



**Studying the Effective Factors in Brand Value
Creation from the Perspective of Customers,
Organizations and Stakeholders
(Case study: Iranian Textile Industry)**

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Abstract The purpose of this study is to design a model to explain the indicators of brand value creation in the Iranian textile industry, to identify the dimensions, components and the indicators of brand value, measuring the dimensions, components and indicators of brand value. The research method in this study is descriptive-exploratory using ground data theory (grounded theory). The study population is the Iranian textile industry. The final research model includes the three main dimensions of customer, organization and government. The results obtained from the correlation of factors also showed that value from the customer's point of view, value from the organization's point of view and value from the government's point of view have the most role and effect in brand value development, respectively. Factors showed issues related to import and export, cost management, insurance and tax issues, administrative bureaucracy, human resources, technology, customer emotional factors and performance expectations factors are considered to be of higher rank and importance for brand value creation from the evaluators' point of view, respectively.

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Introduction

Value in the process of acceptance, survival and institutionalization requires value creation. The interaction of value and value creation brings synergies that will affect all value processes and, most importantly, value-based management thinking (Jalonen et al., 2018). Value creation means the creation of value resulting from human and managerial actions that will lead to the creation of wealth. Value creation is the act of gaining privileges (financial, social or individual) that it goes beyond the sum of acquisition-related costs (which may or may not include the average rate of return in a particular industry) (Li and Sun, 2015). More specifically, value creation is a result that has positive benefits (economic or non-economic) for each member of a subsystem. For some, value means receiving the right goods or services for the money paid (Wood, 2012). For others, value means providing services or goods that have new benefits, or that benefits exceed expectations. This basically goes back to the customers. That is, the heavier the service or product offered to the customer, the lower the expectations, the more value is created for the customer. In other words, the higher the customer benefits compared to the costs paid, the more value is created (Sandberg and Hemilä, 2018). Bowman and Ambrosini (2000) introduce two types of value at the organizational level of their analysis; Use of value and exchange of value. The first type, the use of value refers to the specific quality of a job, task, product or service that users consider it in relation to their needs. Like the; the speed or quality of performance in a new job or the performance templates and features of a new product or service. Such judgments are part of individual and mental characteristics. (Jalonen et al., 2018) These researchers call the second type, value exchange it is the amount of money earned over a period of time, ie at the time of a new job, job, product or service or defined as the amount of money paid by

the customer to the seller to use the value of that task, work, product or service. Observing, organizing and directing the activities and processes of the organization from the customer's point of view causes that organization engages the customer in all its areas of work, from product design to marketing, training, development, sales, performance appraisal and rewarding, and considers his suggestions and opinions. In the meantime, dissatisfied customers who challenge the organization by criticizing and offering improvement strategies find a special place and are the most important source of learning. Employees are at the forefront of customer service and customer satisfaction, and the organization values employees to achieve value creation for customers. In this way, all intellectual and organizational capital is used in the service of customer capital maintenance (Ruenrom, 2012). Value creation for customers is achieved by strengthening organizational capabilities and individual capabilities. These two are intangibles that form the identity of an organization and cannot even be copied. Value creation is about effectiveness. In other words, effectiveness is a value-oriented category that goes beyond numbers and is related to the direction of the organization (Wood, 2012). Customer orientation is a type of value creation that is more about doing the right thing for the customer than doing the right thing in the organization (Gummerus and Johanna, 2018). If the organization's affairs are not done in the direction of the customer, doing everything is wrong. The more wrong things are done, the farther away the organization is from the destination and the more mistakes it makes. But if the right thing is done and even a mistake is made in the way of doing it, it can be corrected and targeted in the direction and destination (Chu, 2012). One of the customer preferences in choosing a product is a reputable brand and identity. In many markets, the brand creates a unique identity for the product owner and links them to a specific group of society (Jallonen et al., 2018). Estate and use products that distinctively high quality and price are associated with them, attributes the buyer to the high-income class of society. Top branding

subconsciously means better product quality for the customer (Colleen and Kirk, 2013). If it means a strong brand for people, it means better quality. From the customer's point of view, value creation is the set of benefits that a product (product or service) receives from it, minus all the costs that it incurs in this regard. The concept of benefit and cost in this definition is very broad and includes all the benefits that the customer seeks in achieving the product (benefit) and all the inconveniences that must be accepted (cost) to achieve the product. Product quality, proper function, beauty, prestige and the identity of some examples of utility and financial, social, psychological and temporal costs are some examples of costs in this definition. (Barth, 1998). To create value (more than a competitor) for the customer, organizations must either increase the benefits of their product (while maintaining costs) or pay less for the same benefit (Colleen and Kirk, 2013). These concepts clearly demonstrate the importance of the brand in creating value for the customer and they reveal why customers pay more for the top brand. Brand, like capital, technology and raw materials, plays a role in creating added value for an organization and so brand management has become one of the most important roles of managers today (Yoo, 2011). Due to the leading challenges in the manufacturing industry and the vulnerability of many industrial units due to the lack of competitive advantage in global trade, attention to the role of the brand and brand value creation is of particular necessity and importance. The main challenge and purpose of this study, while explaining the position and importance of brand value creation, is to design a model to explain brand value creation indicators in the Iranian textile industry. According to the mentioned cases, it can be mentioned that in the current situation, the main factor in the success of the product depends on creating value for the customer and it should be emphasized that: Value creation means the approach that an organization takes towards all stakeholders, especially its customers and it puts the customer at the center of all its activities and processes and from his point of view, he engineers the organization in a way that

products and services it offers meet the needs and wants of the customer. Value in the process of acceptance, survival and institutionalization requires value creation. The interaction of value and value creation brings synergy, which will affect all value processes and, most importantly, value-based management thinking. Value creation means the creation of value resulting from human and managerial actions that will lead to the creation of wealth. From the perspective of traditional marketing strategies, customers often end up in the value chain of goods and services through the stages of search, evaluation, purchase and use (Sandberg, 2018). But the concern of marketers today is to create satisfied and even happy customers with the highest level of loyalty that this requires customer involvement in the value chain and in all processes, activities and decisions of the organization. In this way, tools such as customer relationship management, relationship management with the organization's personnel and relationship management with distribution channels are used. Up to continuous feedback from all stages of providing value to the customer and a stable and excellent competitive advantage for the organization (Kelly et al., 2015). Regardless of the type of industry and product, organizations strive to gain a privileged position in the mind of the customer, create lasting relationships with him, increase loyalty and satisfaction, and optimally meet the needs and wants of the consumer market, produce and supply goods and services tailored to market needs and offer a price for their product in exchange for material, human and information resources (Lee and Sun, 2015). Customers also get the desired product by paying these amounts to meet their needs. But the relationship created to sell a product on the one hand and buy it on the other is not only affected by the financial factor of the exchange (Ruenrom, 2012). The consumer of goods or the recipient of services connects to the organization and the product through a comprehensive and complex process that goes far beyond just buying the product and his evaluation of this process goes beyond the price paid and the functional characteristics of the product. In other words, the value

that the buyer attributes to this process includes several factors in addition to the price and performance of the product that it is called "value creation" and as one of the key factors in achieving a sustainable competitive advantage in today's market-oriented and customer-oriented world has been considered by researchers and managers of organizations. Perhaps it is safe to say that the most obvious professional skill of marketers is their ability to create, maintain, care for and promote their brand. Marketers believe that "branding" is the art and foundation of a brand. In short, a brand identifies a seller or manufacturer. A trademark can be a trademark, trademark or other symbol. According to the trademark law, the seller has the right to use the trade name permanently. Thus, trade names are separate from assets such as exploitation licenses, etc., which have a special validity period (Haddadi Nia, 2011). Brand is one of the elements of competition in today's world that must be well defined, created and managed because the brand name enables a manufacturer to achieve the benefits of offering unique products as well as high quality and provide an opportunity to transfer this concept to other goods and services of the company.

Background

Gilani Nia and Mousavian (2018) in their research showed that; Loyalty, awareness and quality affect brand equity and brand awareness are factors affecting customer loyalty to the brand. Sangari and Blockani (2018), in their research showed that; In-house brand equity (brand knowledge, brand commitment and role clarity) has a positive effect on customer satisfaction. The benefits of brand equity within the organization with the components of brand citizenship behavior and employee satisfaction also have a positive effect on customer satisfaction. The results also show that the effect of intra-organizational brand equity on customer satisfaction is mediated by organizational citizenship behavior and employee satisfaction. Esmat Ahmadi (2018), in their research showed that; all dimensions of customer-centric equity

have a positive relationship with sales performance. Morvati Sharifabadi et al. (2016), in their research showed that; High correlation between brand equity and company performance was observed. This means that insurance companies that have a higher specific value in the minds of customers have also performed better. Ranjbarian et al. (2016), in their research showed that; in chain stores, perceived quality affects perceived value, as well as customer satisfaction and repurchase intent. In addition, perceived value affects customer satisfaction as well as repurchase intent. Customer satisfaction affects repurchase intent. Aziz and Asnaashari (2016), in their research showed that; Brand identity has a positive effect on brand commitment. The effect of internal branding on brand commitment and the effect of brand identity on brand performance were not confirmed. Iyer ET all et al. (2018), in their research showed that; Brand orientation both directly and indirectly through the internal brand variable has a positive and significant effect on brand performance also, brand orientation has a positive effect on strategic brand management and finally, strategic brand management has a direct and indirect positive and significant effect on brand performance through internal brand variables.

Method

The main method of this research is descriptive-exploratory research in terms of nature, which will use qualitative and quantitative techniques to collect and analyze data. The details of the research method are presented in detail below. Due to the fact that the present study examines theoretical constructs in practical and real contexts and situations, it is of the "applied" type of research. This research is considered "cross-sectional" because it is conducted over a short period of time (a period long enough to gather information from participants to study). In the first step to present the model, first the dimensions (scales) of the research model are determined, after that, the relevant components (subscales) are identified and determined, and in the next step, the indicators (subscales)

that make up each of the components are identified. This will be done through library studies as well as content analysis and specialized interviews with experts and focus groups. Qualitative research is a set of activities (such as observation, interviewing and extensive participation in research activities), each of which somehow helps the researcher to obtain first-hand information about the subject under study. Thus, from the collected information, analytical, perceptual and classified descriptions are obtained. In the second step, using field studies and quantitative methods, the research model fit was validated and evaluated. The positivist researcher provides knowledge through the collection of numerical data and the observation of samples and then the presentation of this data to numerical analysis. In contrast, our research is positivist, it is rooted in the assumption that the effects of the social environment are constructed as interpretations by individuals. These interpretations are transient and situational. Post-positivist researchers provide knowledge primarily through the collection of verbal data through serious and in-depth study of cases, and the presentation of this data to analytical induction.

Findings

The interviewees were asked to review the brand and customer value creation patterns and provide their opinions about the research model. Regarding different types of business models, different theories were presented, some of which corresponded to or complemented the theoretical foundations presented in the research and some were based on the experience and personal opinions of experts and interviewees. The researcher, after gathering information and refining the components in several stages and reviewing and interviewing academic experts, finally based on field findings and library studies; the main dimensions (macro categories) were identified by three approaches. Creating brand value from the customer's point of view (customer emotional and mental expectations, customer performance expectations); Brand value creation

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from the perspective of the organization (improving human resources, improving technology and infrastructure, cost management); Brand value creation from the government's point of view (improving fiscal policies, improving policies and administrative bureaucracy, improving international policies). In order to connect the other categories to the main category, first the major and main factors were determined and then the dimensions and indicators of each were determined. In the first step of open coding, with the benefit of the opinions of textile industry experts and academic experts, "basic propositions and concepts" were extracted. At this stage, the interviewees were asked to identify the main and secondary dimensions of the open coding section. After obtaining the opinions of experts, the generalities of the model in relation to macro and micro categories were extracted. In the second step, after providing the final statements, in order to identify the indicators and dimensions, questions related to "micro and macro categories" were asked from academic experts. At this stage, the subcategories and concepts (index and component) related to them were separated and specified. Table (1) presents the results of this step.

Table 1

Relationship Between Macro and Micro Categories (Dimensions and Indicators)

Code	Micro categories	Code	Macro categories
A1	Respond to emotional expectations	A	Brand value creation from the customer's point of view
A2	Respond to performance expectations		
B1	Improving human resources	B	Brand value creation from the perspective of the organization
B2	Improving technology and infrastructure		
B3	cost management		
C1	Improve financial policies and facilities	C	Brand value from a government perspective
C2	Improving policies and administrative bureaucracy		
C3	Improving international policies		

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Table 2

Relationship of Categories (Components and Indicators)

Code	Index (Concepts)	Code	Component (micro category)
A11	Needs assessment and compliance with customer needs	A1	Emotional expectations
A12	Innovation and creativity in products and services		
A13	Product identity and commitment		
A14	Customer orientation		
A21	Reasonable and competitive pricing	A2	Performance expectations
A22	Sales promotion and incentive policies		
A23	Product distribution and access		
A24	Stability in the quality of service		
A25	Support and after-sales service		
B11	Specialization and knowledge-based management	B1	Improving human resources
B12	Committed and specialized manpower		
B13	Improve the management of the organization's intellectual capital		
B21	Efficient production machinery and technology	B2	Improving technology
B22	Continuous improvement of production management		
B23	Production and joint venture		
B24	Modeling		
B31	Eliminate and reduce unnecessary overhead costs	B3	cost management
B32	Reduce property rental costs		
B33	Manage and reduce interest costs		
C11	Improve tax protection policies	C1	Fiscal policy
C12	Improving insurance policies of manufacturing industries		
C13	Reducing bank interest rates		
C21	Eliminate complex administrative bureaucracy	C2	Administrative policies
C22	Participate and create an integrated system of government administrative organizations		
C23	Effective Entrepreneurship Incentive Policies		
C24	Avoid hasty, unprofessional policies		

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Code	Index (Concepts)	Code	Component (micro category)
C31	Eliminate barriers and export and import sanctions		Imports and exports
C32	Customs supervision and management	C3	
C32	Eliminate monopoly on import, export and production		

To assess the validity of the indicators, a questionnaire was designed and the respondents were asked to: Have their say on whether the specified criteria are capable of recognizing variables. Validity assessment was performed in two parts; the first part is related to the relationships between micro and macro categories (related dimensions and indicators) and the second part is related to categories and concepts (related indicators and components).

Table 3

Decision on CVR

Number of specialists panel	Minimum amount of validity
5	0.99
6	0.99
7	0.99
8	0.85
9	0.78
10	0.62
15	0.49
20	0.42
25	0.37
30	0.33
40	0.29

The number of evaluators in this section was 20, which according to the CVR decision table, the minimum acceptable content validity is 0.42 and below are the results related to measuring the content validity of dimensions and indicators. The results obtained from the content validity

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indicate the validity of the content, dimensions and indicators of the research. Content validity test was also performed for micro categories and concepts (indicators and related components).

Table 4

Relationship Between Categories and Results of Content Validity Measurement of Dimensions and Indicators (CVR)

Main dimensions	Sub-dimensions	Actions (component)	Results
Customer (1/00)	Emotional expectations (0/6)	Needs assessment and compliance with customer needs (0.6)	Brand value creation from the customer's point of view
		Innovation and creativity in products and services (0.65)	
		Product Identity and Commitment (0.55)	
		Customer orientation (0.7)	
		Reasonable and competitive pricing (0.85)	
	Performance expectations (0/7)	Sales promotion and incentive policies (0.5)	
		Product distribution and access (6/0)	
		Stability in service quality (0.7)	
		Support and after-sales service (0.65)	
		Improving human resources (0/75)	
Committed and specialized manpower (0.9)			
Improving the management of the organization's intellectual capital (0.7)			
Improving technology (0/9)	Efficient production machinery and technology (0.85)		
	Continuous improvement of production management (0.75)		
	Production and joint venture (0.6)		
cost management (0/85)	Modeling (0.75)		
	Eliminate and reduce unnecessary overhead and costs (0.85)		

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Main dimensions	Sub-dimensions	Actions (component)	Results
Government (0/9)		Managing and reducing the cost of renting real estate and machinery (0.8)	Brand value from a government perspective
		Management and reduction of interest costs (0.9)	
	Fiscal policy (1/00)	Improving tax protection policies (0.9)	
		Improving insurance policies of manufacturing industries (0.85)	
		Decrease in bank interest rates (0.95)	
	Administrative policies (1/00)	Elimination of complex administrative bureaucracy (1/00)	
		Participation and creation of an integrated system of government administrative organizations (0.8)	
		Effective Entrepreneurship Incentive Policies (0.9)	
	Imports and exports (1/00)	Avoid hasty, unprofessional and temporary policies (0.9)	
		Removal of barriers and sanctions on exports and imports (0.95)	
		Customs supervision and management (0.95)	
		Elimination of monopoly on import, export and production (1/00)	

Once a category is identified, we define it based on its specific features and dimensions. In foundation data theorizing, each attribute takes on a dimension. A dimensioned attribute means that the researcher considers the attribute on a continuum and finds examples in the data that show the two ends of the continuum. In general, attributes are characteristics or general or specific characteristics of a category, and dimensions indicate the position of attributes along a spectrum. In this research, a range of 10 options was designed for each category, which shows the two points of approval and disapproval. The closer the number

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is to 10, indicates that the category is approved, and vice versa. The results for validating features, categories, and the relationships between them are described in the Selective Coding section. In the next step, the status of concepts and propositions related to each category was assessed. A 10-choice spectrum was designed for each category, which shows the two points of high importance and low importance. The closer the number is to 10, the confirmation of the importance and function of the category, and vice versa.

Table 5

Properties Dimensioning

Category confirmation of the category	"Category Evaluation Continuum"								Non-approval of the category
10	9	8	7	6	5	4	3	2	1

After determining the criteria and range of measurement, a survey of experts was conducted to assess the importance and application of components (propositions). The process of collecting field data of this stage was performed simultaneously with the previous stage, i.e. the content validity of dimensions and indicators. The evaluation results are presented in the table 6.

Table 6

Mean Comparison Test and Feature Rating

Dimensions		Assessment criteria= 5.4			
		T	Average	Significance level	Deviation from the mean
Micro categories	Emotional expectations	17.702	8.48	.000	3.08750
	Performance expectations	13.313	7.63	.000	2.23000
	Human resources	13.620	8.25	.000	2.85000
	Technology	16.987	8.20	.000	2.80000
	Cost management	17.525	9.20	.000	3.80000

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Dimensions	Assessment criteria= 5.4				
	T	Average	Significance level	Deviation from the mean	
Taxes and insurance	18.740	9.15	.000	3.75000	
Administrative bureaucracy	23.693	8.80	.000	3.40000	
International	20.331	9.33	.000	3.93333	
Macro categories	Customer value	18.062	8.05	.000	2.65875
	Value of the organization	17.799	8.55	.000	3.15000
	Value of government	26.250	9.09	.000	3.69444

The results obtained from the table above show descriptive statistics and average ranking of components. The T-statistic column is the results of the comparison test of the mean obtained from the evaluators' votes, and since the value of T is greater than 1.96 and the significance level is less than 5%, therefore, the results show the confirmation of all dimensions. Based on the specified range, it can be between 1 and 10, and the closer it is to the number 10, the more important and useful the component is from the evaluators' point of view.

Table 7
Feature Rank Comparison Test

Categories	Friedman test		
	Average rating	Rank	
Micro categories	Emotional expectations	4.20	7
	Performance expectations	1.65	8
	human resources	3.33	5
	Technology	3.10	6
	cost management	6.33	2
	Taxes and insurance	5.68	3
	Administrative bureaucracy	5.25	4
	International	6.48	1

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Categories	Friedman test		
	Average rating	Rank	
Macro categories	Value from the customer's point of view	2.3507	3
	Value from the perspective of the organization	2.7796	2
	Value from the point of view of the government	3.3999	1

The last two columns, measured using the Friedman test, represent the mean rank, this index is used to rank the components. The higher the average rank of the components, the more important and useful it is from the evaluators' point of view. Import and export issues, cost management, insurance and tax issues, administrative bureaucracy, human resources, technology, customer emotional factors and performance expectations are considered to be of higher rank and importance for brand value creation from the evaluators' point of view, respectively. In macro dimensions, macro factors related to the government, factors related to the organization and industries, and finally factors related to the customer have been considered of higher rank and importance for the development of value creation and should be given more attention. After analyzing the information and during different stages of coding, finally the framework of the brand value model in the textile industry is presented. In the previous stages, the components, indicators and dimensions of the model were identified, classified and evaluated.

Table 8

Research Model Structure

Main dimensions	Sub-dimensions	Actions (component)	Average rating	Rank
Customer (1/00)	Emotional expectations (6/0)	Needs assessment and compliance with customer needs (0.6)	16.4	15
		Innovation and creativity in products and services (0.65)	16.9	12

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Main dimensions	Sub-dimensions	Actions (component)	Average rating	Rank	
		Product Identity and Commitment (0.55)	7.45	26	
		Customer orientation (0.7)	16.15	18	
	Performance expectations (7/0)	Reasonable and competitive pricing (0.85)	17.52	10	
		Sales promotion and incentive policies (0.5)	4.92	28	
		Product distribution and access (6/0)	7.55	25	
		Stability in service quality (0.7)	10.85	21	
		Support and after-sales service (0.65)	6.17	27	
Organization (0/9)	Improving human resources	Specialization and knowledge-based management (0.8)	10.15	23	
		Committed and specialized manpower (0.9)	9.25	24	
		Improving the management of the organization's intellectual capital (0.7)	16	19	
	(75/0)	Improving technology	Efficient production machinery and technology (0.85)	17.47	11
			Continuous improvement of production management (0.75)	15.7	20
			Production and joint venture (0.6)	2.62	29
	(9/0)		Modeling (0.75)	16.67	13
			Eliminate and reduce unnecessary overhead and costs (0.85)	18.92	9
			Managing and reducing the cost of renting real estate and machinery (0.8)	19.1	8
			Management and reduction of interest costs (0.9)	20.3	5
Government (0/9)	cost management (85/0)	Improving tax protection policies (0.9)	20.3	6	
		Improving insurance policies of manufacturing industries (0.85)	20.9	4	

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Main dimensions	Sub-dimensions	Actions (component)	Average rating	Rank
		Decrease in bank interest rates (0.95)	16.27	17
	Fiscal policy (00/1)	Elimination of complex administrative bureaucracy (1/00)	22.47	1
		Creating an integrated system of government administrative organizations (0.8)	10.8	22
		Effective Entrepreneurship Incentive Policies (0.9)	16.42	14
		Avoidance of hasty, unprofessional and temporary measures (0.9)	16.35	16
		Removal of barriers and sanctions on exports and imports (0.95)	20	7
		Customs supervision and management (0.95)	20.52	3
		Elimination of monopoly on import, export and production (1/00)	20.82	2

In the previous table, brand value indicators in the textile industry were comprehensively presented. Figure (1) also presented the research communication model based on the theoretical foundations, studies and experiences of the researcher and the steps taken in the research. Based on the conceptual model proposed by the researcher in this study, the model of explaining brand value creation indicators has three dimensions of value from the customer perspective, value from the organization perspective and value from the government perspective.

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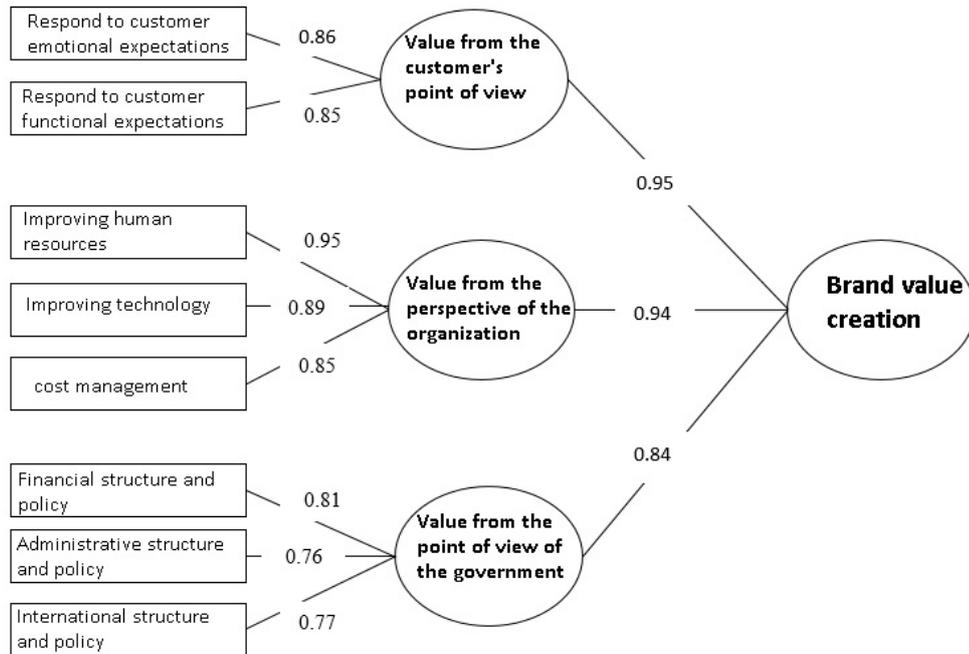


Figure 1

Pattern of Explaining Brand Value Creation Indicators

The purpose of this study is to design a model to explain the indicators of brand value creation in the Iranian textile industry. Based on the results of this study, brand value creation was evaluated and approved from three perspectives: customer value, organizational value and government value.

Table 9

Research Model

Main dimensions	Sub-dimensions	Actions (component)	Average rating	Rank
Customer	Respond to customer emotional expectations	Needs assessment and compliance with customer needs	16.4	15
		Innovation and creativity in products and services	16.9	12

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Main dimensions	Sub-dimensions	Actions (component)	Average rating	Rank	
	Respond to customer performance expectations	Product identity and commitment	7.45	26	
		Customer orientation	16.15	18	
		Reasonable and competitive pricing	17.52	10	
		Sales promotion and incentive policies	4.92	28	
		Product distribution and access	7.55	25	
		Stability in the quality of service	10.85	21	
	Improving human resources	Specialization and knowledge-based management	Support and after-sales service	6.17	27
			Specialization and knowledge-based management	10.15	23
		Improving technology	Committed and specialized manpower	9.25	24
			Improve the management of the organization's intellectual capital	16	19
Organization	Improving technology	Efficient production machinery and technology	17.47	11	
		Continuous improvement of production management	15.7	20	
		Production and joint venture	2.62	29	
	cost management	Modeling	16.67	13	
		Eliminate and reduce unnecessary overhead costs	18.92	9	
		Reduce property rental costs	19.1	8	
		Manage and reduce interest costs	20.3	5	
		Improve tax protection policies	20.3	6	
		Improving insurance policies of manufacturing industries	20.9	4	
		Reducing bank interest rates	16.27	17	
Government	Fiscal policy	Eliminate complex administrative bureaucracy	22.47	1	
		Creating an integrated system of government administrative organizations	10.8	22	

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Main dimensions	Sub-dimensions	Actions (component)	Average rating	Rank
		Effective Entrepreneurship Incentive Policies	16.42	14
		Avoid hasty, unprofessional and temporary actions	16.35	16
		Eliminate barriers and export and import sanctions	20	7
		Customs supervision and management	20.52	3
		Eliminate monopoly on import, export and production	20.82	2

Determining the following indicators affecting brand value creation using the confirmation model of path analysis: Path analysis method was used to determine the relationship between the sub-indicators affecting brand value creation and how they affect them.

Table 10

Indicators Related to Research Model Fit

Name of exam	Description	Acceptable values	Value obtained
χ^2/df	K relative squares	<3	2.102
RMSEA	Root of the mean power of the approximation error	<0/1	.05
RMR	Root mean square of the remainder	<0/1	0.95
GFI	Modified fitness index	>0/9	0.943
NFI	Soft fit index	>0/9	0.956
CFI	Comparative fit index	>0/9	0.925

The value of RMSEA is equal to 0.096, so this value is less than 0.1, which indicates that the mean squared error of the model is appropriate and the initial model is acceptable. Also, the value of GFI, CFI and NFI indices is more than 0.9, which show that the measurement model of sub-indices is a suitable model. The results show that there is a significant difference and effect with respect to the mean and the difference between

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the means obtained from the comparison of sub-indices. Due to the fact that the critical ratio is out of range and the significance level is less than 0.01, and has been confirmed at the confidence level of 0.99. That is, sub-indicators have a significant effect on brand value creation at the level of 99%.

Table 11

Significant Differences in Indicators Affecting Brand Value Creation

Sub-indicators	(B)	(CR)	t	Average	Difference between the means	Significance level
Emotional expectations	0/86	2/62	3/6**	3/12	0/39	0/000
Performance expectations	0/80	2/82	3/9**	3/25	0/46	0/000
Improving human resources	0/90	2/68	4/2**	3/45	0/67	0/000
Improving technology	0/89	2/54	4/1**	4/35	0/86	0/000
cost management	0/85	2/79	5/2**	4/36	0/83	0/000
Financial structure and policy	0/80	2/52	62/**	3/12	0/72	0/000
Administrative management structure	0/76	2/33	6/4**	4/12	0/76	0/000
International structure and policy	0/57	2/27	6/3**	4/23	0/79	0/000

Conclusion

Globalization of trade and economy and more dynamic competition have changed the role of customers in organizations. Today, organizations' view of customers is not just a consumer. Customers in today's organizations are accompanied and synchronized by the members of the organization in the production of goods and services, procedures and processes, development of knowledge and competitiveness. Therefore, effective and efficient management of customer relationship and creating and providing value to him is one of the most important topics of interest and attention of researchers and managers of

organizations. The important thing is that the value is determined from the customer's point of view in the market and by the customer's perception of what he pays and what he receives, and not in the factory and through the tendencies and assumptions of the supplier. Value is not what is produced but what the customer gets. Regardless of the type of industry and product, organizations strive to gain a privileged position in the mind of the customer, creating lasting relationships with him, increasing the level of loyalty and satisfaction and optimally meeting the needs and wants of the consumer market, to produce and supply goods and services in accordance with market needs and in exchange for spending material, human and information resources, they offer a price for their product. Customers also get the product to meet their needs by paying these amounts. But the relationship created to sell a product on the one hand and buy it on the other hand is not only influenced by the financial factor of the exchange. The consumer of goods or the recipient of services connects to the organization and the product through a comprehensive and complex process that goes far beyond just purchasing the product and his assessment of this process goes beyond the price paid and the functional characteristics of the product. In other words, the value that the buyer attributes to this process includes several factors in addition to the price and function of the product, which is called "value from the customer's point of view" and as one of the key factors in achieving a sustainable competitive advantage in today's market-oriented and customer-oriented world has been considered by researchers and managers of organizations.

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