strategy towards employee branding indicates a company's genuine interest in maintaining its talented workforce in addition to attracting talents from the employment market for competitive edge. A company with an upbeat employee strategy will design its policies and practices for the betterment of employees and thus place more emphasis on EB to boost the performance.
	Gupta et al, 2016	Quantitative	Linear Regression	Competitiveness of brand and competitiveness of resellers has a direct plus the reverse on each other (three) is positive relationship with marketing innovation. But, innovation has no reverse effect on resellers.
	Mohd, Fatimah and Shakir (2016)	Qualitative	Content analysis	It was found that more than 70% of Malaysia Bumiputera small fashion enterprises (BSFEs) are unaware about brand identity as an important tool to be resilient in the market.
	Neuvonen (2016)	Qualitative	Content analysis	High-Tech SME managers' background affects their intention of marketing or brand management. Market and Brand orientation need to be increased to create competitive advantage and thus enhance their success that enabling cross-functional networking, facilitating market orientation in the organization.

Reference	Research approach	Data Analysis Methods	Summary
Ouma and Bett (2016)	Quantitative	Descriptive	Recognition & identity, customer loyalty, differentiation and quality image building affected sales performance.
Aparecida and Moura (2017)	Qualitative	Content analysis	Shared brands in the Brazilian wine sector can be considered a source of sustainable competitive advantage according to the resource-based view.
Garba & Ahmad (2018)	Quantitative	AVE	Brand awareness has a causal relationship on both perceived quality and brand association. Similarly, perceive quality and brand associations, antecedents of brand loyalty have a causal relationship with brand loyalty. Brand loyalty significantly and positively associated with premium price.
Iyer, Davari, and Paswan (2018)	Quantitative	SEM	The brand performance influences brand image, awareness, market share, Net profit and unit sales. This indicates that branding is one of the determinants for organizational profit making which in turn results in sustainable competitive advantage.
Raouf (2018)	Quantitative	SEM	Banks can differentiate their offers and build powerful corporate brands through their employees' brand supporting behavior. Therefore, bank managers need to consider internal branding within the context of a corporate marketing orientation. Moreover, enhancing employees' role clarity and affective commitment will ensure sustainable brand supporting behavior.
Ajour, Consolacion-Segura and Huertas-Garcia (2019)	Quantitative	OLS Regression	The analysis of brand equity determinants in the financial sector, and the more sustainable a company is, the higher their brand equity value is. The more important are environmental, social and governance factors for a company, the higher the brand value. In essence, it provides sustainable competitive advantage.
Izzuddin, Haji, and Kadir (2019)	Mixed	Descriptive	Halal brand personality dimensions have positive impact on brand loyalty particularly on three dimensions which are excitement, sophistication and righteousness.
Ping, Jeoung, and Lee (2019)	Qualitative	Case study	Cosmetic production in Korea branded well and this Cosmetic branding increases the soft power of Korea as a nationwide opening unprecedented opportunity for Tourism sector growth. This branding provided Korean Medical Tourism institution competitive advantage.
Alves et al, 2020	Quantitative	Correlation	Employer branding dimensions; functions, benefit and compensation, Mission, vision & values,, Team, Career Development, organizational culture, managerial process and communication have impact on Affective Organizational Commitment and these employer branding dimensions have high role in attracting, developing and retaining talent. Talent anagement can contribute highly to the success of organizations.
Lin and Zhou (2020)	Quantitative	SEM	Utilitarian environmental benefits had a significant direct impact on green brand image, Green brand innovativeness and green perceived value positively significant between utilitarian environmental benefits and green brand image. Green innovativeness was associated with green brand image. Green brand innovativeness association with green perceived value.

Reference	Research approach	Data Analysis Methods	Summary
Savchenko, Savchenko, Sulimenko (2020)	Quantitative	Descriptive	In today's competitive environment, the brand is one of the main prerequisites for effective development of the enterprise, allows to ensure the fulfillment of social obligations to employees and society, identify products or enterprises, acts as a guarantor of product quality, forms a positive image of the business entity., It is determined that the main prerequisite for sustainable development of domestic enterprises in the context of economic globalization, limited resources, technology development is the process of brand management. It is advisable to study the impact of internal and external environment on the effectiveness of the brand
Ząbek (2020)	Quantitative	Chi-square	Effective price management using quality parameters means that the brand will gain a competitive advantage. Price evaluation using quality can be used to market brands in global conditions. Strong brand orders the capacity to set premium price and consumers willingly pay price.
Al-Hinkawi and Zedan (2021).	Qualitative	Case Study	The development of the city's trademark concept enhances its competitiveness and can attract the attention of investors, visitors, workers and creators. This is a strategic way to achieve competition advantage as well as economic, political, social and cultural goals.
Ayer (2021)	Qualitative	Content analysis	Proactive and reactive market orientation influences the internal branding and strategic brand management that influences positively brand performance.
Cipollaro et al (2021)	Mixed	Descriptive	with regard to the status of an agricultural craft brewery, it is mainly emphasized in the attributes that define the intangible components of the brand rather than in the components defining the tangible ones..
Kittur and Chatterjee (2021)	Quantitative	Regression	Customer satisfaction has partial mediation effect on goods brand based image (GBBI) and full effect on customer loyalty whereas customer satisfaction has full mediation effect service based brand image (SBBI) and full effect on customer loyalty. Customer satisfaction has full effect on customer loyalty.
Krajnović, Bosna, Grubišić (2021)	Conceptual	Theoretical Review	Appropriately applying marketing and marketing strategy, luxury brands must create a marketing mix that is linked to the main characteristics of luxury products consisted of: symbolism, price, quality, aesthetics, rarity and extraordinariness. The key success factors of luxury brands are: people, product, passion, satisfaction, purpose and price. It is crucial to create a strong and emotional long-term relationship between the brand and the consumer.
Liu and Hu (2021)	Quantitative	SEM	Brand experience of an upscale hotel (Five stars) brand can affect its brand image, product attributes, brand loyalty and customer satisfaction. Thus, developing a favorable experiential environment using the experiential marketing perspective is essential for attaining a competitive advantage in the hotel context.
Martins, Carvalho and Almeida (2021)	Quantitative	Correlation	Understanding the influence of brand experience on tourists is crucial to the marketing of a tourist destination. This study corroborates the existing literature considering that DBE is a significant construct with substantial implications regarding visitors' satisfaction and their intentions.

Reference	Research approach	Data Analysis Methods	Summary
Saeed et al (2021)	Quantitative	SEM	Reliability, efficiency and durability has an impact on both sustainable competitiveness and market advantage.
Siba et al (2021)	Quantitative	AVE	Overall, the mediating effect of green innovation capability (GIC) in the relationship between green market orientation (GMO) and new product success (NPS) was conditional on the moderating effects of green knowledge acquisition (GKA) and green brand positioning (GBP).
Stella, Rofiaty, and Ratnawat. (2021)	Quantitative	SEM	Green marketing strategy has a significant positive impact on customer loyalty, brand image
Varelas, Karvelan and Georgopoulos (2021)	Quantitative	Correlation	Information systems and sustainable development are able to influence the policies and strategies of hotel companies. The four pillars of this research, brand loyalty and knowledge, brand awareness, brand image, and consumer brand value perceptions, have a strong connection with information systems and sustainable development. Therefore, customers and clients are more willing to visit these hotels and pay for their services. Accordingly, hotel companies who have adopted these policies and strategies have a strong competitive advantage over their competitors. Therefore, the use of information systems and the adoption of sustainable practices are very important for the hotel companies because they will help them to increase their performance.
Cao et al., 2022	Conceptual model	Theoretical Review	Competitive advantage is characterized as a company's ability to produce a greater economic value than its rivals' economic value
Golob et al (2022)	Conceptual model	Theoretical Review	The authors published the summary and analysis of six papers that advance the knowledge of the role those brands can adopt in meeting various objectives of sustainability. Each article advances important insights on complementary aspects of sustainability and branding which we frame around a capabilities framework that reflects the dynamic need to meet shifting societal expectations, which are about capabilities. These are organizational agility, stake holders' collaboration, value fit, brand relevance, market sensitivity and sustainable brand-learning capabilities.
Kim and Hu, (2022)	Quantitative	SEM	A buying group's brand equity partially mediates the relationship between member retailers' strategic integration and their buying group benefits. Second, member retailers with a stronger differentiation orientation strengthen the positive impact of strategic integration on the buying group's brand equity and buying group benefits. The moderating effects of low-cost orientation were not found to be significant
Yan Tse et al (2023)	Quantitative	Regression	digital platform especially technical part contributes to the brand prestige. Through digital platform technical functions such as cloud computing, big data analytics and machine learning, companies can gain customer insights and uncover patterns and trends at lower costs and faster speed. It provided unprecedented opportunity